



THE LONG ROAD TO RESTORATION



An Administrative History of
Longfellow House-Washington's Headquarters
National Historic Site

Sara Patton Zarrelli

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By
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Presented to
Longfellow House-Washington's Headquarters National Historic Site

Prepared under a cooperative agreement between
The Organization of American Historians
and
The National Park Service

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Cover: Courtesy Andrew Mudge/National Park Service, Longfellow House-Washington's Headquarters NHS. Longfellow House is most often photographed from the street or from the side yard, which makes it appear as an isolated estate. In fact, it is located in a densely populated Cambridge neighborhood, directly across the river from Boston. In this aerial view from the rear of the property, we see the neighboring church steeple and the modern Boston skyline, a reminder that Longfellow House has played a part in the history of the city from before the American Revolution to present.

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Sara Patton Zarrelli

ABBREVIATIONS

BOST	Boston National Historical Park
CHC	Cambridge Historical Commission
CLR	Cultural Landscape Report
CMP	Collection Management Plan
FRLA	Frederick Law Olmsted NHS
FY	fiscal year
GPRA	Government Performance and Results Act of 1993
HRS	Historic Resource Study
HSR	Historic Structure Report
JOFI	John Fitzgerald Kennedy NHS
LHT	Longfellow House Trust
LONG	Longfellow House-Washington's Headquarters NHS
MIMA	Minute Man National Historical Park
NAR/NARO	North Atlantic Region of the NPS / North Atlantic Regional Office; predecessor to the Northeast Regional Office
NEDCC	New England Document Conservation Center
NER/NERO	Northeast Region of the NPS / Northeast Regional Office
NHL	National Historic Landmark
NHP	National Historical Park
NHS	National Historic Site
NMSC	Northeast Museum Services Center
NPS	National Park Service
OCLP	Olmsted Center for Landscape Preservation
PMIS	Project Management Information System, the NPS's internal system for managing competitive requests for supplemental funding.
SAT	Save America's Treasures grant program
SOCS	Scope of Collections Statement
SPNEA	Society for the Preservation of New England Antiquities, today known as Historic New England
WASO	Washington DC Area Support Office

CHAPTER ONE

A FINE OLD HOUSE

“We have purchased a mansion here, built before the Revolution, and occupied by Washington as his Headquarters when the American Army was at Cambridge. It is a fine old house and I have a strong attachment from having lived in it since I first came to Cambridge.”

—HENRY WADSWORTH LONGFELLOW TO FERDINAND FREILIGRATH,
NOVEMBER 24, 1843¹

.....

Before John Vassall, Esq., built a Georgian mansion with sweeping views of the Charles River in 1759, Cambridge was known as Newtowne, the administrative seat of the Massachusetts Bay Colony.² Located five miles upriver from Boston on a rise, the site was both easily defensible and relatively accessible. While early British settlers did not necessarily encounter Native Algonquian residents regularly because they had already been decimated by disease and tribal conflict, these colonists took advantage of a trail established by the Algonquians that skirted the marshes of the Charles River to connect Newtowne to Watertown,” this simple path would grow and eventually be called Brattle Street.³ It was on this street that Colonel John Vassall, a wealthy gentleman and the father of John Vassall, Esq., would purchase and consolidate several lots amid a changing political landscape.

In 1638, the colonial government moved to Boston. Embracing Harvard College, founded in 1636, the town renamed itself Cambridge.⁴ As the town grew, it began to transition away from its agricultural roots, and by the 1740s, consolidation of former farm plots into large estates was common. Among these new landowners was Colonel John Vassall. Born in the West Indies, Vassall was a product of empire. Despite inheriting plantations in the West Indies, he chose to reside in Massachusetts Bay, where his father, Leonard Vassall, was an important landowner and grandson of one of the original patentees of Massachusetts Bay Colony.⁵ Like his father and grandfather before him, his financial success was based on the colonial system of trade, enslavement, and landholding

in Britain's increasingly far-flung empire.⁶ Colonel John Vassall first acquired land on Brattle Street in 1736, and variously sold and added to his holdings in the area for years. The area that today is 105 Brattle Street was the product of two purchases in 1746 and 1747.⁷ John Vassall's son, also named John (known as John Vassall, Esq., to distinguish him from his father), built the now-iconic Georgian house at 105 Brattle Street in 1759. Given John Vassall, Esq.'s well-documented ownership of enslaved people and his support of enslavement, it is likely that enslaved laborers helped construct the house, though no documents recording their labor survive.⁸ He continued to acquire adjacent land, consolidating six parcels for a total of ninety acres.⁹ While Vassall's estate was not a self-sustaining farm, records indicate that at least some agriculture took place, including the cultivation of orchards.¹⁰ Formal gardens also appear to have been a feature. Enslaved people owned by Vassall managed the home and its expansive grounds.¹¹

Given Vassall's personal and economic ties to the fruits of empire, it is unsurprising that he remained a supporter of the crown, even as events in Boston and elsewhere began to push toward rebellion against Britain in the 1770s. His political sympathies were echoed by his neighbors, and early chroniclers of Cambridge called the area "Tory Row." This concentration of wealthy supporters of the crown attracted the attention of colonists pushing for rebellion, and Vassall and his family were forced to flee to Boston in 1774, following the Powder Alarm. By 1776, they had made their way first to Halifax and then to Britain. The Vassalls' decision to abandon their property in New England and move to Britain, a place where the family had not lived for generations, reflects a story of migration that is an important aspect of the American Revolution.¹² Meanwhile, back in Cambridge, Colonial officers soon made use of the grand house as a headquarters; Colonel Glover used the house until George Washington took it over for the same purposes in July of 1775 during the Siege of Boston.¹³ As has been well-documented by historians and memorialized in plaques that can be found all over New England, George Washington was highly mobile, and traces of his presence are everywhere, such that "George Washington Slept Here" has

⁶ J. L. Bell, *George Washington's Headquarters and Home, Cambridge, Massachusetts: Longfellow House-Washington's Headquarters National Historic Site Historic Resource Study*, US Department of the Interior, National Park Service, 2012, 1. See also Serena Zabin, *The Boston Massacre: A Family History* (New York: Houghton Mifflin Harcourt, 2020).

⁷ Evans, *Cultural Landscape Report*, vol. 1, 6.

⁸ For information about Vassall's attitudes toward enslavement and enslaved people that lived and worked at Brattle Street, see Bell, *George Washington's Headquarters Historic Resource Study*, 6.

⁹ Evans, *Cultural Landscape Report*, vol. 1, 6.

¹⁰ Evans, *Cultural Landscape Report*, vol. 1, 6.

¹¹ Bell, *George Washington's Headquarters Historic Resource Study*, 31.

¹² Bell, *George Washington's Headquarters Historic Resource Study*, 18.

¹³ Bell, *George Washington's Headquarters Historic Resource Study*, 51 and 86.

become a real estate cliché.¹⁴ What sets the home at 105 Brattle Street apart is that Washington was in residence for a period of nearly ten months during a time of significant strategizing and preparation for the military action that ultimately drove the British from Boston. Washington's wife, Martha, was in residence with him, establishing a pattern that she would join him during winter camps and at other times when it was safe during the Revolutionary War.¹⁵ The couple famously hosted a Twelfth Night party, celebrating their anniversary during their residency, though historian John Bell concludes that this event is a popular myth.¹⁶ The Vassall House in this time period was home to key moments of strategy, as well as quieter interludes of daily life during the war that reveals more about the experience of the American Revolution.

At the conclusion of the Siege of Boston, Washington left Boston to pursue the conflict. The house was eventually forfeited and confiscated by an act of the General Court in 1779 and purchased by Nathaniel Tracy in 1781. Tracy was a wealthy privateer who had a reputation for both lavish living and collecting loyalist homes as prizes of war.¹⁷ Perhaps unsurprisingly, Tracy found himself in financial difficulties by 1786 and sold the house to Thomas Russell, who in turn sold it and significant associated property to Andrew Craigie. Craigie also had Revolutionary War connections, having served as the Apothecary General. Following the war, he engaged in business ventures, including wholesale drug distribution and land speculation.¹⁸ Craigie substantially enlarged the house and brought the land around it back into use for farming, orchards, and sometimes exotic ornamental gardens.¹⁹ These renovations and other speculative investments brought him heavily into debt. At the time of his death in 1819, he held the dubious distinction of being both one of the largest landowners and one of the largest debtors in Cambridge.²⁰ His death and debt meant that his holdings were divided and that his wife, Elizabeth, would continue to sell off parts of the land associated with the house, as well as its furnishings, to make ends meet. She also took in boarders, which brought a young Harvard professor, Henry Wadsworth

¹⁴ Smithsonian Magazine, "George Washington Slept Here: A Great and Good Man, but Bringing Him to Life in a Debunking Age Is a Hard Row to Hoe," The Smithsonian Institution, <https://www.smithsonianmag.com/history/george-washington-slept-here-128209448/> (accessed June 22, 2020).

¹⁵ Bell, *George Washington's Headquarters Historic Resource Study*, 218. For this reason, interpreters generally avoid discussing this story, but it is important to understanding the Longfellow family's perceptions of George Washington's residency.

¹⁶ Bell, *George Washington's Headquarters Historic Resource Study*, 229.

¹⁷ Evans, *Cultural Landscape Report*, vol. 1, 12.

¹⁸ Evans, *Cultural Landscape Report*, vol. 1, 15.

¹⁹ Evans, *Cultural Landscape Report*, vol. 1, 19.

²⁰ Evans, *Cultural Landscape Report*, vol. 1, 23.

Longfellow, to her door in 1837. Elizabeth Craigie was at first not enthusiastic about renting to Longfellow, but was eventually persuaded by his persistence.²¹ Once he settled in the house, he never moved out.

Longfellow fell deeply in love with the house. He adored its design and landscape, and also respected its connections to Washington. He was aware of rumors that Washington had slept in the rooms he was renting and considered his residence there a powerful connection to history.²² Following Elizabeth Craigie's death in 1841 and his marriage to Frances Appleton, daughter of wealthy industrialist Nathan Appleton, in 1843, the couple persuaded Nathan Appleton to purchase both the house and the lot across the street to preserve the open view to the Charles River.²³ While the purchase of such a house was beyond the financial means of the couple at the time of their marriage, Henry Wadsworth Longfellow's blockbuster success as a poet would make them wealthy. During the couple's residence, they added features to make the house more comfortable, preserved the house as a memorial of sorts to Washington, and created a remarkable collection of furnishings, art, books, and more. Among their efforts to commemorate Washington was an annual celebration of his birthday and the decoration of his bust with a wreath. Later generations conflated these celebrations with the Twelfth Night Party supposedly hosted by the Washingtons.²⁴ Longfellow's standing in the literary community brought a wide range of well-known writers, artists, politicians, and others through the house, and Longfellow accumulated much ephemera related to these individuals.²⁵ In addition, Longfellow took an active, if quiet, role in the abolitionist movement. His account books reveal donations to abolitionist causes as well as direct aid to formerly enslaved persons making their way north. He was close friends with Charles Sumner, the outspoken legislator famously caned on the floor of the Senate, and today one of his best-known poems, "Paul Revere's Ride," is considered to be a call to action for national unity on the eve of the Civil War.²⁶

Longfellow's commercial success allowed for excellent care of the home, and also funded extensive international travel, during which the family collected art and other items. In addition to more conventional tours of Europe, Longfellow's son Charles traveled

²¹ Evans, *Cultural Landscape Report*, vol. 1, 27.

²² Bell, *George Washington's Headquarters Historic Resource Study*, 183.

²³ Evans, *Cultural Landscape Report*, vol. 1, 31.

²⁴ Bell, *George Washington's Headquarters Historic Resource Study*, 229. Additional information about later generations provided by Lead Ranger Anna Christie and Archivist Kate Hanson Plass, communication with the author, January 22, 2021.

²⁵ Longfellow House-Washington's Headquarters National Historic Site, "Henry Wadsworth Longfellow," National Park Service, <https://www.nps.gov/long/learn/historyculture/henry-wadsworth-longfellow.htm> (accessed June 12, 2020).

²⁶ Longfellow House-Washington's Headquarters National Historic Site, "Paul Revere's Ride," National Park Service, <https://www.nps.gov/long/learn/historyculture/paul-reveres-ride.htm> (accessed June 12, 2020).

extensively in Asia, even building a house and living for a time in Japan.²⁷ Charles shipped his collections of Asian art, furniture, and photographs back to the house in such quantities that his father expressed concern that his son was overspending his allowance and potentially causing the need for an addition to be built to house it all.²⁸ Altogether, the home had become a treasure trove of history, art, books, and furnishings.

When Longfellow died in 1882, his oldest daughter, Alice, remained in residence, and continued the family's commitment to preserving the house and its ties to George Washington, along with memorializing her father and bolstering his importance as a poet. Alice and her siblings also demonstrated a keen and early interest in preserving their father's legacy through the home and surrounding land. Shortly after Longfellow's death, a group of colleagues formed the Longfellow Memorial Association, to which the children donated their shares of the land opposite the house to the river to create a memorial park.²⁹ The park, designed by landscape architect Charles Eliot, was partially a memorial to Longfellow, but it also was a critical step in achieving the family's goal that the house be preserved essentially as Longfellow knew it, including the views he might have seen. The park marked one of the first recognitions of Longfellow's heirs that death could divide the estate—unless the heirs actively created instruments to avoid the fracture. A second event, the death of Longfellow's adult son Charles Appleton Longfellow in 1893, may have demonstrated to the remaining adult children that their own deaths could also divide the estate. Their concerns about the future of the property coalesced in another remarkable effort to preserve the house for future generations: the Longfellow House Trust (LHT).

²⁷ Longfellow House-Washington's Headquarters National Historic Site, "Charles Longfellow," National Park Service, <https://www.nps.gov/long/learn/historyculture/charles-longfellow.htm> (accessed June 12, 2020).

²⁸ Longfellow National Historic Site, "Charley Longfellow: Coming of Age in a Time of Turbulence, Lesson 6," National Park Service, <https://www.nps.gov/long/learn/education/upload/Charley-Longfellow-Lesson-6.pdf> (access June 12, 2020).

²⁹ Evans, *Cultural Landscape Report*, vol. 1, 52.

A Fine Old House



Figure 1: Henry Wadsworth and Edith Longfellow at Longfellow House, 1878.
Courtesy of the National Park Service, Longfellow House-Washington's Headquarters NHS.

Establishing the Trust

Looking at the long future of the house, the Longfellow children recognized two key factors in its preservation: that the house was historically significant and therefore worthy of preservation, and that there would come a time in which the family, especially future descendants, might be unable or unwilling to appropriately care for it. The family was uniquely positioned to examine these options because of Alice Longfellow's involvement in the preservation movement. In addition to serving as a founding vice-president of the Society for the Preservation of New England Antiquities (SPNEA), she was the Massachusetts vice-regent of the Mt. Vernon Ladies' Association (MVLA) for forty-eight years and also involved in the Daughters of the American Revolution (DAR).³⁰ Through her work with these organizations, Alice Longfellow also sought to encourage women working in preservation, and her practice of employing female professionals to assist with preservation tasks is also well documented.³¹ But neither donating the house to SPNEA nor creating an association to care for the house was seriously considered.

SPNEA was just three years old in 1913, and its founder and Longfellow cousin, William Sumner Appleton, was only beginning to learn about the practice and craft of preservation. Appleton freely admitted it was a steep learning curve, and SPNEA routinely experienced financial shortfalls, which Appleton often made up from personal funds.³² Family or not, Appleton and SPNEA likely did not present a particularly convincing picture in 1913 of long-term preservation capacity. Likewise, the early years of SPNEA may have raised the question of if an organization dedicated to the preservation of historic structures was enough of a civic good that it could be funded through private donations, especially given Appleton's societal connections, which would have presumably made such fundraising easier. Alice Longfellow, as founding vice-president, would have understood these limitations and challenges.

Meanwhile, the other major example of preservation of a historic home, George Washington's Mount Vernon by the Mount Vernon Ladies Association, was hardly applicable. Unlike Mount Vernon, the family had both the finances to care for the house and family interest in retaining the property. It was clear that at least Alice, if not another descendant, planned to continue living at 105 Brattle Street. While the family most likely knew about efforts to preserve Louisa May Alcott's Orchard House in nearby Concord, which became a museum in 1912, no records indicate that any family members found the Concord Women's Club's efforts notable. Beyond the desire for ongoing residency, the

³⁰ Hilary Iris Lowe, "The Queerest House in Cambridge," *The Public Historian*, 41, no. 2 (May 2019): 56.

³¹ Lowe, "The Queerest House in Cambridge," 56.

³² Historic New England, "Mission and Leadership," Historic New England, <https://www.historicnewengland.org/about-us/mission-leadership/> (accessed June 1, 2020).

family may also have rejected the model of preservation by concerned women's groups, for fear of losing control of the story or potentially undermining their own myth-making efforts, as related to George Washington and their father. As documented by Patricia West, early preservation efforts led by women were focused on patriotism and, later, using historic homes to demonstrate "traditional" values that many white Americans felt were threatened by immigrants from Ireland, Italy, and other "undesirable" places.³³ Therefore, these ladies' associations nearly always ran historic homes with an agenda of demonstrating what they believed reflected "real" American history and culture, even occasionally molding the lives of the home's residents to meet their needs.³⁴ In this sense, then, giving the home over to an association likely struck the Longfellow children as losing control of defining their father's legacy as a significant American author.³⁵

Perhaps more significantly, neither of these models seemed to address the family's concern that the home continue to serve as a residence for Alice and later interested descendants first, and as a museum second. Similarly, family records show that at least some family members wanted an active management role. Creating or enlisting a group to preserve and manage the house would have likely reduced the influence of the family and might have impacted their ability to live in the home. And, between Alice Longfellow, William Sumner Appleton, and architect Alexander Wadsworth Longfellow Jr., the family had considerable "in-house" preservation knowledge. Taken together, the family needed a method that would allow for ongoing residence and active management of the home by descendants that would still allow less interested descendants to step back from actively managing the house. This solution would also still need to meet what the family perceived as their preservation duty. This duty could be fulfilled by providing a fund to care for the house long-term, ensuring that the house would be preserved for the public if there came a time when a family member no longer wished to live there. They turned to the legal mechanism of a trust to keep the house and its collections intact as a memorial to both Longfellow and the beginnings of the United States. Trusts are a very old legal device, dating back as far as the Roman Empire, in which the owner of property (real estate, objects, money, etc.) transfers title to a trustee to manage the property for the benefit of a third party, the beneficiary. In this way, the third party benefits, while the property remains under the control of the trustee. In this case, the trustees were given the task of managing the home most immediately for the benefit of the Longfellow descendants but always with an eye toward the final intended beneficiary: the American people.

³³ Patricia West, *Domesticating History: The Political Origins of America's House Museums* (Washington, DC: Smithsonian Institution Press, 1999), 43.

³⁴ West, *Domesticating History*, 82.

³⁵ Documents re: Transfer to NPS, copies of 1913 and 1914 Indentures, part 7 of 7, Box 2, Folder 15, Anne Longfellow Thorp (1894–1977), in the Henry Wadsworth Longfellow (1807–1882) Family Papers (LONG 27930), Longfellow House-Washington's Headquarters National Historic Site Archive, Cambridge, Massachusetts (hereafter LONG MSS).

The initial Indenture of Trust in 1913 transferred the house, land, and personal property within it to the LHT. It also established use and occupancy for Alice. She would either pay reasonable rent or be responsible for taxes, insurance, and upkeep. Regardless of whether the Trust or Alice managed maintenance, they were required to maintain the historic character of the house, avoiding significant changes as much as possible. The indenture was also very clear that the house would begin to transition to being at least partially open to the public, though at first only at the discretion of the Longfellow children. The idea of memorialization and preservation is clearly addressed: “It is particularly desired that the articles of personal property in the study and library shall be kept as they now are and in the same positions, as far as possible.”³⁶ The trust was required to terminate twenty years after the death of the last surviving great-grandchild of Henry Wadsworth Longfellow and Fanny Appleton Longfellow, nearly the fullest extent allowed under Massachusetts law in 1913.³⁷ The trust could also be terminated if a child or grandchild of Henry Wadsworth Longfellow declined to occupy the home for three years in a row. In this case, the trust was directed to “convey the premises to a corporation, either then existing or which may be organized for the purpose, to be held, preserved, maintained and managed for the benefit of the public as a specimen of the best Colonial architecture of the middle of the eighteenth century, as a historical monument of the occupation of the house by General Washington during the siege of Boston in the Revolutionary War, and as a memorial to Henry W. Longfellow.”³⁸

The trust explicitly forbade any alterations or changes to the terms of the trust, such that the home would not eventually be transferred to a corporation, either existing or organized for the purpose of managing the house. The Longfellow heirs made it abundantly clear that their intent was that the house would sooner or later become a museum.

Other key aspects of the trust included a reversion clause, should the house “be wholly destroyed by fire or other accident.”³⁹ While some of the children (especially Alice) questioned that this clause, her brother-in-law Richard Henry Dana gave a blunt explanation: “Suppose the house burns down to the ground while it is in the trust; shall

³⁶ Documents re: Transfer to NPS, copies of 1913 and 1914 Indentures, part 7 of 7, Box 2, Folder 15, Anne Longfellow Thorp (1894–1977), in the Henry Wadsworth Longfellow (1807–1882) Family Papers (LONG 27930), LONG MSS.

³⁷ Thomas Reinsma, a lawyer specializing in estate law, speculates that the drafter may have wanted to make the trust as legally sound as possible, and purposely decreased the length from the legally allowable 21 to 20. Thomas Reinsma, email message to author, June 12, 2020.

³⁸ Indentures, Directions and related correspondence, Series 1. Administrative Records, 1893–1971, in the Longfellow House Trust (1913–1974) Records, 1852–1973 (LONG 16174), LONG MSS.

³⁹ Indentures, Directions and related correspondence, Series 1. Administrative Records, 1893–1971, in the Longfellow House Trust (1913–1974) Records, 1852–1973 (LONG 16174), LONG MSS.

they continue to keep a vacant lot as a memorial to your father?”⁴⁰ In other words, the reversion clause meant that if the unthinkable happened and the house was destroyed, the descendants would have free rein to use the space to construct another appropriate memorial, memorialization being a clear intent of the trust’s creators. Of course, it also would allow later descendants to choose to simply sell the property and “cash out” in the event of such a disaster, if they chose. Finally, the indenture anticipates the creation of a fund for the care of the house, recognizing that the care and maintenance might be manageable now, but would require additional funds to ensure its care in the future.



Figure 2: South Facade of the Longfellow House, circa 1900–1924.
Courtesy of the National Park Service, Longfellow House-Washington’s Headquarters NHS.

⁴⁰ Richard H. Dana to Alice, Sept. 17, 1913. Series I. Box 1, Folder 1: Correspondence Regarding Deed of Trust, Fund, Insurance, 1912–1925, in the Longfellow House Trust (1913–1974) Records, 1852–1973 (LONG 16174), LONG MSS.

In 1914, Longfellow's children signed a supplemental indenture that added a fund of cash and securities to the trust as contemplated in the original indenture. Following much family debate about how much each surviving child should contribute, Alice provided for three-fifths of the fund, Ernest one-fifth, and Edith and Anne one-tenth each. Together, these contributions totaled \$45,000 (about \$1.1 million today), which was within the range suggested by Richard Henry Dana (Edith's husband) based on current expenses, though he believed that the expenses would become so high that once a child or grandchild was no longer in residence (and therefore not paying rent), the trustees would have to charge admission. Still, this would not be out of keeping with the intention of the trust that the house would become a museum.⁴¹ The trustees were charged with responsibly managing the fund, and they could withdraw from the principal if needed to maintain the house. The income from the fund was first to cover taxes, insurance, compensation for the trustees, and any maintenance not covered by rent received. The remaining income, if any, was to be divided between additions to the principal and payments to each of the children or after the death of a child, to the deceased child's appointee, in the proportion they had paid into the fund.⁴² In the absence of an appointment, the payment went to the heirs of Henry Wadsworth Longfellow. Upon the transfer of the house to a corporation, the trustees were also authorized to transfer some or all of the trust fund with the house. Any remaining funds would then be paid out to the family in the same manner as described previously for the remaining income. Together, these two indentures would successfully govern the preservation of the house until 1972.⁴³

During the summer of 1915, Edith Longfellow Dana's will was filed, which contained information about the trust. The trust became public information. News of the trust was reported locally in the *Boston Herald* and the *Boston Transcript*. The *Transcript* rather breathlessly declared, "Thus, definitely and without further action, Craigie House is placed forever among the State's public monuments to art and patriotism, and to celebrate

⁴¹ R. H. Dana to Alice, October 29, 1913, Series I. Box 1, Folder 1: Correspondence Regarding Deed of Trust, Fund, Insurance, 1912–1925, in the Longfellow House Trust (1913–1974) Records, 1852–1973 (LONG 16174), LONG MSS.

⁴² Indentures, Directions and related correspondence, Series I. Administrative Records, 1893–1971, in the Longfellow House Trust (1913–1974) Records, 1852–1973 (LONG 16174), LONG MSS.

⁴³ A handwritten annotation on a copy of the trust notes that Alice provided \$25,000, Ernest \$10,000, and Edith and Anne \$5,000 each, for a total initial fund of \$45,000. This was close to the proposed amount of between \$40,000 and \$50,000. Indentures, Directions and related correspondence, Series I. Administrative Records, 1893–1971, in the Longfellow House Trust (1913–1974) Records, 1852–1973 (LONG 16174), LONG MSS. For additional information about the indentures, see Dwight T. Pitcaithley, "Longfellow National Historic Site: A Preservation History," Paper presented, Annual Conference of the Organization of American Historians, New York City, April 1986, in LONG Resource Management Records (uncatalogued), LONG MSS. Pitcaithley's paper is considered by some the first administrative history of the site.

equally one who pleaded for justice, humanity, and particularly the beautiful.”⁴⁴ As early as 1915, then, both the family and the public were beginning to see the Longfellow House as a monument to the achievements of the past. Over the next sixty years, the house would slowly transition into a public museum.

Alice Longfellow’s Residency

Alice Longfellow, who had remained in residence since her father’s death, continued to do so following the creation of the trust. In addition to a rental fee of \$2,000 per year (approximately \$52,000 in 2020 dollars), she was charged with the general upkeep of the house and grounds and had considerable latitude in doing so.⁴⁵ She introduced some changes to the interior house for convenience, including plumbing and an elevator, though these changes were done thoughtfully and generally not too obtrusively. Longfellow seems to have been particularly careful regarding the first floor of the house, protecting and memorializing spaces connected to Henry Wadsworth Longfellow, especially his study. She occasionally opened the house to the public, usually showing the study and library.⁴⁶

Longfellow also focused her attention on the restoration of the garden, which had always delighted her father. Early on in his ownership of the house, Henry Wadsworth Longfellow invested significant effort in restoring the elm trees to the front of the house and introducing screens such as the “linden avenue.”⁴⁷ In addition to trees, he laid out a flower garden “in the shape of lyre,” though no drawings of the layout survive.⁴⁸ In 1847, English Landscape designer Richard Dolben laid out a new garden that followed a different pattern.⁴⁹ This garden was in decline by 1904. Following her practice of supporting professional women, Longfellow retained Martha Brookes Brown (later Hutcheson), a landscape architect. In 1904, Brown was at the beginning of her career. Her work in the Longfellow Garden focused on creating a space that was in harmony with her understanding of what a colonial formal garden looked like, blended with her own design aesthetic of “Country Place,” characterized by formal garden elements combined with the

⁴⁴ *Boston Transcript* (headline missing), July 31, 1915, Series I, Box 1, Folder 1: Correspondence Regarding Deed of Trust, Fund, Insurance, 1912–1925 in the Longfellow House Trust (1913–1974) Records, 1852–1973 (LONG 16174), LONG MSS.

⁴⁵ Edmund Parker to Miss Longfellow, Nov. 25, 1914, Series I, Box 1, Folder 1: Correspondence Regarding Deed of Trust, Fund, Insurance, 1912–1925, in the Longfellow House Trust (1913–1974) Records, 1852–1973 (LONG 16174), LONG MSS.

⁴⁶ Lowe, “Queerest House in Cambridge,” 56.

⁴⁷ Evans, *Cultural Landscape Report*, vol. 1, 38.

⁴⁸ Evans, *Cultural Landscape Report*, vol. 1, 41.

⁴⁹ Evans, *Cultural Landscape Report*, vol. 1, 42.

use of native plants.⁵⁰ The result was the addition of arbors, gates, and a pergola, as well as a formal garden in “a Persian pattern,” as Alice Longfellow recalled her father designing.⁵¹ It was the start of a significant career. Hutcheson’s publication *The Spirit of the Garden* in 1924 outlined many aspects of Colonial Revival gardening and established her as a central figure in the field. Longfellow further added to the garden with her removal of the billiard room from the woodshed in 1905; her cousin Alexander Wadsworth Longfellow Jr. designed a small garden in this newly created space.⁵² In 1925, Alice Longfellow enlisted Ellen Shipman to develop a planting plan for the formal garden. Documents describing Shipman’s plan survive.⁵³

While Alice Longfellow’s siblings shared her interest in preserving the house as both a family home and memorial to their father, none of her siblings or their descendants seemed to share the interest in living in the house that Alice had, except for her nephew Henry Wadsworth Longfellow Dana (“Harry” Dana). The two were very close, and Longfellow made it clear to other family members that she felt he was key to both the preservation of the house and the next generation of Longfellows.⁵⁴ From 1917 and continuing after Alice Longfellow’s death in 1928, Harry Dana was in residence at 105 Brattle Street.⁵⁵ A scholar himself, Dana was a devoted student, curator, and caretaker of the home. He researched the history of the house extensively, produced one of the first histories of the house, cataloged the book collection, and organized family papers in the archive. He invited scholars to study the home’s collections; the general public was also invited on a limited basis. Dana relied on the assistance of his personal secretary, Thomas de Valcourt, and his chauffeur, Frank Buda, to accommodate scholars and the public. At some point, Buda took on a more active role in leading tours of the house. Until his death in 1950, Dana began to transform the house from a family home into a public museum, and had even begun to approach various preservation organizations, including the National Park Service (NPS), about taking over the property. While he did not live long enough to see the home become a National Historic Site (NHS), Dana set the home firmly on this

⁵⁰ Evans, *Cultural Landscape Report*, vol. 1, 63.

⁵¹ Evans, *Cultural Landscape Report*, vol. 1, 62.

⁵² Evans, *Cultural Landscape Report*, vol. 1, 69.

⁵³ Shary Page Berg, *Analysis of Significance and Integrity*, vol. 2, *Cultural Landscape Report for Longfellow National Historic Site*, US Department of the Interior, National Park Service, 1999, 49.

⁵⁴ Lowe, “Queerest House in Cambridge,” 60.

⁵⁵ Alice Longfellow’s will stipulated that \$60,000 be held in trust by the Longfellow House Trust “for the purpose of enabling a descendent of Henry W. Longfellow to occupy the Longfellow House.” This fund was intended to ensure that Harry Dana would be able to maintain his residence there. Alice M Longfellow Will, Article 17th, Box 4, Folder 2a: Legal Documents, in Alice M. Longfellow Papers, LONG MSS.

course. After his death, Buda continued to manage public access, and de Valcourt took over managing scholars and the collections. Both men would establish an important bridge from the management of the Longfellow family and the Trust to the NPS.

Building upon this foundation, this study will trace the story of the NPS acquisition and management from 1949 until 2015. In evaluating the triumphs and trials of the LHT and the NPS, several themes become apparent. First, the house had many layers of history that took many years for the NPS to fully understand and determine how to interpret. Second, the house is a lesson in the true costs of preservation, and could raise important questions about the value of preservation. Third, Longfellow House's story is tightly connected to the history of historic preservation in the United States, including the role of women, private foundations, and trusts, and the emergence of the NPS as a significant player in the preservation field. Finally, Longfellow House reveals the evolution of the NPS from the conservation of natural wonder to preserving historically significant places and the present efforts to preserve and present a more holistic vision of stories and places that make America unique. Particularly important in the evolution is the development of shared management structures for geographically close northeastern sites, which continues to impact the site to the present day.

At first glance, the house had three layers of history: George Washington, Henry Wadsworth Longfellow, and Alice Longfellow. While the Longfellows actively worked to preserve Washington's legacy at the home, they did not restore it to its 1775 appearance. Likewise, Alice Longfellow sought to preserve her family's home while still adding conveniences like plumbing, electric lighting, and later an elevator. As the NPS took control of the property, it was faced with determining which of these periods was most important to reveal to visitors, and what kind of restoration work was therefore most appropriate. This was not an easy task, and was the cause of much soul-searching by various curators, superintendents, and interpretive staff. By the 1990s, this question had been mostly resolved in favor of keeping the house as Alice Longfellow had left it. Throughout its history in the NPS, the Longfellow house has posed important questions about what stories to interpret, what kind of furnishing plan is most authentic, and how to best preserve all of these layers of history within the collections and in the structure itself.

Another recurring theme is the high cost of both preserving and maintaining the house. (Struggles that would look at least somewhat familiar to all of its owners.) The Longfellow House was, from its construction, designed as an estate that would establish the wealth and status of its owners, providing comfortable accommodations and amusements for residents and guests. As a result, it required costly and routine upkeep. The maintenance of these expensive tastes contributed to the financial woes of two of its owners, and would ultimately force the transfer of the home to the NPS in 1972. The NPS was entirely unprepared for what would turn out to be millions in restoration costs, along

with the steady cost of preservation maintenance for the structure and its collections. These struggles pose questions about the expense of preservation and, ultimately, the NPS's financial capacity to complete the task.

Longfellow House-Washington's Headquarters National Historic Site (LONG) is also closely intertwined with the history of historic preservation in the United States. The creation of the Longfellow Trust in 1913 was part of a larger interest in preserving historic places, especially historic homes. Women played an important role in this story, and Alice Longfellow was certainly a part of this in both her management of the house and her engagement with the Society for the Preservation of New England Antiquities (SPNEA), along with other preservation organizations. LONG also marks the maturation of the NPS from an organization primarily concerned with remote areas in the west to a system of natural and historical areas encompassing every state in the nation. As the NPS grew, it also began to develop important competencies for managing and preserving the past. These efforts are deeply apparent in the restoration work at LONG, especially in the 1970s and 1990s. Similarly, this work reflects broader trends in the transition of preservation from research blended with a sense of good taste to a methodized approach that combined examination, chemistry, and historical research to best approximate and preserve the past. Often at LONG, these two impulses were in conflict, and how the park navigated their own research-based restoration choices with the opinions of the neighbors is instructive to this trend.

Finally, the story of LONG demonstrates trends within NPS management, especially the tendency to group smaller sites into management clusters. Studying the history of LONG first as a member of the Minute Man Administrative group, then co-managed with the John F. Kennedy NHS, and finally as part of a tri-site management group including Kennedy NHS and Frederick Law Olmsted NHS demonstrates both the perks and perils of these structures. By understanding these structures and how front-line staff adapted them to meet their needs and fill gaps in management, a clearer picture of decision-making becomes apparent. For most of its time in the NPS, LONG has seen itself as independent of the units it is managed with, and often acted with great independence to attempt to meet its considerable needs. In the chapters ahead, we will meet the characters, crises, and determination that defined LONG and shaped it into the site that is today poised to interpret a spectrum of experiences within the home of one of America's most popular poets.

CHAPTER TWO

SEARCHING FOR A SOLUTION (1950–1972)

“The Longfellow House, like the Adams House, is one of the most historic places in New England and if it should appear that the public interest would be best served by a transfer of this property to the Federal Government, we should be willing to recommend to the Secretary of the Interior that he . . . establish it as a national historic site.”

—CONRAD WIRTH, NATIONAL PARK SERVICE DIRECTOR,
JANUARY 28, 1953⁵⁶

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Almost twenty-five years after the creation of the Longfellow Trust, the trustees first began to consider the possibility of transferring the Longfellow House to a corporation, though the trustees’ progress heavily depended on the willingness of others to consider the prospect. As a result, progress was often inconsistent. Family opposition stalled the first attempts to transfer the property in the 1930s. By the 1950s, though, it was clear that the Trust could not endure, and negotiations with a variety of preservation organizations began in earnest. The developments and priorities of these two decades set the stage for the first phase of NPS management. During these years, a wide variety of stakeholders asserted the national importance of the Longfellow House, and many sought to play some part in its management. Finding a satisfactory arrangement for future stewardship of the property proved challenging due to competing agendas, concerns about financial resources, and specific elements of the 1913 and 1914 indentures. The ultimate transfer of the house to the NPS reflected wider trends in the field of historic preservation, such as the importance of networks of socially elite individuals, increasing professionalization, and a growing role for the federal government, especially the NPS.

⁵⁶ Conrad Wirth Memorandum to Regional Director, January 28, 1953, Folder 7 (H34) Correspondence: 1949–1953 Vassall–Craigie–Longfellow House, in the LONG Resource Management Records (uncatalogued), LONG MSS.

Early Steps toward NPS

During the early to middle decades of the twentieth century, Henry Wadsworth Longfellow Dana (“Harry” Dana), the grandson of the poet, resided in the house and assumed primary responsibility for its day-to-day care. Formerly a professor at Columbia University, Dana made the Longfellow House a center for scholarship, and he welcomed researchers as well as casual visitors. He was a conscientious steward of the collection and the house itself. Dana oversaw Longfellow’s manuscripts and took other actions to safeguard collections that were generally supported by the trustees. The trustees did not have a background in preservation but took their duty of care seriously, and tried to invest in the upkeep of the house to the best of their abilities. One example was the installation of the “Protectowire” system in the house, an early fire detection system based on heat sensing, in 1947.⁵⁷ Still, concerned about the threat of fire to the house and collections, Dana installed a fireproof vault using his own funds.⁵⁸ Despite their shared preservation aims, relationships between the Trust and the family were not always easy.

Dana and other family members did not always have smooth relations with the LHT, and they all worried about whether the next generation of Longfellow descendants would want to take an active role with the property. While Dana was an able steward, his open ties to the Communist Party, interest in the USSR, and status as a relatively openly gay man made him controversial and troubled the relationship further.⁵⁹ As a result, both family members and trustees considered various alternatives for future oversight and ownership of the house, including the Society for the Preservation of New England Antiquities (SPNEA), the Trustees of Reservations, and Harvard University, especially Radcliffe College. These options were initially pursued during the 1930s, following Dana’s 1935 arrest on a morals charge, of which he was acquitted.⁶⁰ Despite the acquittal, the trustees asked that Dana vacate the house. Dana proposed that he instead travel for a year, and then they could reassess the situation. During this time, the Trust began making serious inquiries about transferring the property, informing Dana his return “was inadvisable”

⁵⁷ Francis Goodale to Anne L. Thorp, May 15, 1947. Box 2, Folder 3, in the Longfellow House Trust (1913–1974) Records, 1852–1973 (LONG 16174), LONG MSS. Protectowire was an early fire detection system based on heat detection that was developed by Gerald and Sarah Holmes in Pembroke, MA. The Holmes family patented their system in 1938. Protectowire Fire Systems, “Our History,” Protectowire Fire Systems, <https://www.protectowire.com/company/> (accessed November 27, 2020).

⁵⁸ HWLD to Francis Goodale, February 22, 1949, Box 2, Folder 2, in Longfellow House Trust (1913–1974) Records, 1852–1973 (LONG 16174), LONG MSS. See also, Dana-Goodale correspondence, 1949 (folder found titled “Miscellaneous [11,023-O]” in the Hill & Barlow Records (LONG 36609), LONG MSS.)

⁵⁹ Lowe, “Queerest House in Cambridge,” 65 (openly gay) and 64 (Communism).

⁶⁰ Dana’s arrest and trial are quite complex. The best summary of these events is provided by Lowe, “Queerest House in Cambridge,” 64.

because of these negotiations.⁶¹ At this point, Dana hired a lawyer and rallied the family around him.⁶² He was allowed back into the house during the day for research in 1936, and in 1938, following the death of “the most homophobic trustee” Edmund Parker, he moved back into the house. The trustees then halted their efforts to transfer ownership.⁶³ Edmund Parker was replaced by Francis Goodale, who was also Dana’s personal lawyer. Goodale was in some ways a surprising choice, as he described in a letter to Dana: “To my complete amazement Mr. Moore and Mr. Pickman have asked me whether I would accept an appointment as a trustee of the Longfellow Trust to fill the vacancy caused by the death of Mr. Parker. I told them that in view of my having represented you as your counsel in a controversy with the trustees I would not even consider accepting such an appointment without your approval.”⁶⁴ Dana responded that Goodale should “feel perfectly free to do as you wish about accepting,” though he perhaps betrayed some excitement about the possibility in his closing line, which read, “I do hope that you will be appointed and that you will accept.”⁶⁵ While both men recognized that Goodale’s duty would be to the Trust, not to Dana, they appear to also acknowledge that Goodale’s presence would likely make Dana’s residence at 105 Brattle Street easier.

Back in residence, Dana continued his efforts to open the house to the public. He acted as *de facto* archivist for family manuscripts, including Henry Longfellow’s papers, and opened the archives to select scholars.⁶⁶ Dana’s work to open the home to the public seems to have eventually attracted the attention of the NPS. In 1949, Edwin Small, superintendent at Salem Maritime National Historic Site, wrote to Ronald F. Lee, at that time Chief Historian of the NPS, describing a recent visit he had made to the Longfellow House. Small had met Dana there, and he enclosed a copy of a pamphlet written by Dana,

⁶¹ Lowe, “Queerest House in Cambridge,” 65.

⁶² Dana’s efforts including sending out a questionnaire to family members about their feelings and collecting letters of support. Dana retained these, and they are preserved today in his papers. “Trustees of Longfellow House, 1924–1936” (Box 20, Folder 14), in Subject Correspondence, in the Henry Wadsworth Longfellow Dana (1881–1950) Papers, 1774–1972 (bulk dates 1850–1950) (LONG 17314), LONG MSS.

⁶³ Lowe, “Queerest House in Cambridge,” 65. While not identified in correspondence, it seems likely that economic conditions in the mid-1930s might have made a transfer less appealing to other organizations. It would have also posed a significant legal challenge, as per the terms of the trust, the house must be available for a Longfellow descendent who wanted to live there—and Dana did.

⁶⁴ Goodale to Dana, April 20, 1938, in “Longfellow House Trust-Deeds and Appointments of Successor Trustees, 1913–1946,” Longfellow House Case File (11,023-H), Hill & Barlow Records (LONG 36690), LONG MSS.

⁶⁵ Dana to Goodale, April 22, 1938, in “Longfellow House Trust-Deeds and Appointments of Successor Trustees, 1913–1946,” Longfellow House Case File (11,023-H), Hill & Barlow Records (LONG 36690), LONG MSS.

⁶⁶ Lowe, “Queerest House in Cambridge,” 61.

“The Longfellow House: History and Guide.” Small characterized this booklet as “one of the very best descriptive pamphlets gotten out on an historic house.” He also noted that visitation at Longfellow had already reached thirty thousand for the year.⁶⁷

Around the same time, Dana met Wilhelmina Harris, a staff member at Adams NHP in Quincy, which had recently come under NPS management.⁶⁸ Harris, who later served as superintendent at Adams NHP, wrote directly to Newton B. Drury, director of the NPS, to alert him to the circumstances surrounding the Longfellow property and Dana’s “anxiety over the ultimate disposition” of it. Harris reported that the volume of visitors took a toll on the Longfellow property, with carpets and upholstery showing the effects of the thirty thousand visitors arriving each year who were allowed to wander around the first floor “at will” and sit on the furniture. Asserting that the Longfellow House was of “national interest,” Harris also emphasized that it could come with an endowment. Dana had visited Adams NHP to see an example of NPS management, and Harris reported that he was “enthusiastic” about what he found there.⁶⁹ Drury responded promptly and positively. He asked her to relay to Dana that the NPS would investigate the possibility of acquiring the property.⁷⁰

But before a decision could be made, Harry Dana died in the spring of 1950. His death made the disposition of the Longfellow House all the more urgent, as it activated a part of the trust agreement that allowed the trustees to transfer the home to a “corporation” if no family member lived there for three years. At the time of Dana’s death, no descendant expressed an interest in moving into the house. Dana’s death complicated matters for the NPS, too, since he had been their point of contact. NPS staff members like Chief Historian Ronald F. Lee remained interested in the property, but their letters indicate

⁶⁷ Edwin Small to Ronald F. Lee, October 1, 1949, Record Group 79, National Register of Historic Places and National Historic Landmarks Program Records, 2013–2017, National Register of Historic Places and National Historic Landmarks Program Records: Massachusetts, Longfellow House, National Archives and Records Administration (hereafter cited as NHL MSS).

⁶⁸ Harris was a complex figure. She was the social secretary to Brooks Adams, and was the last Adams family member to live in the house and take an active role in its preservation. On Adams’s death, she married one of his friends and sold stock willed to her by Adams to purchase a home across the street from the Adams’s “Old House.” Harris watched the NPS’s work closely and offered to help. By 1950, she had become superintendent. Harris had a particular gift for convincing family members to return objects that they had taken from the house. She was happy to use NPS funds, and she had no qualms in making up any difference from her personal resources or funds raised from family members when NPS funding fell short. It is hard to know if she mentioned these additional funding mechanisms when she spoke with Dana, or if she was aware that both the trust and the family were motivated to transfer the house because funding was running out. For additional details, see Laura Miller, *“Things Kept and Cherished”: A History of Adams National Historical Park*, US Department of the Interior, National Park Service, 2020. 82–83.

⁶⁹ Wilhelmina Harris to Newton B. Drury, October 13, 1949, Folder 7 (H34) Correspondence: 1949–1953 Vassall–Craigie–Longfellow House, LONG Resource Management Records (uncatalogued), LONG MSS.

⁷⁰ Drury to Harris, October 28, 1949. Folder 7 (H34) Correspondence: 1949–1953 Vassall–Craigie–Longfellow House, LONG Resource Management Records (uncatalogued), LONG MSS.

that they did not even know who the Longfellow trustees were, nor how best to approach them, once identified.⁷¹ However, Lee, instrumental in the founding of the National Trust, decided to use those connections to continue pursuing the Longfellow House.⁷²

Correspondence during the early 1950s reveals extensive strategizing among NPS staff and overlapping networks of Boston’s elite regarding the possibility of the NPS acquiring the site. Lee and other NPS staff reached out to leading figures in the preservation movement, such as Louise duPont Crowninshield (a founding trustee of the National Trust for Historic Preservation), and tried to gauge the interest and capacity of well-established local and regional preservation organizations like SPNEA and the Trustees of Reservations. While Crowninshield apparently preferred colonial landmarks to Longfellow’s Victorian associations, her social connections were of immense value in trying to make contact with the Longfellow trustees.⁷³ There was enough interest in the Longfellow House for the NPS to arrange a site visit in the summer of 1950.

The site visit was attended by Director Drury, Conrad Wirth, and other staff members. A report on the visit concluded, “It is our opinion that this property would provide a very fine beginning for the National Trust if the members of the Longfellow House were inclined to offer it.”⁷⁴ Of course, the LHT had several options besides the newly created National Trust or the NPS. Massachusetts had two local organizations, The Trustees of Reservations (established in 1891 and operating today as The Trustees) and the Society for Preservation of New England Antiquities, or SPNEA (established in 1910 and operating today as Historic New England), both with strong records of historic preservation.⁷⁵ In short, the LHT had several organizations that could become effective stewards of the house, because by 1950, the historic preservation movement was beginning to come into its own in the United States.

⁷¹ Lee to Small, June 26, 1950. LONG Park Records Box 53, Contents: LONG Transition 1949–1953, 1970, Folder 7 (H34) Correspondence: 1949–1953 Vassall–Craigie–Longfellow House, in the LONG Resource Management Records (uncatalogued), LONG MSS.

⁷² National Park Service History eLibrary, “Chief Historians of the National Park Service,” National Park Service History eLibrary, <http://npshistory.com/publications/chief-historians/index.htm> (accessed May 8, 2020).

⁷³ Edwin Small to Ronald Lee, July 14, 1950, NHL MSS; Ronald Lee to Edwin Small, June 26, 1950, NHL MSS.

⁷⁴ Ronald F. Lee to David E. Finley, June 1, 1950, NHL MSS. While this may seem strange to modern readers, the NPS was very closely involved in the creation of the National Trust, which in practice grew out of some preservation programs previously administered by the Council for Historic Sites, an NPS unit. (See Barry Mackintosh, *The Historic Sites Survey and National Historic Landmarks Program: A History*, for details.) Lee himself was a key founder of the National Trust. Therefore, while the NPS may have been genuinely interested in the house, offering it first to the National Trust was probably a way to support the new organization that had yet to acquire significant property.

⁷⁵ SPNEA, founded by Longfellow’s cousin-in-law, was rapidly becoming a leader in preservation in New England, managing more than fifty properties. The Trustees of Reservations was founded to protect access to green space, but by the 1950s, the group had expanded to include two historic homes, including the highly significant Old Manse in Concord, Massachusetts.

While assessing the competition, Lee took advantage of Edwin Small, a remarkable NPS operative who served in a variety of positions in the North Atlantic Regional Office and was superintendent of Salem Maritime NHS during the early negotiations about Longfellow House. Whatever his official role, Small was the man behind the scenes who made things happen, particularly when it came to the development of new NPS units. Historians have variously considered his influence as positive to malign, and for better or for worse, Small was closely involved in the development of almost every NPS unit in the northeast in this period. Longfellow House was no exception.⁷⁶ On the case at once, Small wrote to Crowninshield to report that he had identified the Longfellow trustees and suggested that she probably knew at least some of them.⁷⁷ Only a week after identifying the trustees, Small reported to Lee that he had learned from Laurence B. Fletcher of The Trustees of Reservations that the Longfellow trustees “plan to hold onto the House indefinitely and to pursue a little different policy with regard to showing the House to the public.” Small went on to explain that Harry Dana had been “anxious to have the House more largely visited by the public” and to that end had set up an arrangement with the Gray Line bus tour, with admission fees shared between the two. But the Longfellow trustees had concluded that the increased visitation brought extensive maintenance costs and discontinued the partnership, opting for fewer visitors but the retention of admission fees.⁷⁸ Later the same summer, Crowninshield made contact with two of the Longfellow House trustees she knew. In Small’s report on the matter, he characterized the exchange as less than encouraging: “The Trustees were not at all inclined to divest themselves of their Trust and Mrs. Crowninshield thought it best to drop the matter.”⁷⁹ Taken together, these inquiries did not paint an auspicious picture for NPS acquisition.

Even if Small continued to work behind the scenes, it seems regional and national NPS leadership took the Trust at its word, as the house disappears from records until 1953. Per the terms of the trust, if no family member took up residence in the three years following Dana’s death, the house could be transferred to a corporation. In January 1953, with still no family member in residence, correspondence resumed. NPS Director Conrad Wirth reported that NPS staff had been approached by associates of the Longfellow trustees “in such a way as to intimate that the trustees might be interested in transferring

⁷⁶ See Joan Zenzen, *Bridging the Past: Administrative History Minute Man National Historical Park*, US Department of the Interior, National Park Service, 2010, and Seth C. Bruggeman, *Trails to Freedom: An Administrative History of Boston National Historical Park*, US Department of the Interior, National Park Service, 2019, for contrasting views on Edwin Small.

⁷⁷ Edwin Small to Louise du Pont Crowninshield, July 21, 1950, Folder 7 (H34) Correspondence: 1949–1953 Vassall–Craigie–Longfellow House, in the LONG Resource Management Records (uncatalogued), LONG MSS.

⁷⁸ Edwin Small to Ronald Lee, July 28, 1950, NHL MSS. Note that Small misidentifies Fletcher’s organization; it is the same Trustees of the Reservation referenced previously, though the organization was commonly misidentified as the Trustees of Public Reservations in this period.

⁷⁹ Edwin Small to Regional Director, Region 1, February 5, 1953, NHL MSS.

this mansion, with its endowment, to the National Park Service for preservation as a national historic site.” Wirth pointed out that the Advisory Board, which made recommendations to the NPS on the worthiness of properties to join the park system, had already “approved the Longfellow House as of national significance” in 1940.⁸⁰ The NPS seemed ready to move ahead, as Wirth continued: “The Longfellow House, like the Adams House, is one of the most historic places in New England and if it should appear that the public interest would be best served by a transfer of this property to the Federal Government, we should be willing to recommend to the Secretary of the Interior that he seeks the authority of the Bureau of the Budget and the President to establish it as a national historic site.”⁸¹ Assistant Regional Director Donald J. Tobin noted that the Longfellow House would help address gaps in the NPS portfolio, identifying the site as of “the greatest national importance” and one that “falls in a Category (‘The Arts and Sciences to 1870’) in which the National Park Service is peculiarly under-represented.”⁸²

This gap in the NPS portfolio provides some critical insight into the NPS’s motivations for acquiring LONG and its attitude toward preservation. The 1930s saw a push for the establishment of National Parks in the eastern United States, recognizing that many citizens would never make it to the western parks at the core of the system. For Stephen Mather (the first director of the NPS) and others, making parks accessible to more Americans was critical to securing long-term public support for the NPS. Nonetheless, the east lacked areas of natural wonder that had not already suffered significant impact through logging, farming, and other uses. Internally, the NPS was tepid on the establishment of Shenandoah National Park, Great Smoky Mountains National Park, and Mammoth Cave National Park, but saw the expansion as a way to gain more supporters for the NPS, which would ultimately ensure continued funding.⁸³ Others in the NPS also astutely noted that what the eastern United States lacked in natural wonder it made up for in historic sites. Developing these sites became a priority, and in 1930, two new historical parks joined the system: George Washington Birthplace National Monument and Colonial

⁸⁰ Background Book prepared 1971 for Congress. Box 53, Folder 12, unpaginated, in the LONG Resource Management Records (uncatalogued), LONG MSS.

⁸¹ Conrad Wirth Memorandum to Regional Director, January 28, 1953, Box 53, Folder 7 (H34) Correspondence: 1949–1953 Vassall–Craigie–Longfellow House, in the LONG Resource Management Records (uncatalogued), LONG MSS.

⁸² Donald J. Tobin to Edwin Small and Wilhelmina Harris, February 3, 1953, Box 53, Folder 7 (H34) Correspondence: 1949–1953 Vassall–Craigie–Longfellow House, in the LONG Resource Management Records (uncatalogued), LONG MSS.

⁸³ Denise D. Meringolo, *Museums Monuments and National Parks: Towards a New Genealogy of Public History* (Amherst: University of Massachusetts Press, 2012), 86.

National Monument.⁸⁴ Following extended advocacy by director Horace Albright, the NPS eventually gained control of battlefield sites, especially related to the Civil War, from the War Department in 1933.

The passage of the Historic Sites Act of 1935 formalized the legal foundation of the Department of the Interior and the National Park Service to study, preserve, and manage historic sites, which according to Secretary of the Interior Ickes had previously occurred “in a rather weak and haphazard fashion.”⁸⁵ As early as 1929, the NPS began approaching the development and acquisition of new sites on a thematic basis to try to improve the scope of the past preserved and interpreted by the NPS.⁸⁶ The resulting framework chronicled what they considered significant aspects of American history. The NPS evaluated potential sites based on how well they connected to this framework of themes and subthemes describing the arc of the American past. An early report by the Committee on the Study of Educational Problems in the National Parks was even more grandiose: “Further, a selection should be made of a number of existing monuments which in their totality may, as points of reference, define the general outline of man’s career on this continent.”⁸⁷ Eventually, this was refined into a list of themes adopted in 1936 that survived with only minor revision until 1994.⁸⁸

As Denise Meringolo argues, the theme structure ensured the evaluation of properties based on the idea “that American history can be understood as a narrative of progress through recognizable stages.”⁸⁹ And, by making sure that the NPS managed sites that addressed each of these themes, they would ensure an even-handed telling of the American story. In practice, then, the application of the framework meant that sites that supported an undeveloped or poorly represented theme received more serious consideration. NPS had not fully developed all of the themes, and in this period, “Literature, Drama, and Music,” a subtheme of “Contemplative Society,” was one of the underdeveloped topics. The first property to represent poetry, Carl Sandburg Home NHS, did not become a unit until 1968, more than ten years after the NPS began seriously corresponding with the Longfellow Trust again in 1953. As such, Longfellow House appeared as a tantalizing opportunity to develop these underrepresented themes when the NPS resumed its pursuit of the site in the mid-1950s.

⁸⁴ Barry Mackintosh, *The Historic Sites Survey and National Historic Landmarks Program: A History*, US Department of the Interior, National Park Service, 1985, 4.

⁸⁵ Quoted in Mackintosh, *National Historic Landmarks History*, 5.

⁸⁶ Mackintosh, *National Historic Landmarks History*, 7.

⁸⁷ Mackintosh, *National Historic Landmarks History*, 8.

⁸⁸ Meringolo, *Museums Monuments and National Parks*, 165. For a detailed review of the history of themes within the NPS, see John H. Sprinkle, Jr., “‘An Orderly, Balanced and Comprehensive Panorama...of American History’: Filling Thematic Gaps within the National Park System,” *The George Wright Forum*, 27, no. 3, (2010).

⁸⁹ Meringolo, *Museums Monuments and National Parks*, 165.

Both NPS Director Wirth and Region 1 Director Tobin urged caution, given the challenges of communicating with the Longfellow trustees a few years earlier, directing Small and Harris (now superintendent at Adams NHP) to proceed carefully. Tobin urged them to make “informal contact” with Longfellow trustees, and Wirth indicated that they should begin discussions “without firm commitments on anyone’s part.”⁹⁰ In short, the NPS was enthusiastic about the site but well aware that negotiations would be delicate. As Small explained to Herb Kahler, Chief Historian of the NPS, “After Mrs. Crowninshield’s experience over two years ago with the Trustees whom she knew, I would caution against any frontal approach to the Trustees by officials of the Service prior to effective preliminaries through intermediaries.” He went on, “I think the Longfellow House may come sometime, but I do not think it is going to be right away nor before the right kind of groundwork has been completed.”⁹¹ Events would prove him correct.

As the family discussions continued, Superintendent Harris at Adams National Historical Park (NHP) played a key role. She had the social connections, diplomatic skill, and savvy that were all necessary to make the case for NPS stewardship to the trustees and, through them, to the Longfellow descendants.⁹² She wrote lengthy letters to her superiors at the NPS, recounting the various steps of her campaign. Her main contact was trustee Francis Goodale, who seemed in favor of the transfer but initially lacked a sufficient understanding of the NPS. Harris set out to educate him about what NPS stewardship would mean, using the Adams site as an example, just as she had done previously with Harry Dana.⁹³

A flurry of correspondence ensued during the first months of 1953 as NPS staff, Longfellow trustees, and other members of Boston’s elite tried to determine the next steps for the property. The legal instrument that created the LHT had been innovative at the time, and it had protected the resource for decades, just as it had been intended. However, dissolving it, even at the will of the family, was a complicated matter. Various members of Boston’s elite also played a role in this process, with overlapping networks of family and social ties wielding influence. Some had a direct connection, like Mrs. Houmans, who was an Adams descendant and the wife of a former law partner of trustee Francis Goodale.⁹⁴

⁹⁰ Donald J. Tobin to Edwin Small and Wilhelmina Harris, February 3, 1953, Box 53, Folder 7 (H34) Correspondence: 1949–1953 Vassall–Craigie–Longfellow House, in the LONG Resource Management Records (uncatalogued), LONG MSS.

⁹¹ Edwin Small to Herbert Kahler, February 9, 1953, Folder 7 (H34) Correspondence: 1949–1953 Vassall–Craigie–Longfellow House, in the LONG Resource Management Records (uncatalogued), LONG MSS.

⁹² Kelly Cobble, telephone conversation with author, May 1, 2020; Miller, “*Things Kept and Cherished*”, 82–83.

⁹³ Wilhelmina Harris to Regional Director, Feb. 7, 1953, NHL MSS.

⁹⁴ Kahler to NPS Director, March 19, 1953, Folder 7 (H34) Correspondence: 1949–1953 Vassall–Craigie–Longfellow House, in the LONG Resource Management Records (uncatalogued), LONG MSS. Houmans’s surname is spelled in several different ways throughout these materials; evidently she was significant enough for consistent mention, but without determining the appropriate spelling of her name.

Others who were not so directly related may have become involved because they saw it as part of their civic or philanthropic duty. For example, Harris attended a luncheon hosted by Mrs. Porter of Cambridge in early March 1953. Although in ill health, Mrs. Porter was “keenly interested in doing what she can to further the relationship between the Longfellows and the Park Service.” Harris gleaned a great deal of information from this luncheon, not least because Thomas de Valcourt, Harry Dana’s personal secretary and now de facto curator at the Longfellow House, was also in attendance. Harris learned about de Valcourt’s role in assisting researchers at the Longfellow House and gathered more details about elderly trustee John F. Moors. She also learned that Longfellow descendants were debating the fate of the endowment associated with the house.⁹⁵ Harris later hosted the Longfellow trustees at the Adams site to demonstrate NPS stewardship, reporting afterward to the regional director: “It was my reaction that these gentlemen went away feeling that government ownership would be the solution to their problem of the Longfellow House and that a Trust Fund would not be an unreasonable demand.”⁹⁶

Despite the NPS’s apparent momentum in the Longfellow project, all progress seems to have ended abruptly, at least according to correspondence in the archives. Several factors contributed to this. First, Goodale was the only active trustee of the three. Harris reported that Goodale stated that the trust “was complicated in that one of the trustees was 90 years old [John F. Moors] and could never attend meetings and that the third traveled extensively and was practically never available [Dudley J. Pickman]. He said that he usually made recommendations and got separate approval from them by mail.”⁹⁷ When Moors died in 1953, Pickman was also ill, residing in the South. The trust could take no action until a new trustee was appointed by Goodale and Pickman, which was further complicated by Pickman’s illness and geographic distance.⁹⁸ In addition to these matters, Goodale wanted to speak with an influential grandchild away in Germany, and he was also “giving intensive consideration to the legal problems which arise by reason of the terms of the trust instruments. . . . You will perceive the complications arising from the inter-weaving of certain rights of the Longfellow descendant in the basic pattern of intention to make the Longfellow House serve memorial, historical and education purposes.”⁹⁹

⁹⁵ Wilhelmina Harris to Regional Director, March 7, 1953, Folder 7 (H34) Correspondence: 1949–1953 Vassall–Craigie–Longfellow House, in the LONG Resource Management Records (uncatalogued), LONG MSS.

⁹⁶ Wilhelmina Harris to Regional Director, May 9, 1953, Folder 7 (H34) Correspondence: 1949–1953 Vassall–Craigie–Longfellow House, in the LONG Resource Management Records (uncatalogued), LONG MSS.

⁹⁷ Wilhelmina Harris to Regional Director, Feb. 7, 1953, NHL MSS.

⁹⁸ Francis G. Goodale to Herbert Kahler, March 26, 1953, NHL MSS.

⁹⁹ Francis G. Goodale to Herbert Kahler, March 26, 1953, NHL MSS.

While these challenges likely contributed to the slowdown, Goodale himself later blamed government budget cuts due to a new administration in 1953 when he wrote to the Longfellow heirs describing these early negotiations.¹⁰⁰ Several other changes in the landscape of historic preservation in Boston would inspire movement toward transferring Longfellow House to the NPS once again in the years to come.



Figure 3: Family members in the dining room at the sesquicentennial birthday celebration of Henry Wadsworth Longfellow, held at 105 Brattle Street.

Left to right: Two unidentified men, Frances Smith (later Wetherell), Edith Hollman (later Bowers), Peggy Curtis, Mary Dana Shipman, Anne Thorp, Anne de Berry, Mary Smith, and Helen (Knowles) Williams. Many of the women in this photograph would play key roles in the transfer of the home, and Frances Smith Wetherell and Edith Hollman Bowers remain engaged with the house today.

Photo courtesy of the Collection of Frances Smith Wetherell.

¹⁰⁰ Longfellow House Trust Memorandum to Heirs, 1965, Hill & Barlow Records (LONG 36609), LONG MSS.

National Historic Landmark Status and Feasibility Study

Other developments during the late 1950s and early 1960s contributed to a wider awareness of the Longfellow House and its national significance. Of particular importance was the Boston National Historic Sites Commission. Created in 1955, the Commission was instructed to “investigate the feasibility of establishing a coordinated program,” wherein various levels of government would cooperate with one another and with “historical and patriotic societies” to preserve the “most important of the Colonial and Revolutionary properties” in Boston and the surrounding area. The goal would be both preservation and “appreciation by the public.”¹⁰¹ In effect, NPS staff, Longfellow trustees and descendants, and representatives of organizations such as SPNEA had already done just this in their efforts to secure the future of the Longfellow House through the early and mid-1950s. Chaired by Crowninshield, the Commission’s final report, issued in 1960, categorized the Longfellow House as being of “exceptional value.”¹⁰²

While the Commission’s report considered the Longfellow House significant, it was far from the focus of the report, which effectively birthed two new parks, Minute Man National Historical Park (MIMA) and Boston National Historical Park (BOST). According to Seth Bruggeman’s *Administrative History of Boston NHP*, the work of the Commission was essentially undertaken by Edwin Small, who authored all of its reports and therefore set the agenda.¹⁰³ Small, by all accounts, was much more interested in MIMA, and indeed became its first superintendent as a prize for working with the Commission. He went on the record expressing his sentiment that Revolutionary War sites in the city had little hope of becoming effective parks.¹⁰⁴ And, while the Commission had the authority to consider sites outside of Boston, sites that Bruggeman defines as “Longfellow’s Boston” (that is, the places readily identifiable in Longfellow’s poetry, especially his poem “The Ride of Paul Revere”), they do not appear to have seriously considered including them.¹⁰⁵ It is of course ironic that the embrace of Longfellow’s imagery of Boston did not trigger interest in incorporating his house, though this might be attributed to Small’s insider knowledge. Small, remaining in the regional office during his service to the Commission, was likely well

¹⁰¹ Government Accountability Office, Comptroller General, Report to Congress of the United States on the Audit of Boston National Historic Sites Commission, April 1961, 1.

¹⁰² Department of the Interior, National Park Service, *Longfellow House: A Proposed National Historic Site*, February 1963, 6. See also Final Report of Boston National Historic Sites Commission.

¹⁰³ Bruggeman, *Trails to Freedom*, 32.

¹⁰⁴ Bruggeman, *Trails to Freedom*, 46.

¹⁰⁵ Bruggeman, *Trails to Freedom*, 6 and 11.

aware of the NPS's continued interest in acquiring Longfellow House as an independent park unit and may not have seen it as reasonable for inclusion in BOST, as the NPS was already in negotiations with the Longfellow Trust.

This designation by the Commission, as well as ongoing discussion with the trustees, likely influenced the decision of the NPS to bring the Longfellow House to the NPS Advisory Board in 1962 for review for potential inclusion in the system. This board, authorized by the 1935 Historic Sites Act, is composed of twelve citizens with “a demonstrated commitment to the mission of the National Park Service.” Individuals typically have backgrounds in science, history, park management, preservation, or related professions.¹⁰⁶ The NPS Advisory Board had declared the Longfellow House to be of “national significance” twice before, noting its architectural value in 1940 and, in 1961, its role as Washington’s headquarters during the American Revolution.¹⁰⁷ While the NPS focused on moving forward with the acquisition, at least some family members appeared to be having second thoughts and were considering setting up a new corporation for the purpose of managing the house in February 1961.¹⁰⁸ This consideration may account for the temporary break in correspondence between the Trust and the NPS. Ultimately, the family chose not to set up a new corporation, and in 1962, extant correspondence resumed again when Goodale wrote to John A. Carver Jr., Assistant Secretary of the Interior, stating his pleasure that the secretary viewed NPS acquisition of the site as “favorable.”¹⁰⁹ By August, Acting Director of the NPS Hillory A. Tolson wrote to the Northeast Regional Director, confidently asserting, “We plan to present the house to the Advisory Board at its forthcoming meeting for possible classification as we have a definite offer to donate it to the Federal Government. We should also like to ask the Advisory Board to make [a] recommendation regarding its inclusion in the National Park System.”¹¹⁰

In October 1962, the Advisory Board convened in Hawaii and duly recommended that the property be classified as “possessing exceptional value in commemorating and illustrating the history of the United States,” also recommending its designation as a

¹⁰⁶ National Park Service, “National Park System Advisory Board Members,” National Park Service, <https://www.nps.gov/resources/advisoryboardmembers.htm> (accessed May 13, 2020).

¹⁰⁷ Background Book prepared 1971 for Congress. Box 53, Folder 12, unpaginated, in the LONG Resource Management Records (uncatalogued), LONG MSS.

¹⁰⁸ Memo, February 1961, File 5800-113, Hill & Barlow Record (LONG 36690), LONG MSS.

¹⁰⁹ Francis G. Goodale to John A. Carver Jr., July 23, 1962, NHL MSS.

¹¹⁰ National Park Service Acting Director memorandum to Regional Director, Northeast Region, August 16, 1962, NHL MSS.

National Historic Landmark (NHL).¹¹¹ This seems to have been so expected that the NPS forgot to notify the Trust, who wrote to find out the status in December and received an embarrassed reply from the NPS:

We also wish to express our embarrassment and to apologize to you for our tardiness in informing the Trustees of the Longfellow House trust of the action of the Secretary's Advisory Board on National Parks, Historic Sites, Buildings and Monuments recommending that the Longfellow House be classified as possessing exceptional value in commemorating and illustrating the history of the United States. . . . The Advisory's board's recommendation now clears the way for further consideration of making the Longfellow House a part of the National Park System. . . . We are asking our Regional Director to proceed as soon as possible with a full-scale suitability-feasibility study. . . . Since much of the study of the site has been done, and since the suitability-feasibility study should not require an undue amount of time for completion, we shall hope that a meeting can be arranged very early in 1963.¹¹²

The authors of that fast-tracked feasibility study envisioned a rather straightforward transfer and transition. While waiting for the transfer to become more definite, the NPS seems to have purposely delayed the NHL paperwork, which they seemed to think could complicate the process. A letter from John Littleton, head of the NHL program, to Sidney Bradford discussed the status: "Mr. Lee was quite right that no follow-up letter should go to the Craigie Longfellow House, because the owner was not notified in the first place [of attaining NHL status]. Reason—it was proposed for an addition to the NPS. . . . If for some reason the Craigie Longfellow House should not come into the Service in a reasonable length of time, or negotiations are dropped, then I think the Director should ask them if they want to be registered as a Landmark."¹¹³ This letter suggests that internally NPS thought the NHL status would impair the ongoing process of making the site a National Park Unit. However, in a memo written in 1970 to the regional director, Small suggests that it was the trustees, not the NPS, who were reluctant to accept the NHL status:

As Project Keyman on the proposal, we have had continuing contact with the attorneys for the Trustees over a period of several years. In view of the fact that they have been persistently hopeful that the property would sooner or later be taken over by the Park Service, the Trustees have not considered any action with regard to accepting landmark status since the Secretary's designation of eligibility was effected December 29, 1962. With the prospect that a bill from Congressman O'Neill may get a hearing before committees in the next Congress if not the present one, it seems best at this time not to press further for

¹¹¹ Department of the Interior, National Park Service, *Longfellow House: A Proposed National Historic Site*, February 1963, 6.

¹¹² Ben W. Thompson, Assistant Director to Brooks Beck from December 19, 1962, NHL MSS.

¹¹³ John O. Littleton to Sidney Bradford, February 13, 1964, NHL MSS. Littleton directed the National Landmark Program and worked closely with chief historian Ronald Lee.

acceptance of landmark status. The fact that the house has been evaluated as of national historical significance, in any case, would appear to provide adequate justification for the Park Service taking on responsibility for the property without the current Trustees belatedly accepting landmark status.¹¹⁴

This suggests that rather than the NPS moving slowly, the Trust may have been hesitant to accept NHL status because they believed it might make a transfer to the NPS seem less urgent. Perhaps by putting off accepting the NHL status, they believed they were holding out for what they really wanted, whereas the NPS saw NHL status as merely another stepping stone along the process of becoming a unit.

Whatever the case, the decision left some confusion about when exactly the property became an NHL. As previously noted, property owners must sign paperwork agreeing to be an NHL. Once signed, a plaque is produced for the property.¹¹⁵ In this case, it appears that the Trust was never asked to sign. As a result, the site never received its plaque, and while NPS records date the NHL designation to 1962, the paperwork may never have been formally signed, even after the site became an NPS property. Nonetheless, it seems clear that LONG was considered an NHL because it was administratively listed on the National Register of Historic Places when the register was established in 1966, as were all current NHLs.¹¹⁶ While the NPS ownership in many ways renders the protections and prestige of NHL status moot, the uncertainty surrounding the acceptance of the NHL status is indicative of the give and take between the NPS and the Trust in this period.

While the NHL paperwork remained incomplete, studies on the feasibility of acquiring the house proceeded rapidly. The feasibility study concluded the house to be of “exceptional importance,” and it is critical to recognize what the NPS deemed so important.¹¹⁷ As discussed previously, the property represented the underdeveloped theme area of “Literature, Drama, and Music” for the NPS.¹¹⁸ The home’s architecture and its association with George Washington were mentioned, but the primary value came from Longfellow, a value that seemed self-evident to the authors: “There can be no need to argue the case for Henry Wadsworth Longfellow as a significant figure in American literary history, or to go into the details of his life.”¹¹⁹ Longfellow may have seemed an especially appropriate figure for the development of this theme, since his cultural significance

¹¹⁴ Edwin W. Small, Assistant to Director, Northeast Region to Director, Northeast Region, Cover memo, September 9, 1970, “National Register of Historic Places” in Transition, 1949–1953, Box 53, Folder 26, in the LONG Resource Management Records (uncatalogued), LONG MSS.

¹¹⁵ Mackintosh, *National Historic Landmarks History*, 47.

¹¹⁶ This administrative listing was being updated at the time of this report (2020).

¹¹⁷ Department of the Interior, National Park Service, *Longfellow House: A Proposed National Historic Site*, February 1963, 2.

¹¹⁸ National Park Service, *Longfellow House: A Proposed National Historic Site*, 5.

¹¹⁹ National Park Service, *Longfellow House: A Proposed National Historic Site*, 19.

continued to loom large, even if literary assessments of his poetry grew more critical over time. The house carried with it a close connection to the lived experience of and literary influences on Longfellow, despite the passage of eighty years since his death.¹²⁰ Longfellow continued to be popular or at least familiar to audiences, and the authors of this report insisted that he was more relevant than ever: “With his romantic approach to the American past, Longfellow seems a peculiarly apt symbol for today when Americans look increasingly to our past heritage for courage and comfort in a troubled world.”¹²¹

The authors envisioned that the house would continue to function largely as it had been, as a historic house museum, with approximately thirty thousand visitors per year. In keeping with its continued use as a house museum, the primary focus for development and visitor use would be the house itself and the objects therein. The garden and grounds were secondary priorities. The report emphasized the integrity of the property and its close connection with Longfellow’s life and work, describing the house as “living Longfellow.”¹²² Retaining that integrity was a top priority: “Every effort must be made to protect and preserve the basic integrity and authenticity of the Site and any future adjustment should reflect the basic taste envisioned by Mr. Longfellow.”¹²³ The report further concluded that the cost to NPS should be relatively low. The NPS would acquire the property by donation, so “there would conceivably not be any cost of land or building acquisition,” while development costs were predicted to be \$100,000 over the course of five years.¹²⁴ These estimates, including the idea that admission could pay for the upkeep of the site, proved to be far too low. The site would struggle with these consequences for decades.

The report also noted the importance of the neighborhood, which remained “appropriate and favorable to the visitors’ enjoyment of the house.”¹²⁵ Appendices included information on existing and proposed historic districts in Cambridge. Concerned citizens began advocating for the preservation of three historic houses and part of Harvard Yard (associated with the American Revolution) in the late 1950s, eventually convincing the Cambridge City Council to establish the Cambridge Historical Commission (CHC) under state law Chapter 40 C.¹²⁶ Chapter 40 C was a significant piece of Massachusetts legislation that allowed for any community to agree to establish a historical commission and create historic districts.¹²⁷ Previously, the historic districts of Nantucket and Beacon Hill came

¹²⁰ National Park Service, *Longfellow House: A Proposed National Historic Site*, 6.

¹²¹ National Park Service, *Longfellow House: A Proposed National Historic Site*, 19.

¹²² National Park Service, *Longfellow House: A Proposed National Historic Site*, 19.

¹²³ National Park Service, *Longfellow House: A Proposed National Historic Site*, 8.

¹²⁴ National Park Service, *Longfellow House: A Proposed National Historic Site*, 6.

¹²⁵ National Park Service, *Longfellow House: A Proposed National Historic Site*, 10.

¹²⁶ Charles Sullivan and Susan Maycock, interview by Sara Patton Zarrelli, June 8, 2020, Longfellow NHS MSS.

¹²⁷ Commonwealth of Massachusetts Chapter 40 C, Section 3.

through a special act of the Massachusetts legislature in 1955. With the addition of twenty additional districts by 1960, it was clear that more general legislation was needed to accommodate the ongoing push for preservation, and Chapter 40 C opened the doors wide to any community that sought to preserve the historic character of their town.¹²⁸ The Cambridge Historic Districts Study Committee was formed on April 27, 1961, approximately the same time that regular correspondence between Goodale and the NPS resumed. The Study Committee submitted their final report on June 7, 1962, which provided an overview of the state of preservation nationally and the committee's more specific recommendations for Cambridge. The report is notable for its careful review of the state of historic preservation at a local and national level: "Since World War II and particularly within the last seven years a marked increase has developed in concern for historic landmarks, both buildings and sites, and for historic areas and districts. This increased concern is apparent in the activities of the National Trust for Historic Preservation, The Boston National Historic Sites Commission and the National Park Service, and in a wide variety of programs, both public and private, in various cities and towns."¹²⁹

The report inventoried local measures, taking particular interest in the College Hill Historic District in Providence, Rhode Island. The committee viewed the evaluation form for properties as worthy of emulation in Cambridge, and also noted the district had saved many historic buildings that might have otherwise been lost to Providence's campaign of urban renewal.¹³⁰ Especially noteworthy was that the "Demonstration Study" that set the College Hill District in motion was in fact funded by the US Department of Housing and Urban Development (HUD), demonstrating that cities could take advantage of federal money for urban projects while still taking a preservationist stance.¹³¹ While the report's authors did not see urban renewal as a pressing threat in Cambridge, the report still sought to explore all the options for making professional preservation a priority for the city.

Despite the clear interest in preservation nationally, the report also warned that looking to national organizations like the NPS and the National Trust for Historic Preservation alone would not be enough: "It is apparent, however, that with the growing interest and demands in the this field all over the country, and the resulting pressure on the [National Park] Service, it cannot concern itself with any but the most pressing problems and only on a very selective basis of greatest national significance, and that their help is most likely to be given to those communities which are alive to their historical conservation

¹²⁸ City of Cambridge Massachusetts, Historic Districts Study Committee, *Final Report* (Cambridge, 1962), 4.

¹²⁹ City of Cambridge Historic Districts Study Committee, *Final Report*, 1.

¹³⁰ City of Cambridge Historic Districts Study Committee, *Final Report*, 13–14.

¹³¹ City of Cambridge Historic Districts Study Committee, *Final Report*, 13–14; see also Sara Patton, "Springing Forth Anew: Progress, Preservation, and Park-Building at Roger Williams National Memorial" (master's thesis, University of Massachusetts Amherst, 2017).

assets and needs and have positive programs of their own towards which help from the Service can multiply its effectiveness.”¹³² As such, the report called for the creation of a Historical Commission, per the guidelines in 40 C.

The new Commission created four historic districts, one of which was the Longfellow District, including the house and Longfellow Park. This granted the house considerable protection from demolition and alterations not in keeping with its historic character. The house’s protection under the Commission pleased the NPS, as it demonstrated local interest in preservation, lowered the likelihood of local opposition, and would make it easier to retain the historic character of the area.¹³³

While the NPS feasibility study and Historic Districts Study Committee report made a clear case for NPS acquisition, backed by the support of the Longfellow trustees, the transfer would prove neither quick nor simple. There were two significant sticking points. First, could the federal government be considered a corporation, thus consistent with the guidelines in the 1913 LHT indenture? Second, what would happen with the endowment, and specifically, were the Longfellow descendants entitled to funds in the trust when the house was turned over to the NPS? In the years following the 1963 report, Longfellow trustee and lawyer Francis Goodale engaged in extensive negotiations and strategizing, including a proceeding in probate court to allow transfer to the federal government, and much correspondence with descendants, especially those who believed that the heirs should receive at least some portion of the endowment funds.

Preparing for the Transfer

In 1965, Goodale and his colleagues at Hill and Barlow produced a “Proposed Agreement for Transfer” that spelled out the mechanics of the transfer in legal and financial terms. In a memo to the Longfellow heirs, which can be seen as a kind of commentary on the draft agreement, Goodale explained the trustees’ reasons for transferring the house to the NPS.¹³⁴ He emphasized the need to ensure “the long-term preservation of the house, grounds, and personal property” and to fulfill the intent of the original trust agreement—that the home be available to the public as a “specimen of the best colonial architecture,” as a “monument” to its Revolutionary War connection, and as a “memorial” to the poet Longfellow.¹³⁵ The Trust could no longer fulfill its role, Goodale suggested, for a variety of reasons: the dispersal of the family and the natural “erosion” over time of the descendants’

¹³² City of Cambridge Historic Districts Study Committee, Final Report, 11.

¹³³ National Park Service, *Longfellow House: A Proposed National Historic Site*, 10.

¹³⁴ Longfellow House Trust Memorandum to Heirs, 1965, Hill & Barlow Records (LONG 36609), LONG MSS.

¹³⁵ Longfellow House Trust Memorandum to Heirs, 1965, Hill & Barlow Records (LONG 36609), LONG MSS, 2.

connection to the property, the increasing recognition of the national significance of the house, and the expense of maintaining the property and the collection in “first-class condition.” A transfer to the federal government, then, would better fulfill the original mission of the LHT, especially given the national profile of the property. Goodale concluded with the somewhat remarkable statement, “the House, in short, is now clearly in the public domain,” making the case that Longfellow’s legacy was no longer a family preservation matter, but a national treasure and responsibility.¹³⁶

This reasoning reflects both the specific circumstances of the Longfellow family and property and a wider trend of professionalization in the field of historic preservation. Harry Dana had the expertise to manage the site, but his passing left a gap that could be filled by neither the trustees nor the surviving descendants. The Trust was quick to realize this, placing Longfellow’s manuscripts on deposit at Harvard University in 1955.¹³⁷ Preservation capability aside, the remaining funds were deemed insufficient for the task. The NPS offered the professional and financial resources necessary to properly care for the site. Goodale explained that the trustees had determined that even SPNEA and the National Trust for Historic Preservation seemed too “parochial” to manage the Longfellow House, and neither had enough financial resources to do so.¹³⁸ Goodale indicated that only the status and resources of the federal government offered the appropriate magnitude for the national significance of the site.¹³⁹

Goodale also reassured the descendants that donating the property to the federal government did not violate the intent of the Trust indenture. Instead, he suggested, the heirs had no inkling that the federal government would develop into an important player in the preservation field when the trust was established. In 1913, the federal government did not manage historic resources the way it did in the mid-1960s. At that time, historic resources consisted mostly of archeological and ethnographic collections, such as the cliff dwellings at Mesa Verde. Protection for the ruins, as well as the prevention of unauthorized

¹³⁶ Longfellow House Trust Memorandum to Heirs, 1965, Hill & Barlow Records (LONG 36609), LONG MSS, 3.

¹³⁷ 1965 Agreement with Harvard College, Box 1, Folder 11, in the Longfellow House Trust (1913–1974) Records, 1852–1973 (LONG 16174), LONG MSS.

¹³⁸ By “parochial,” Goodale seems to have been referencing the practice of both organizations to devolve many aspects of site management to a committee of local individuals who best knew the site and community. In many places, this worked remarkably well, as the individuals could help connect to the community and provide a key stream of income through donations in support of operating activities and preservation beyond what the organization itself might be able to provide. For Goodale, though, this management seemed to carry with it the prospect of making the Longfellow House more about local history or desires than recognizing Longfellow’s international standing as one of the most important American poets. For more details on the management by committee model, see The Old Manse Committee, at the Old Manse in Concord, Massachusetts, a property of the Trustees of Reservations.

¹³⁹ Longfellow House Trust Memorandum to Heirs, 1965, Hill & Barlow Records (LONG 36609), LONG MSS, 4.

excavations, was spotty, despite often determined efforts.¹⁴⁰ At the same time, the NPS was beginning to understand the role and importance of park museums to both educate the public and protect park resources from curious and overly zealous visitors.¹⁴¹ Park administrators even began to argue that these scientific and archeological items were best understood in the context that they were discovered. This concept, which entailed keeping significant archeological and scientific finds in the place where they were made, was a departure from past practice, where items would be more often transferred to distant museums, especially the Smithsonian.¹⁴² As these park museums grew, they were supported by grants from the Laura Spellman Rockefeller Foundation and learned from other preservation organizations. By the 1960s, the NPS was solidly in the museum business and followed relatively good practices for the period.¹⁴³ With this in mind, Goodale suggested that the use of “corporation” in the original trust indenture simply reflected the options available in the early twentieth century, and he presented the probate proceeding necessary for transfer to the NPS as a straightforward step toward realizing the true intent of the trust.

In addition to the house and grounds, the trustees had oversight of much of Longfellow’s literary property. As noted previously, Harry Dana had welcomed researchers to the house, and the original manuscript material proved a very valuable resource, in addition to the house and grounds. Similar discussions had occurred over proper stewardship of the literary property as about the disposition of the house, and some of the material had been loaned to the Houghton Library at Harvard University in 1955. Goodale explained in the memo that when the LHT “terminated” after the house was transferred to the NPS, “certain” of the literary property would be transferred to Harvard. The trustees, along with “expert advisers,” believed that “such a transfer is necessary for the physical preservation of these items.”¹⁴⁴ Agreements to this effect were drafted in 1965 but appear to never have been signed. The permanent home for these manuscripts would not be resolved until the 1970s, despite clear intent from all parties that the manuscripts should remain at Harvard.

¹⁴⁰ Meringolo, *Museums Monuments and National Parks*, 63.

¹⁴¹ Park museums describe buildings dedicated to housing artifacts, primarily natural and archeological, related to the park’s significance, that most closely resemble a natural history museum. At this time, the NPS did not actively manage historic houses as visitor attractions, and these early park museums should not be confused with the later sustained acquisition of historic homes, especially in the Northeast.

¹⁴² Meringolo, *Museums Monuments and National Parks*, 66–67.

¹⁴³ Meringolo, *Museums Monuments and National Parks*, 74.

¹⁴⁴ Longfellow House Trust Memorandum to Heirs, 1965, Hill & Barlow Records (LONG 36609), LONG MSS, 5.

Finally, Goodale turned to the fraught question of the endowment. Some Longfellow descendants agreed with Goodale's view that the trust funds should be transferred with the house, while others expressed the view that some or even all of the remaining funds be divided among the remaining heirs, rather than given to the federal government. Goodale emphasized again that the trustees' duty was to ensure the long-term future of the property, and they had determined that transferring the house with the endowment was the best way to achieve that goal. He acknowledged that the government had its own funds. Yet Goodale argued that proper stewardship of the property should not be left to the mercy of the congressional appropriations process.¹⁴⁵ He insisted that "if this offer is to be made at all, it should be made in terms which will for the indefinite future best carry out the desires of the original grantors."¹⁴⁶ Goodale's logic was persuasive. The Trust received the support of the family to proceed with petitioning the probate court to receive permission to pursue the transfer and disbursement of trust funds.

When the Trust petitioned the probate court, descendant and lawyer A. Fairfield Dana objected to the timing and amount of the transfer of the endowment to NPS. He premised his argument on the idea that "under the Trust which is before you, there are two sets of beneficiaries—one being the Longfellow House itself, and the other being the Longfellow heirs. I respectfully urge that the rights of both groups must be respected."¹⁴⁷ He noted that the trust could have been set up so that all of the funds were transferred to a corporation, but it was not. Therefore, he concluded that the original grantors were "family-minded people," who intended that at least some of the fund go to the heirs. In his view, transferring all the funds now was erroneous, because it might be found out within the lifetime of the trust either that the NPS had ample funds available to fund the project independently or that the NPS might no longer be in the business of managing historic houses and would redirect the fund to another, inappropriate use. In his view, the correct resolution was to transfer some part of the fund to the NPS and "to pay the balance to the then Longfellow heirs, particularly if some of such heirs were then destitute."¹⁴⁸ In a later letter to "Cousin Tukey" (Alice Longfellow Thorp), Dana noted, "my mother [Dorothy (Goodale) Dana] and Ned [Edmund T. Dana] agreed completely with my objections," but

¹⁴⁵ Longfellow House Trust Memorandum to Heirs, 1965, Hill & Barlow Records (LONG 36609), LONG MSS, 9–10.

¹⁴⁶ Longfellow House Trust Memorandum to Heirs, 1965, Hill & Barlow Records (LONG 36609), LONG MSS, 9–10.

¹⁴⁷ A. Fairfield Dana to Judge John C. Leggat, October 21, 1965, Box 21, Folder 10, Henry Wadsworth Longfellow (1807–1882) Family Papers (LONG 27930), LONG MSS.

¹⁴⁸ A. Fairfield Dana to Judge John C. Leggat, October 21, 1965, Box 21, Folder 10, Henry Wadsworth Longfellow (1807–1882) Family Papers (LONG 27930), LONG MSS.

apparently they remained in the minority.¹⁴⁹ Alice Longfellow Thorp seems to have brokered a peace deal between Dana and Brooks Beck, the Trust's attorney, and the matter proceeded.



Figure 4: Frank Buda, Fairfield Dana, and Tom de Valcourt at the sesquicentennial birthday celebration of Henry Wadsworth Longfellow, held at 105 Brattle Street.

Photo courtesy of the Collection of Frances Smith Wetherell.

¹⁴⁹ A. Fairfield Dana to Cousin Tukey [Alice Longfellow Thorp], June 10, 1966, Box 21, Folder 10, Henry Wadsworth Longfellow (1807–1882) Family Papers (LONG 27930), LONG MSS.

Longfellow Goes to Congress

In 1969, Middlesex County Probate Court issued a decree allowing the LHT to transfer the property.¹⁵⁰ Despite A. Fairfield Dana's suit in opposition to the trustees' plan for the endowment, the court approved a transfer of \$200,000 to the federal government, with the remaining after expenses related to the transfer to be paid out to the heirs.¹⁵¹ The probate court decree also cleared the way for manuscripts to be transferred to Harvard, not the NPS, and this was written into agreements between the Trust and the federal government. The transfer of the manuscript material appears to have been agreeable to both parties.¹⁵² The following year, Congressman Thomas P. (Tip) O'Neill Jr. introduced a bill (HR 16329) to authorize the establishment of the Longfellow National Historic Site. As part of the legislative process, a study was conducted to "provide planning and legislative support data." The resulting 1970 report provides a snapshot of the property at the time of the transfer and offers insights into the goals and vision the government had for the resource as a National Historic Site.

This report echoes the 1963 feasibility study in many ways, which is not surprising, given they were produced only seven years apart and were both elements of the same general initiative. Like that earlier report, the 1970 document emphasizes the continuing power of Longfellow as a figure of national unity who is particularly important in a "troubled world."¹⁵³ Perhaps this language resonated even more at the end of the turbulent 1960s. The 1970 report noted the popularity of Longfellow during his lifetime and presumes a continued familiarity with his work, if for no other reason than that children

¹⁵⁰ Background Book prepared 1971 for Congress, unpaginated, Transition, Box 53, Folder 12, in the LONG Resource Management Records (uncatalogued), LONG MSS.

¹⁵¹ Accepting properties with attached trust funds seems to have been at least somewhat routine within the NPS. In a memo dated 1963 describing a meeting on Longfellow House, Director Wirth is recorded as explaining "the desirability that the Government receive this trust fund in total to be used as 'rainy day' funds if Congressional appropriations should ever fall short. He said that the trust fund would be put into the National Park Service Trust Fund and that capital and interest would be conserved for this purpose." Memo to Assistant Director, Resource Planning from John M. Kauffmann, May 13, 1963, NHL MSS.

The National Park Service Trust Fund was established in 1935 and was legally superseded by the National Park Foundation, which was established in 1967. (See the Congressional Charter of the National Park Foundation at <https://www.nationalparks.org/about-foundation/mission-and-history/congressional-charter>.) While the record is a bit murky on how the \$200,000 trust fund stipulated by the enabling legislation passed to the NPS, it seems most likely that it was held by the National Park Foundation before it was spent in the early 1980s. For more information on other properties that entered the NPS system with trust funds, see Ned Kaufman, *Home, Park, and Shrine: Theodore Roosevelt's Sagamore Hill*, US Department of the Interior, National Park Service, 2007.

For information of payments to the heirs, see Morton Memorandum to the Longfellow Heirs, January 27, 1969, in "Documents re: Transfer to NPS," AALT Family, ALT Papers, Legal Records, Box 21, Folder 9, in the Henry Wadsworth Longfellow (1807–1882) Family Papers (LONG 27930), LONG MSS.

¹⁵² Brooks Beck to NPS Director George Hartzog, May 5, 1965, NHL MSS.

¹⁵³ US Department of the Interior, National Park Service, Longfellow National Historic Site: Proposed, 1970, LONG Park Records B 45, LONG MSS, 2. The document is unpaginated but has handwritten page number notations in the lower-right-hand corner; those numbers will be used here.

learn his poems in school. The house, too, was very familiar, the “second best-known historic house in America.”¹⁵⁴ Oddly positioned between the assertions of Longfellow’s lasting significance was a one-page discussion of Longfellow’s merit and importance as a poet.¹⁵⁵ Acknowledging that Longfellow had come to be regarded as a minor poet by literary critics, this report nevertheless insisted on his significance due to his popularity and the extent to which he shaped Americans’ view of their nation’s past. Beyond this, his poetry is beautiful, and “even the surfeit and cynicism of the 20th century cannot be proof against this pleasantness.” The value of Longfellow’s poetry is the insight it provides into the “19th century American character and mind.” This assessment had implications for the development of the proposed historic site.¹⁵⁶

The government did not have to make the case for the historical importance of the Longfellow house—that was already evident. “Now the city’s major tourist attraction, the Longfellow house is a most fitting place to present the Longfellow message. Left to us almost as it was at his death, the house is a memorial to the character of the man, to his work, and to the values and ideas of the American nation which produced both.”¹⁵⁷ Besides the house and grounds, the collection—including both three-dimensional objects and archives—added to the value and meaning of the site. And while Longfellow was the primary reason for its importance, he was not the only factor: “It would have had historic significance had its walls never sheltered the 19th century poet, for it was General George Washington’s headquarters from July 1775 to April 1776.”¹⁵⁸ Once established, the site would then fulfill the dual purposes of “the mansion and grounds that were home to Henry Wadsworth Longfellow from 1837 to 1882; and to exhibit them to the visitor as an inspirational reminder of this great American poet and his love of the American historical heritage, especially as reflected in his proud care of this house.”¹⁵⁹ The house would be a celebration of the arc of American progress from Revolutionary War to the development of a distinct culture and literature of its own, perhaps comforting to Americans in the 1970s as they confronted a more complex reality of the civil rights movement, the Cold War, and other challenges at home that often disturbed this more comfortable narrative of progress.

Even as the Trust began to see the end in sight of transferring the house to the NPS, daily care and maintenance continued to fall to them. In turn, the Trust delegated care to Frank Buda and longtime gardener Michael Gaffney, though with limited resources, there was only so much that they could do. The deterioration in the garden first attracted the

¹⁵⁴ National Park Service, Longfellow National Historic Site: Proposed, 1970, 4.

¹⁵⁵ National Park Service, Longfellow National Historic Site: Proposed, 1970, 21–22.

¹⁵⁶ National Park Service, Longfellow National Historic Site: Proposed, 1970, 21–22.

¹⁵⁷ National Park Service, Longfellow National Historic Site: Proposed, 1970, 2.

¹⁵⁸ National Park Service, Longfellow National Historic Site: Proposed, 1970, 3.

¹⁵⁹ National Park Service, Longfellow National Historic Site: Proposed, 1970, 28.

attention of the Cambridge Plant and Garden Club in the early 1950s. One of the oldest garden clubs in the United States, the club has had as its mission since 1889 community improvement and conservation.¹⁶⁰ These aims likely inspired the club to offer to manage the garden. Members of the club were the wives of powerful and well-connected businessmen in Cambridge, and in turn, these women were also socially important and, at least to some extent, were arbiters of taste among the Cambridge elite. In 1967, the club formalized its arrangement with the Trust, signing a cooperative agreement for management and maintenance. The club went to work quickly, commissioning Diane Kostial McGuire to develop a plan for restoration, which was completed in 1969.¹⁶¹ The club also applied for funding to support the project from the Founder's Fund of the Garden Club of America in 1969, where they received the runner-up prize.¹⁶²

Recognizing that the house was likely soon to be managed by the NPS, the Trust thought it would be prudent to send these plans to the NPS for review and comment in May of 1969.¹⁶³ NPS reviewers quickly concluded that it was impossible to determine the merits of the plan without reviewing the documentation it was based upon. Further, while McGuire was a landscape architect, the reviewers unanimously found the report's plans unconvincing. Recognizing that this was a politically delicate situation, Edwin Small was dispatched to meet with the club and learn more. Small concluded from his visit that the plan was based on significant research, writing of his "doubts [that] the NPS could improve on their research."¹⁶⁴ Meanwhile, W. Hugh Morton, a lawyer for the Trust, acted as the club's agent. He sent the requested documentation, which was the "Garden Book" developed by McGuire.

The Garden Book began by providing an overview of the garden, focusing on descriptions in Longfellow's papers. It also provided lists of plants either extant in the garden or likely to have been used based on nursery catalogs and garden books of the period. Interestingly, it also seemed to draw extensively on an essay by Isabell Gozzaldi, "A Child in a New England Colonial Garden."¹⁶⁵ The essay contained Gozzaldi's recollections, written as an older woman, of visiting Longfellow's garden as a child. After reviewing the report, the NPS was even more convinced that it was unacceptable. An internal memo compiling comments stated:

¹⁶⁰ The Cambridge Plant and Garden Club, "About the Club, The Cambridge Plan and Garden Club," <https://cambridgeplantandgardenclub.org/about-us/> (accessed May 12, 2020).

¹⁶¹ Evans, *Cultural Landscape Report*, vol. 1, 84.

¹⁶² Patricia Pratt Papers, Box 1, Folder 4: Cambridge Plant and Garden Club, 1967–1987, Longfellow NHS MSS.

¹⁶³ Hugh Morton to E. V. Buschman, May 6, 1969. Memo. NHL MSS.

¹⁶⁴ Connally Feedback Slip, NHL MSS.

¹⁶⁵ Reports, 1967–1969, part 1, Box 1, Folder 22, in the Patricia R. Pratt Papers, 1759–1994 (LONG 21810), LONG MSS.

The study is an extremely poor one from any point of view. It is short, running only to ten pages. It is not documented except in the most general way, and then by references to certain works in the main body of the narrative. There is no date given for the restoration plan—that is, one cannot tell whether this plan is for restoration of the ground as of 1840–45, 1860, or any other date. Most of the references in the report relate to the period 1840–1845 to the extent that they have any relevance to the grounds plan. It is quite clear that only a very small part of available Longfellow source material that is available, and which might provide considerable information on this subject, has been used. There is no indication that a careful search has been made for historical photographs, drawings, and illustrations of various types relating to the house and grounds. The bulk of the document submitted consists of horticulture notes by Isadore Smith, and these are merely suggestive of what plants might be suitable.¹⁶⁶

The NPS's letter to Morton was more measured: "Since we have not had the opportunity to conduct studies of the Longfellow grounds, we find it difficult to comment meaningfully. We do feel that, should the property come under the jurisdiction of the National Park Service, further research would be judged desirable to ascertain if additional documentation exists. In the meantime, we wish to commend the initiative and efforts of the Cambridge Plant and Garden Clubs [*sic*]."¹⁶⁷ Morton seems to have rightly taken this as a brush-off, and brought this to the attention of Brooks Beck, Longfellow House Trustee, who had succeeded Goodale as a Trustee upon his retirement and was also a partner at Hill and Barlow. As a result, Beck was extensively involved in the transfer. He wrote Connally in more direct terms:

Those in charge of the Club's program are conscientiously aware of the importance of fidelity to the original. As you suggest, the Government's eventual survey may reveal aspects of the landscaping of the grounds that differ in some respects from the plans on which the Club bases its present efforts, but there is not reason to anticipate any very significant differences. In the view of the trustees, for whom I speak, this voluntary effort is worthwhile from many points of view, including the Government's, and we do not wish to halt or discourage it. You may be assured that such changes as may be made in the shape, planting and location of gardens and plantings will bring the grounds into closer conformity to the original and will not in any case produce undesirable or unalterable changes. We feel that the Club should be encouraged to go ahead with what is, after all, a fairly limited renovation, as we are convinced that this effort is well informed and directed.¹⁶⁸

¹⁶⁶ Appleman to Utley, May 26, 1969. Re: Review Comments, Longfellow House Grounds Restoration Plan and Report, Cambridge Plant and Garden Club. NHL MSS.

¹⁶⁷ Ernest Connally, to Hugh Morton, August 1, 1969, NHL MSS.

¹⁶⁸ Beck to Connally, August 12, 1969, NHL MSS.

Joseph Watterson, Acting Chief, Office of Archeology and Historic Preservation, sent Beck a note in response on August 21, though it is unlikely that Beck received it, as he died suddenly on August 22. Watterson wrote: “We are fully appreciative of the Garden Club’s careful research and good intentions, and we assure you we are not apprehensive regarding any work they might do there. You have assured us that their work will not produce any undesirable or unalterable changes, and we certainly do not wish to discourage the Club’s good efforts. However, we cannot comment meaningfully on the Club’s plans for the grounds, as we said in our letter to Mr. Morton, since we have not had an opportunity to conduct studies of the property.”¹⁶⁹ The club proceeded, but the exchange understandably created some hard feelings between the club and the NPS, setting the stage for a variety of clashes over management and preservation styles that would ripple through management practices and community relations through the 1980s.

As the NPS negotiated with the Cambridge Plant and Garden Club, the legislation to add Longfellow House to the National Park system began. The legislation (HR 16329) was first introduced by Congressman Thomas P. (Tip) O’Neill Jr. in 1970. The bill did not gain traction until it was reintroduced as HR 3986 in 1971. The 1971 date appears to correspond with a series of budgets and operations developed by the NPS in April of 1971 that became part of the background book that accompanied the legislation to its successful conclusion in 1972. This book also included a draft Environmental Study (1972), accompanied by a “Parkscape U.S.A.” brochure produced by NPS in 1968, demonstrating just how long the NPS had been seriously considering the site for inclusion.¹⁷⁰ The bill was first introduced to the Senate by Edward M. Kennedy as bill S 3129 in February 1972.

According to the background book, the Department of the Interior responded to the Senate Committee on Interior and Insular Affairs, which had requested a report on the property, on February 10, 1972. The Department of the Interior recommended enacting the bill, with one amendment. The amendment adjusted the development ceiling, the maximum amount of money that could be spent to initially develop the site, to meet current cost estimates, and tied the amount to prices in 1971.¹⁷¹ The Department of the Interior had previously sent an identical letter to the corresponding House committee in response to HR 3986 in September of 1971. This feedback apparently satisfied Congress, as both chambers passed the bill. According to GPO, the bill was considered and passed in the Senate on March 22, 1972, and October 2, 1972, by the house. The bill became law on October 9, 1972.

¹⁶⁹ Watterson to Beck, August 21, 1969, NHL MSS.

¹⁷⁰ Background Book prepared 1971 for Congress, unpaginated, Transition, Box 53, Folder 12, in the LONG Resource Management Records (uncatalogued), LONG MSS.

¹⁷¹ Background Book prepared 1971 for Congress, unpaginated, Transition, Box 53, Folder 12, in the LONG Resource Management Records (uncatalogued), LONG MSS.

The legislation was an important milestone, but there remained many critical actions before the house could open to the public as an NPS unit. First, the Trust needed to complete the legal transfer of property to the government. The law enacted by Congress allowed for this transfer to occur but did not govern the process. The NPS also needed to assemble a new staff—and incorporate old staff members like Tom de Valcourt and Frank Buda. It would be two more years until the NPS would formally dedicate Longfellow House as a National Park unit.

CHAPTER THREE

THE EARLY YEARS OF NPS STEWARDSHIP (1973–1978)

“It was like walking into a failed country.”

—RUSSELL BERRY, SUPERINTENDENT,
REFLECTING ON HIS FIRST IMPRESSIONS OF LONGFELLOW HOUSE

.....

Longfellow National Historic Site was created on October 9, 1972, through Public Law 92–475, but the actual transfer of the property from the Trust to the NPS did not occur until November 23, 1973. A formal “Establishment Ceremony” took place on September 7, 1974.¹⁷² The LHT would continue to exist until 1976, when the last of the fund was paid out to descendants and the selected Longfellow manuscripts were formally transferred to Harvard University. Finally able to fully inspect and study the house, the NPS began to understand the scope of the challenges facing them as they prepared to turn a privately managed historic home into a historic site operating to NPS standards. The content and tone of internal reports and correspondence quickly shifted from the optimism of the campaign, to transfer the house to the NPS, to a concern about the resources, both human and financial, necessary to operate and maintain the site. These concerns intensified with the completion of each new study. In these reports and correspondence, staff emphasized that allocated funds and personnel were not adequate, given the condition of the site and collections. Nonetheless, these years mark a period of intensive exploration and study of the house, as well as the beginnings of a high-quality, professional preservation and restoration effort that continued through the 1990s.

¹⁷² 1974 Annual Report, LONG Resource Management Records (uncatalogued), LONG MSS.

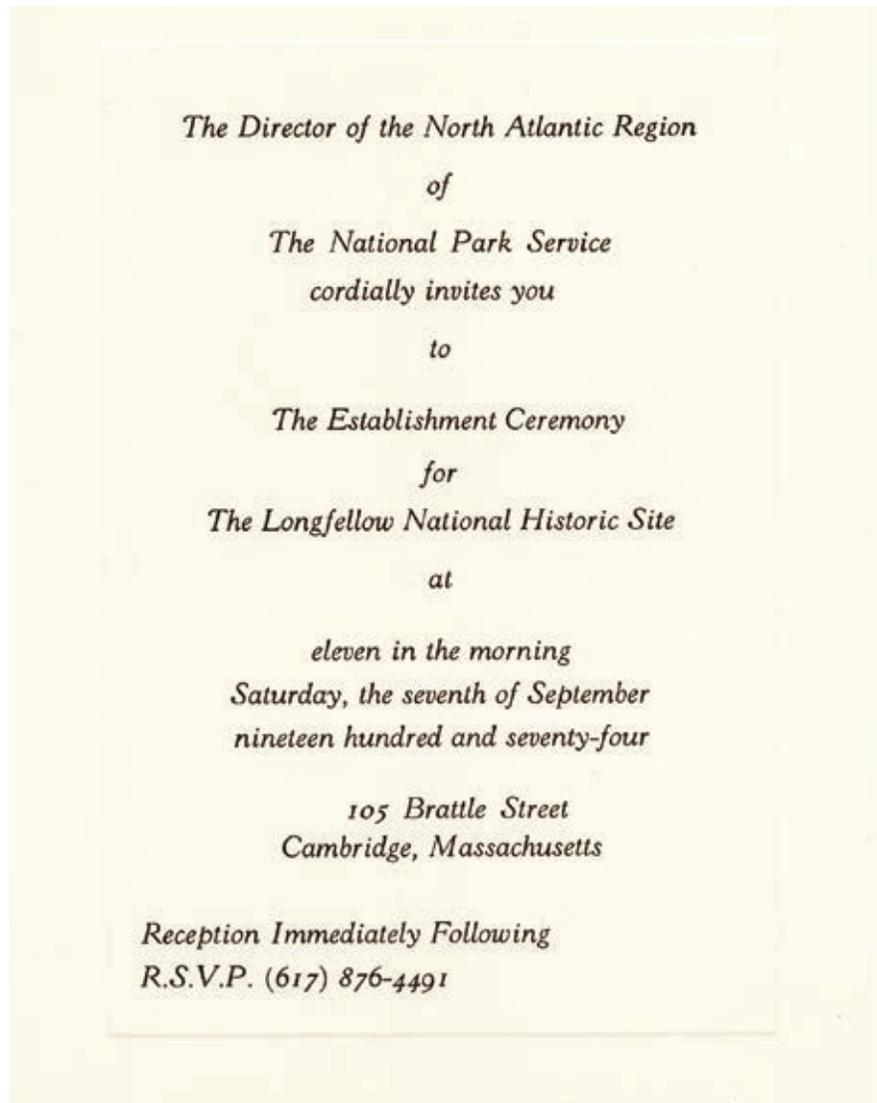


Figure 5: Invitation to the Establishment Ceremony for Longfellow NHS in 1974. No photographs of the event survive. Courtesy of the National Park Service, Longfellow House-Washington's Headquarters NHS.

Management Administration and Staffing

The first years of LONG as an NPS site were also a period of reorganization in the administrative structure of the NPS. The former Northeast region, headquartered in Philadelphia, was divided in two, creating the North Atlantic Regional Office in Boston. The new regional office also marked a reorganization of park management within the

greater Boston area.¹⁷³ Previously, the Boston Group, formed in 1968, provided administrative and resource management functions, including historic architects and curators, for Minute Man NHP (MIMA), Adams NHS (today Adams NHP), John Fitzgerald Kennedy NHS (JOFI), Salem Maritime NHS, and Saugus Ironworks NHS. There was one superintendent for all of the sites, who was headquartered at MIMA.¹⁷⁴ With the addition of LONG and the dissolution of the Boston Group in 1973, the regional office decided to create a separate superintendent position to manage JOFI and LONG, though the new superintendent would still report to MIMA’s superintendent, and both sites would remain a part of the Minute Man Administrative Group. The Minute Man Administrative Group continued until 1977, when “the site commenced operation as a fully independent administrative entity,” a transition that was described as “smooth” in the 1977 LONG annual report. In 1979, another significant change in management occurred as the newly established Fredrick Law Olmsted National Historic Site in Brookline was added to LONG and JOFI, creating a tri-site management group that continues today.



Figure 6: Superintendent Russell Berry Jr. (left) poses with Mr. Wyman Randall and Mr. Emil Fleischaker during Bicentennial Celebrations at LONG in October 1975. Courtesy of the National Park Service, Longfellow House-Washington’s Headquarters NHS.

¹⁷³ Zenzen, *Bridging the Past*, 152.

¹⁷⁴ Zenzen, *Bridging the Past*, 144.

Russell Berry, the first superintendent, was young and quickly moving up the ranks in NPS. He received his first superintendent position, at Manassas National Battlefield, when he was twenty-six.¹⁷⁵ His deft handling of a potential political crisis when the Marriott Brothers purchased a piece of land adjoining the park and proposed to build an amusement park attracted the attention of senior NPS leaders and Congressman Tip O’Neill. O’Neill had just introduced the legislation that would create Longfellow House NHS (LONG) and had a personal interest in the project, in part because his friend, Frank Buda, was the longtime caretaker of the home. NPS leadership knew that the first superintendent at LONG needed to be used to political challenges and maneuvering. Hence, Berry was tapped by the regional office for the job. Upon arriving in Boston in 1973, Berry found out that the final negotiations over the transfer were still being worked out and he would not yet be permitted to start at LONG. He spent the first six weeks at JOFI, quickly ascertaining that the site ran smoothly with its current staff and operational set-up and that, in any case, changes were unlikely to happen until the site’s creator, Rose Kennedy, passed away.¹⁷⁶ Tired of the impasse at LONG, Berry decided to seek out Frank Buda, who Berry believed was at the heart of the dispute. Buda had refused to accept a position below park manager, and the NPS refused to budge. Berry convinced Buda to accept the position being offered to him at LONG, promising him a promotion to be his assistant (senior park technician). He recognized that Buda brought key institutional knowledge and community connections.¹⁷⁷ This solution was acceptable to all parties, and the NPS could finally begin the management of LONG. Buda’s institutional memory

¹⁷⁵ Russell W. Berry Jr., interview by Sara Patton Zarrelli, April 27, 2020, in LONG Resource Management Records (uncatalogued), LONG MSS.

¹⁷⁶ For a look into the fascinating origin story of the establishment of JOFI, see the forthcoming administrative history by Hilary Iris Lowe. Russell W. Berry Jr., interview by Sara Patton Zarrelli, April 27, 2020, LONG MSS.

¹⁷⁷ Russell W. Berry Jr., interview by Sara Patton Zarrelli, April 27, 2020, in LONG Resource Management Records (uncatalogued), LONG MSS.

provided a source of continuity between the Trust era and the NPS, but it also occasionally presented conflicts indicative of the differences between Trust and NPS management styles.¹⁷⁸

With Buda on board, Berry still needed to assemble a staff. In addition to Buda, who served in a role similar to the supervisory park ranger position today, Berry hired a curator, park technicians (equivalent to park guides today and generally recruited from local universities), and a small administrative staff, and also assembled a team of preservation carpenters.¹⁷⁹ The role of curator was especially important. While the NPS had expressed a strong interest to the Trust about retaining Thomas de Valcourt, he was in poor health at the time of the transfer and rarely worked at the house.¹⁸⁰ Records suggest that he may have been retained briefly as a consultant, but following the dissolution of the Boston Group, Kathleen Catalano transitioned from curator of the Boston Group to LONG's full-time curator.¹⁸¹ Catalano was an incredible fit for the house. She held an MA in early American History and was also a graduate of Winterthur, which afforded her many

¹⁷⁸ Berry recalls that Buda grew up as “an Irishman in a corrupt city” and sometimes had his own ways of getting things done. Once, Berry commented that it would be nice to have flowers in the historic house. The next day, the house was full of flowers, and once those wilted, more appeared. At that point, Berry asked Buda who was paying for the flowers, to which Buda responded that he had simply gone to the local florist and announced that the federal government needed flowers, and if they were not provided, he would call the IRS on them. Berry had Buda go back to the florist and settle the bill. In another case, Buda, who was responsible for counting the admission and store money, and placing it in the safe at the end of the day, stashed the cash in a file drawer in order to leave quickly for his other position as an art instructor. Most unfortunately, Buda chose the same drawer where some members of the interpretive staff liked to leave cookies for the nighttime guards, some of whom were also Harvard students, though other guards were not. That night, the usual Harvard student had called for a substitute, who turned out to be less than scrupulous. Told about the cookies but finding \$1,700 instead, he stole the money and was never seen again. Made aware of the seriousness of the theft, which would require an FBI investigation, Berry gave Buda an hour to make it right. Buda put on his jacket and returned less than an hour later with the money, which Berry believed came from Buda's personal savings account. Russell W. Berry Jr., interview by Sara Patton Zarrelli, April 27, 2020, in LONG Resource Management Records (uncatalogued), LONG MSS.

¹⁷⁹ The bulk of administrative duties were handled by the Minute Man Administrative Group, but the site still had a typist and a secretary for Berry. Russell W. Berry Jr.; interview by Sara Patton Zarrelli, April 27, 2020, in LONG Resource Management Records (uncatalogued), LONG MSS.

¹⁸⁰ de Valcourt was Harry Dana's personal secretary at the time of his death, and assisted with inventorying his estate. As such, he knew the collection as well as anyone living, but was not trained as a curator or archivist. It was the impression of the Trustees that the NPS wanted de Valcourt as a consultant, if not a full-time employee: Morton to File, Memo, June 25, 1973, HB 5800–113 Transfer Correspondence 1973–1974, in the Hill & Barlow Records of the Longfellow House Trust and Longfellow Family (LONG 36609), LONG MSS. However, in June 1973, the Trust's lawyer, Hugh Morton, reported that “Tom is now incommunicado and is neither answering mail or telephone nor the door. In the past, there have been some instances in which he has overindulged a bit and missed a day of work here or there but his current situation is far above and beyond past problems.” (Morton to Howe, June 1, 1973, HB 5800–113 Transfer Correspondence 1973–74, in the Hill & Barlow Records of the Longfellow House Trust and Longfellow Family [LONG 36609], LONG MSS.) Based on Catalano's recollections, it seems de Valcourt worked at the house only rarely after the NPS took over, and he died shortly thereafter in October 1976. (See Obituary of Thomas de Valcourt, *The Cambridge Chronicle*, October 14, 1976.)

¹⁸¹ Kathleen Catalano Milley, interview by Sara Patton Zarrelli, May 28, 2020, in LONG Resource Management Records (uncatalogued), LONG MSS. Note that after Kathleen left LONG, she married and added her husband's name. For the purposes of this study and continuity with site records and oral histories, she will be referred to as Kathleen Catalano in the text.

important connections in the field of historic preservation.¹⁸² According to Berry, she was responsible for selecting SPNEA to complete the historic structures report, the first of many decisions that set a high standard for the study and preservation of the site.¹⁸³ From the beginning, Catalano moved carefully but quickly to conserve, catalog, and make available to researchers the vast collection. Even with the support of seasonal positions roughly equivalent to a museum technician today, filled by Northeastern University students, and Museum Aide Donna Poland, who was responsible for cleaning the historic house and collection items, Catalano had her hands full trying to manage the collection while providing access for researchers.¹⁸⁴

In addition to the professional staff, the NPS contracted security guards from a local company, who stayed overnight in the house to protect it from theft and vandalism, as there was no other security system in place. Previously, the Trust had rented out the portions of the second floor, with the logic that residents provided at least some measure of security for the house in the absence of security systems.¹⁸⁵ While better than no security, these guards were uneven in quality. Guards who were also Harvard students simply studied through the night and were quite reliable; however, some of the other guards provided by the company were less dutiful—Berry recalled finding one asleep in Longfellow’s bed with his pants hung up on the bedstead when he arrived in the morning.¹⁸⁶

Berry left LONG in August 1976, having been accepted to the Interior Manager Development Program, and was replaced by James L. Brown, who had played an active role in the development of Sagamore Hill National Historic Site.¹⁸⁷ Sagamore Hill NHS shared interesting parallels with LONG, as it had been established when the Theodore Roosevelt Association transferred both Sagamore Hill and the Theodore Roosevelt Birthplace to the NPS in 1962. The Association was even formed at approximately the same time as the Longfellow Trust, and the transfer to NPS, like LONG, was motivated by the declining finances of the Theodore Roosevelt Association.¹⁸⁸ Brown served at LONG from 1976 to

¹⁸² Kathleen Catalano Milley, interview by Sara Patton Zarrelli, May 28, 2020, in LONG Resource Management Records (uncatalogued), LONG MSS.

¹⁸³ Russell W. Berry Jr., interview by Sara Patton Zarrelli, April 27, 2020, in LONG Resource Management Records (uncatalogued), LONG MSS.

¹⁸⁴ Kathleen Catalano Milley, interview by Sara Patton Zarrelli, May 28, 2020, in LONG Resource Management Records (uncatalogued), LONG MSS.

¹⁸⁵ Richard P. Wittpenn, Frank Barnes, Jack Lukens, National Park Service, *Longfellow House: A Proposed National Historic Site*, February 1963, 7, CRBIB 10407, LONG MSS.

¹⁸⁶ Russell W. Berry Jr., interview by Sara Patton Zarrelli, April 27, 2020, in LONG Resource Management Records (uncatalogued), LONG MSS.

¹⁸⁷ 1976 Annual Report, LONG Resource Management Records (uncatalogued), LONG MSS.

¹⁸⁸ The Theodore Roosevelt Association was the product of several name changes and mergers of memorial associations which formed in 1919, following Roosevelt’s death. Ned Kaufman, *Home, Park and Shrine: Theodore Roosevelt’s Sagamore Hill, an Administrative History*, US Department of the Interior, National Park Service, 2007, 5 and 11. Finances, 14.

1983, and it appears that he did not make any substantive changes to staffing, though his leadership style was called into question by an Evaluation of Operations completed in 1978, which described issues related to communication and responsibilities for work and supervision, noting “the park did not have a clearly defined organization in place at the time the restoration project began.” While the report did not express concern about the restoration work, which was described as “high quality,” the evaluator called for regular staff meetings and better communication between the superintendent, supervisors, and staff.¹⁸⁹ The evaluators also pressed for more details on how interpretive staff were assigned and trained, planning documents, exhibits, and community outreach.

Brown crafted a lengthy response, noting that the park was still very new and that many of the requested efforts were in process. He also pointed out the review team was “overwhelmed by the size of this organization” and was poorly prepared. Clearly somewhat needled by the criticism of his management style, Brown concluded: “We were criticized for not having general meetings. I was criticized for over dependence on the one [on] one approach. We accepted those as valid criticism and we made immediate changes. But the team ignored its own advice and credibility suffered. Except for the general meeting of introduction, all staff contact with the Team was on a one to one basis.”¹⁹⁰ His review gives us an important window into the differences between how the regional office anticipated a park should be run and the realities on the ground, as well as the myriad of relationships, interpretive programs, visitor services, and exhibitions that all had to be developed at the same time as the NPS reshaped the house according to its vision for a historic site.

Park Planning and National/Regional Directives

While various planning documents were drafted as part of the process to create LONG, staff quickly realized they “didn’t know what they didn’t know” about the site, and some of these documents were soon determined inadequate.¹⁹¹ For example, the 1974 annual report explained: “When Longfellow NHS was established, a new area Site Master Plan was in existence, but was found to be in need of revision. This was not resolved by the end of the year.” The lack of resolution likely came from significant questions about the history of the site; the incredibly pressing nature of the structural decay; and damage, both

¹⁸⁹ 1978–12–04 to 07 Ops Eval (scan), 1 and 3, 1 and 3, Box 32, in the LONG Resource Management Records (uncatalogued), LONG MSS.

¹⁹⁰ 1979–04–06 OPS Review Response (scan), Box 32, in the LONG Resource Management Records (uncatalogued), LONG MSS.

¹⁹¹ Russell W. Berry Jr., interview by Sara Patton Zarrelli, April 27, 2020, in the LONG Resource Management Records (uncatalogued), LONG MSS.

real and potential, to collections. Probably rightly so, Superintendent Berry focused his attention on stabilizing the house and collections, feeling that if the NPS did not act, there would be literally nothing left.¹⁹² Therefore, the primary focus in the first years was on the assessment and conservation of the structure and collections, as well as setting up operations such as an interpretive program to fulfill the public visitation mandate. Berry felt strongly that being open to the public with a high-quality interpretative program was essential, so from the beginning, restoration and public access had to coexist. Determining the balance between operations and completing a full assessment and restoration of the site became a source of contention throughout the decade.

Environmental Statement Master Plan Assessment

LONG began the first steps toward a new master plan, recognizing that the ongoing research and assessment of the site would likely change needs and management aims. In 1975, the park completed an Environmental Statement Master Plan Assessment. This was a pre-planning document NPS created to comply with the National Environmental Policy Act and Section 106 of the National Historic Preservation Act of 1966. In addition to addressing these legal requirements, it was also intended to document the planning process by laying out a series of alternatives for public review. Public response to these alternatives would identify potential controversies and help the park move forward with a minimum of opposition.¹⁹³ At LONG, the planning team identified five alternatives: Alternative One, no action, meant that the NPS would not take any action to preserve or restore the structure and would not present interpretive programming. Alternative Three called for a complete restoration to 1882, including moving all facility and support operations off-site. Alternatives Two and Four were very similar in terms of interpretive programming, but Alternative Two called for a partial restoration to 1882, while Alternative Four recommended that preservation efforts include changes made to the house through 1928. Finally, Alternative Five called for preserving parts of the house while repurposing areas with “marginal historical significance” for “community related activities which foster cultural awareness and environmental consciousness as well as literature and poetry appreciation.”¹⁹⁴ A summary table from the report that details the alternatives is reproduced in Figure 7.

¹⁹² Russell W. Berry Jr., interview by Sara Patton Zarrelli, April 27, 2020, in the LONG Resource Management Records (uncatalogued), LONG MSS.

¹⁹³ National Park Service, *Environmental Assessment, Master Plan, Longfellow National Historic Site*, August 1975, ii, CRBIB 403015, LONG MSS.

¹⁹⁴ National Park Service, *Environmental Assessment, Master Plan, Longfellow National Historic Site*, August 1975, ii, CRBIB 403015, LONG MSS, 33.

Master Plan Alternative Summary		1	2	3	4	5	
SITING	Management/Staff		Woodshed	New facility	Charles' Bedroom Pantry & 1st floor	Carriage House 1st Floor Central	
	Maintenance/ Workshop		Cellar Carriage House/ West wing	New facility	Cellar Carriage House/west wing	Consolidate & Carriage House/west wing	
	Architectural Storage		2nd Floor/Attic	Woodshed	Cellar in Long Walk	Cellar in Long Walk	
	Visitor Sales		Carriage House/east wing	New facility	Laundry room		
	Visitor Information/ Museum		Carriage House/east wing	New facility	Laundry room/ Woodshed	Laundry room	
	Restrooms		New facility w/in woodshed	New facility	Utilize existing restroom & 1st floor	New facility w/in Woodshed	
	Mechanical/ Utilities		Rest carriage house Rest woodshed	Unaffected	Rest Woodshed	Rest & Air condition Carriage House, Rest Woodshed	
	Restoration Period		Exterior Interior 1st Floor to 1882	Total restoration to 1882	Preserve Existing fabric	No open/No target date	
	Structure		Remodel Interior Carriage House Remodel Woodshed Refurnish 1st Floor	Remove all alterations subsequent to 1882. Refurnish all rooms and Carriage House	Rehabilitate & Stabilize Refurnish main portion of house & Carriage House	Rehabilitate & Stabilize Refurnish main portion of house	
	Grounds		partial restoration to 1882	Total restoration to 1882	Rehabilitate & Maintain		
RESOURCE	Visitor Circulation		1st Floor House/all areas Carriage House	All floors Entr. & corridor only	Selective 1st & 2nd Floor only Carriage House		
	Furniture		Multiple use visitor area @ Carriage House 1st & 2nd Floors	No special provision	Multiple use visitor area/ museum @ Woodshed; special program area & Blue Room	meeting area @ woodshed special program area @ Charles' Bc Library/reading area @ Japanese Rm Community Workshop area @ Carriage House east wing	
	Media & Theme		Personal Services/audio visual Longfellow, George Washington Owings, Manuill Historical architecture	Personal services Longfellow, Historical architecture	Personal Services/audio visual changing/static exhibit Longfellow, Poetry, George Washington Historical architecture	Cambridge Historic Information Center	
	Special Programs		Children's hour special tours	Terminates extension programs	Children's story hours concerts children's environmental workshop special subject tours	Community meetings Local workshops	
	Parking		Visitor/Street Frontage Staff/On-Site	Visitor/surface streets Staff/surface streets	Visitor/surface streets Staff/on-site seasonally	Visitor/on site & surface street staff/on-site & surface street	
	Easement		Acquire by donation or Purchase				
	Adjacent Property		Unaffected	Acquire 1.78 acres adjacent north property line	Unaffected		
	Longfellow Park		Unaffected	Acquire by purchase or donation	Unaffected		
	TREATMENT & DEV.	17					
		17					
INTERPRETATION & VISITOR SUPPORT							
SITING							

Figure 7: 1975 Environmental Statement Master Plan Assessment Alternative Matrix.
Courtesy of the National Park Service, Longfellow House-Washington's Headquarters NHS.

The Environmental Statement clearly demonstrated the planners' unease with restoring the site fully to a specific period (in this case 1882, the year of Henry Wadsworth Longfellow's death), which they believed could mean removing parts of the structure. They were concerned that major physical changes like these might require new legislation and do a disservice to the layers of history at the site.¹⁹⁵ The plan was sent to a list of neighbors and stakeholders, who echoed the planners' concerns, favoring restoration and preservation of the site as it was currently, in effect embracing a period of significance through 1928. Respondents were also opposed to any effort to acquire Longfellow Park, as they felt city management was adequate. Of special concern for the NPS, but evidently not their neighbors, was a thirty-foot right-of-way on the west side of the property, held by the Episcopal Divinity School (EDS). While the right-of-way was not in use, planners worried that if the school chose to make use of it, it would substantially reduce the site's size and impede on the historic character. The EDS also made it clear that they did not wish to donate this land, which, under the terms of the enabling legislation, was the only way the land could be added to the park.¹⁹⁶

Public comment and the NPS clearly favored Alternative Four, which called for preserving the house generally as it appeared in 1975 through a program of rehabilitation and stabilization. The woodshed would become the hub of visitor services, and staff offices would take up select spaces on the first and second floors. Programming would include guided tours along with special events like concerts, children's story hours, and similar offerings (see Figure 7). However, the extent of this consensus is uncertain, given that the document indicates the report was only sent to twenty people, with only two providing feedback.¹⁹⁷ Perhaps because of this, there appears to have been a second request for comment at a meeting of neighbors on December 18, 1975. This request sparked a spirited reply from Charles W. Eliot 2nd, Chair of the Historical Commission, Harvard Design School professor, and grandson of Harvard President Charles Eliot, who had deep local roots and even stronger opinions. In a six-page letter dated January 16, 1976, Eliot's desire for community-led preservation and planning was evident:

My proposal of an Advisory Committee apparently fell on deaf ears, and I cannot find any other mention of the idea in the report. Perhaps, if the 20 people who were sent letters "inviting consultation" (page 37) had been given the responsibility of membership on an Advisory Committee, you might have

¹⁹⁵ Restoration to 1882 would require the removal of historic fabric, which the planners thought violated the intention of the legislation. National Park Service, *Environmental Assessment, Master Plan, Longfellow National Historic Site*, August 1975, ii, CRBIB 403015, LONG MSS, 26.

¹⁹⁶ This right-of-way issue was never resolved, and today EDS retains this right-of-way, though they have not chosen to make use of it. National Park Service, *Longfellow House-Washington's Headquarters NHS Landscape Longfellow National Historic Site Cultural Landscape Inventory*, 2015, 27.

¹⁹⁷ National Park Service, *Environmental Assessment, Master Plan, Longfellow National Historic Site*, August 1975, 37, CRBIB 403015, LONG MSS. See also appendix C for copies of the letters received.

gotten more than those two answers! There is need for continuing involvement of concerned and qualified individuals to work with you and other officers of N.P.S. in developing and carrying out a Master Plan for the Longfellow Historic Site. An Advisory Committee is the time-tested way to get and engage that kind of involvement and assistance.¹⁹⁸

Ever the planner and design professor, Eliot proceeded to lay out his critique of the alternatives, in addition to identifying six areas he felt the planners had missed or inadequately addressed. One of the more pressing areas was parking.

The city, NPS, and residents agreed that there was not enough parking in the Harvard Square area.¹⁹⁹ The Environmental Assessment noted that Cambridge was beginning to experiment with a variety of options, including limiting parking on some streets to residents, banning parking during the workday to discourage commuter parking, and constructing a garage in Harvard Square.²⁰⁰ At the same time, the park sought to decrease the number of staff vehicles parked on-site, which they felt detracted from the historic landscape.²⁰¹ Early planning documents relied on on-street parking on LONG's frontage, but with the introduction of resident stickers, it became clear that this would not be an option.²⁰² In the end, even with the construction of a parking garage in Harvard Square, it was clear that visitors to LONG should be encouraged to rely on public transportation, and this was written into all subsequent planning documents.

Eliot's letter concluded with a note of concern that the request for public comment was an exercise that would have no bearing on the final outcome: "It is my understanding from your remarks at the meeting of the Neighbors of Longfellow Park on December 18 that the National Park Service has decided (even before receipt of requested comments) on Alternative 4 as the basis for the Master Plan of the Longfellow National Historic Site. I hope that decision is not so firm but that these and other comments you may receive may be helpful in the further consideration of problems and possibilities for the future of the historic site and its surroundings."²⁰³

¹⁹⁸ Charles Elliot 2nd to Russell Berry, January 16, 1976, fair copy. Longfellow House File, Charles Eliot 2nd Papers, Cambridge Historical Commission, Cambridge, Massachusetts, hereafter Cambridge Historical Commission MSS. Emphasis original.

¹⁹⁹ National Park Service, *Environmental Assessment, Master Plan, Longfellow National Historic Site*, August 1975, 37, CRBIB 403015, LONG MSS.

²⁰⁰ National Park Service, *Environmental Assessment, Master Plan, Longfellow National Historic Site*, August 1975, 37, CRBIB 403015, LONG MSS, 4.

²⁰¹ National Park Service, *Environmental Assessment, Master Plan, Longfellow National Historic Site*, August 1975, 37, CRBIB 403015, LONG MSS, 4.

²⁰² Richard P. Wittpenn, Frank Barnes, Jack Lukens, National Park Service, *Longfellow House: A Proposed National Historic Site*. February 1963, 30, CRBIB 10407, LONG NHS MSS.

²⁰³ Charles Elliot 2nd to Russell Berry, January 16, 1976, fair copy. Longfellow House File, Charles Eliot 2nd Papers, Cambridge Historical Commission MSS.

Neither Eliot’s letter nor any response appears to have been preserved within NPS records, though the majority of administrative files in this period remain unprocessed at the time of this writing. Nonetheless, the letter still paints a vivid picture of NPS’s limited interest in engaging with the community and doing anything more than a perfunctory effort to respond to concerns or incorporate those ideas in their planning processes, even as new processes like the Environment Assessment were designed to encourage greater responsiveness to public concern. Limited community engagement would continue to characterize the tenures of the first three superintendents.

The Longfellow Master Plan

The LONG Master Plan was approved in 1978, affirming the significance of the site as established in the legislation as well as earlier NPS planning documents. It stated: “The National Park Service will seek to maintain the integrity and spirit of the house as it presently exists. Its dignity and simple restraint in taste speak strongly for resourceful planning and design. Elaborate, expensive faculties and attempts at literal historic recreations are neither warranted nor appropriate.”²⁰⁴

The Master Plan assigned uses to spaces within the historic house and carriage house that have continued to the present. Significantly, the plan abandoned the concept of restoring the carriage barn for use as offices, exhibits, and additional bathrooms, as had been proposed earlier. In an oral history interview, Superintendent Berry stated that it was clear once NPS began evaluating the structures that the carriage house would have to become a project for another time, as the historic house needed so much work.²⁰⁵ Instead, the plan “proposes the consolidation of office facilities to only two areas within the house. Charles’ bedroom on the second floor of the ell which has traditionally been used by support staff, is well suited and proves a pleasant office environment. The smaller room adjacent in the southwest corner of the Ell will be adapted for office use.”²⁰⁶

With easy access to the woodshed, allocated as the hub for visitor services, interpreters would use the pantry space as their office. Perhaps in recognition of all of the structural needs, the plan placed a “carpenter’s workshop” in the carriage house.²⁰⁷ Finally, the plan formalized Harry Dana’s efforts to establish a secure vault for artifact storage,

²⁰⁴ National Park Service, *Final Master Plan: Longfellow National Historic Site*, 1978, CRBIB 401265, 25–26.

²⁰⁵ Russell W. Berry Jr., interview by Sara Patton Zarrelli, April 27, 2020, in the LONG Resource Management Records (uncatalogued), LONG MSS.

²⁰⁶ National Park Service, *Final Master Plan: Longfellow National Historic Site*, 1978, CRBIB 401265, 26.

²⁰⁷ National Park Service, *Final Master Plan: Longfellow National Historic Site*, 1978, CRBIB 401265, 26.

calling for “an environmentally controlled artifact storage facility will be established in the house’s cellar. The long vault in the southwest corner is particularly adaptable as a curatorial storage area.”²⁰⁸

The plan also recognized that the interiors were a mixture of 1882 and 1928 arrangements, though both periods were considered historic. The plan stated: “Efforts to restore and conserve historic furnishings will continue. Where sound documentation and furnishings exist, the rooms will be restored to appear as they did during Longfellow’s residency. If this is not feasible, rooms will be represented they would have appeared during Alice Longfellow’s years in the house. Objects original to the house prior to 1928 will be the only items accepted for addition.”²⁰⁹

Wrestling with the question of which period should be given precedence for restoration would be a significant facet of historic furnishing plans and interpretation through the early 2000s. Concerning the garden and grounds, the plan called for a Historic Grounds Report, noting that there was a lack of historical documentation on the grounds, which were currently being maintained by the Cambridge Plant and Garden Club.²¹⁰ As a whole, the Master Plan provided a plan for the park that recognized limitations and opportunities while making the most progress possible toward reshaping Longfellow House into an NPS site.

Budget

The LONG budget was a persistent concern, especially as the scope of the restoration work became apparent. Oddly, the park is not shown in the Green Book as having received an appropriation for fiscal year (FY) 1973, FY 1974, or FY 1975, though records show that the park was operating with a number of staff members and expending funds at a rapid rate.²¹¹ The most likely explanation is that the park was using the \$586,600 appropriated for the development of the park by the enabling legislation, perhaps supplemented by regional allocation of discretionary funds. This could also be attributed to anticipated budget cuts at high levels. No sooner had LONG joined the NPS than the site faced concerns about budget cuts across the system; in September 1974, management was

²⁰⁸ National Park Service, *Final Master Plan: Longfellow National Historic Site*, 1978, CRBIB 401265, 27.

²⁰⁹ National Park Service, *Final Master Plan: Longfellow National Historic Site*, 1978, CRBIB 401265, 27.

²¹⁰ National Park Service, *Final Master Plan: Longfellow National Historic Site*, 1978, CRBIB 401265, 30.

²¹¹ John Spornoga, chief of Budget Execution for the NPS, personal communication with the author, September 18, 2020.

asked to come up with contingency plans if cuts were needed.²¹² The first record of the park making a request for operating funds is for FY 1978, when it requested additional funds, writing, “When Longfellow NHS was established the amount of rehabilitation and maintenance necessary to historic structures was greatly underestimated.”²¹³ Whatever the allocation process, LONG annual reports document modest increases in its operations budget of \$10,000 or less per year between 1974 and 1979. Still, there always seemed to be more projects than dollars.

Beyond federal funds, LONG came into the NPS with an endowment, as described in Chapter Two. Perhaps because of the ongoing assessment of needed restoration work, the endowment funds remained nearly untouched until 1977. In 1977, \$50,000 of the \$200,000 available was spent on wallpaper, the garden, additional staffing for special events, and UV F-3 plexiglass shields for the first- and second-floor windows.²¹⁴ During an Operations Review in 1978, reviewers drew attention to the balance and the need to spend it in consultation with the regional office. That report anticipated that “the bulk will probably be used to convert the basement to museum storage, and some will be used for continued support of the garden concerts.”²¹⁵ The superintendent’s response to the review corroborates this, stating that “there is an active A/E contract to survey and develop specifications for the mechanical systems [to support the vault].”²¹⁶ The basement vault was completed in 1983, though it is unclear if it used funds from the Trust.²¹⁷ Regardless, existing documentation makes it clear that both the regional office and the superintendent wished to spend the balance of the fund and that, given the scope of restoration work needed, the \$200,000 was merely a drop in the bucket. To put the amount in context, the 1974 annual report noted that the park spent more than \$100,000 that year alone on the conservation of collections items, and thousands more would be spent in the 1970s. Finding ways to spend money was never a challenge in the first decades of operations.

²¹² Memo to Superintendent, Longfellow, John F. Kennedy (6 Nov 1974) from Regional Director—Subject: Park Review, December 9, 1974, Box 32, Folder: A-5427 Review of Park Program 1976 (materials start 1974), in the LONG Resource Management Records (uncatalogued), LONG MSS.

²¹³ Detail of Annual Operating Requirements, Folder 10–237s Annual Operating Req. Longfellow NHS 78 FY, in the LONG Resource Management Records (uncatalogued), LONG MSS.

²¹⁴ 1977 Annual Report, in the LONG Resource Management Records (uncatalogued), LONG MSS and “Operations Review, Longfellow/Kennedy National Historic Sites, December 4–7, 1978” in folder titled “NARO Ops Evaluation,” Box 32, Folder 9, in the LONG Resource Management Records (uncatalogued), LONG MSS, 5.

²¹⁵ “Operations Review, Longfellow/Kennedy National Historic Sites, December 4–7, 1978” in folder titled “NARO Ops Evaluation,” Box 32, Folder 9, in the LONG Resource Management Records (uncatalogued), LONG MSS, 5.

²¹⁶ Memorandum: Response to Summary Report of the Operations Review, April 6, 1979, in folder titled “NARO Ops Evaluation,” Box 32, Folder 9, in the LONG Resource Management Records (uncatalogued), LONG MSS.

²¹⁷ 1983 Annual Report in the LONG Resource Management Records (uncatalogued), LONG MSS.

All of these financial constraints forced the LONG staff to identify priorities and, in some cases, practice triage. Berry also showed a shrewd understanding of the budget system at that time and sought to use this information to LONG's advantage. He knew that regional budgets must be spent down at the end of every FY or risk being reduced the following year by the amount unspent. As one might expect, the regional office often ended up with large amounts of money to spend at the end of the year, especially if the parks it had been allocated to for special projects were unable to spend it in time. Berry, along with some other superintendents in the region, established a practice of having projects ready to go, making it clear to the regional office that they were ready and able to spend money immediately on these projects. In Berry's recollection, this practice was a key to increasing conservation activities for collections, which were primarily contracted out to expert conservators and therefore easy ways to spend funds quickly. In sum, LONG faced budget challenges, but used all of the resources available to gain budget increases and access to other sources of funds.

Cultural Resources

As one would expect as the NPS began to take stock of their new acquisition, there was much to study and even more to repair and preserve. In the words of one employee, the house appeared “seedy,” perhaps an apt description given the extent of repair, conservation, and restoration needed both inside and outside the house, which became even more apparent as NPS began to conduct its own studies.²¹⁸ In this period, the NPS gave careful consideration to researching the history of the grounds, structure, and collections as a foundation for both obvious and yet-undiscovered preservation and restoration needs. This work produced two historic structure reports and recommendations that would guide work within the house. The development of these reports had to be balanced with the desire to begin preservation work immediately. The more staff became familiar with the site, the more they felt that some of these early action plans for preservation and repair work should be revised, pending cultural resources reports in progress.²¹⁹ Fortunately, these needs and dependencies did not result in paralysis. Instead, the park pushed forward, balancing planning with action.

²¹⁸ Kathleen Catalano Milley, interview by Sara Patton Zarrelli, May 28, 2020, in the LONG Resource Management Records (uncatalogued), LONG MSS.

²¹⁹ 1974 Park Review in the LONG Resource Management Records (uncatalogued), LONG MSS.

Structures

Implicitly or explicitly, the house was generally considered the most important resource and the top priority. The first annual report observed, “The structure is in poor shape, both contents and fabric having been neglected because of lack of funds by the Trust.” Similarly, in a December 1974 review, the superintendent identified “rehabilitation of house and furnishings” as a “Major Problem Facing the Park.”²²⁰ To address this, the park completed two Historic Structures Reports in quick succession. The first, in 1974, by John Luzader of the Denver Service Center Historic Preservation Team, was exceedingly cursory, running only thirty-five pages. It addressed only the period up to 1882 “because the house remained in the family after Longfellow died, and later in the possession of the Longfellow Trust (and underwent no major alterations, except the addition of a sundeck on the piazza), and also because time limitations did not permit including later years in the study.”²²¹ The material included lacked the kind of detail and direction needed for active conservation efforts, and curator Kathleen Catalano quickly used her connections to retain the Society for Preservation of New England Antiquities (SPNEA), a nationally recognized leader in preservation.

SPNEA’s report, completed in March of 1975, took a very different approach.²²² While Morgan Phillips, who led the team, grumbled about conflicting or confusing management directives that made it difficult to focus the report, the final product contained nearly seven hundred pages of detailed documentation on the structures, interior and exterior finishes, and collection pieces.²²³ The report did identify some important structural deterioration, including drainage and brickwork.²²⁴ At the same time, the report was significantly more optimistic than a previous engineer’s report claiming that the house was not bearing weight correctly, stating that the house could easily withstand loading and use “consistent with normal residential use and modest foot traffic.”²²⁵ Most importantly, Phillips validated the NPS’s belief that the extant structure dated to Longfellow’s time or earlier. Combined with Phillips’s extensive work dating the interior finishes primarily to Longfellow’s period or Alice Longfellow, the NPS could feel certain that the authenticity they had claimed made the house such an important acquisition was

²²⁰ Memo to Superintendent, Longfellow, John F. Kennedy (Nov. 6, 1974) from Regional Director—Subject: Park Review, December 9, 1974, handwritten responses to questions. Folder: A-5427 Review of Parks Program 1976 (materials start 1974), Box 32, in the LONG Resource Management Records (uncatalogued), LONG MSS.

²²¹ John Luzader, *Historic Structure Report, Longfellow House: Historical Data, Longfellow National Historic Site, Massachusetts*, National Park Service, 1974, v.

²²² 1975 Annual Report in the LONG Resource Management Records (uncatalogued), LONG MSS.

²²³ Morgan W. Phillips et al., *Historic Structures Report Architectural Dada Section Longfellow* (The Society for the Preservation of New England Antiquities, 1975), 1.

²²⁴ Phillips, *Historic Structures Report*, 165 and 168.

²²⁵ Phillips, *Historic Structures Report*, 182.

indeed there. Beyond this affirmation, the report gave staff a clear sense of the enormity of the restoration needed and some of the immediate steps to take. In this sense, the report may have been both a relief and a call to action, as previously there was an overwhelming sense that preservation needs were dire, but there had not been the expertise to identify and prioritize the needs. As described by the 1978 Master Plan: “Roofing, rain gutters and downspouts, piazzas, exterior clapboards and trim all need extensive conservation and partial renewal. Repairs of existing subterranean drains and minor regrading under the piazzas will eliminate adverse dampness near the foundations. Interior conservation and renewal will include repair of plaster, conservation of historic wall papers, and new reproduction papers where old ones are missing, painting, and improved environmental controls.”²²⁶

Thus there was much to address, and the Historic Structure Report (HSR) established the importance of receiving expert advice and consultation at all stages of the project, including contracting out some conservation work. With the help of Phillips and other experts, the NPS set the house on a clear path toward professionally and appropriately restoring the interior and exterior to Longfellow’s time. The extent of these needed repairs underscores again the scope of work required simply to get the house ready to open and to protect it for the future. While these things could be done and the NPS was working hard to leverage the expertise to do so correctly, it was clear that LONG was not going to be as easy to restore or integrate into the NPS management model, as proponents had thought.

According to annual reports, much of the initial work focused on exterior woodwork and painting, including porches, the front fence and entrance gate, roof balustrades, and roof and chimney restoration. Attention was also given to security systems, such as infrared detection units in outbuildings. As the superintendent prepared his budget requests for FY 1978, he was advised by the acting regional director: “The preservation of objects and the preservation of the structure at Longfellow appear the most vital thrusts. These should be represented in your Fiscal Year ’78 request for [an] operating increase, especially a capacity for having in your base the preservation of historic objects.”²²⁷ Funding increases meant the work continued. Quotations from documents throughout the mid-1970s give the impression that work was constant and sometimes disruptive. “At the time of the evaluation [1978] a major historic restoration and rehabilitation project was underway at the Longfellow House. . . . The project has affected normal park operations

²²⁶ National Park Service, *Final Master Plan: Longfellow National Historic Site*, 1978, CRBIB 401265, 26.

²²⁷ This reference to the base is interesting, given that twenty years later, staff were lamenting that federal funds would never be sufficient for collections care. Memo to Superintendent, Longfellow-John F. Kennedy Birthplace (Jan. 22, 1976) from Acting Regional Director, NARO, Subject: Park Review, Box 32, in the LONG Resource Management Records (uncatalogued), LONG MSS.

related to visitor services, curatorial activities, and maintenance because the restoration and rehabilitation work involved the entire house.”²²⁸ Still, as 1978 drew to a close, the work was nearly completed.

Members of the Longfellow House Restoration and Preservation team “recognized the desirability of a completion report,” with the aim of sparing future teams some guesswork about what techniques were most successful and providing itemized costs for each aspect of the work, to make future budgeting more accurate.²²⁹ The team was explicit about their intent: “The report would acknowledge for future restoration and maintenance teams, both at Longfellow N.H.S. and other Historic Park Sites, the amount and type of work done here and the methods used. It would report the step by step diagnosis, treatments and materials used in each project undertaken. Special attention could be given to trouble spots in the projects so that future Longfellow personnel might be prepared to deal with them.”²³⁰

The introduction to the report uses Frank Buda’s recollections of the gradual deterioration of the house through the 1950s and 1960s as trust funds dwindled: “By 1966 virtually all major repairs on the House had stopped. Without adequate funds, the Longfellow Trust Fund could no longer meet the rising labor costs demanded in maintaining the House. With the prospect that the federal government would assume responsibility for the House and create a National Historic Site there was still less incentive for the Trust to make repairs. The government would do that.”²³¹ In the six years between 1966 and the entry of the house into the NPS system, conditions obviously worsened, and the team found the condition of the house in 1973 rather dire. Throughout the report, the authors seem to have a strong sense of satisfaction that the government had done the work expected by the Trust, and moreover that they had done so to extremely high standards, as evidenced by the high level of detail, including images provided for every aspect of structural renovation. This was work to be proud of—“what could be saved, has been saved.”²³²

Reading the report reveals that the work on Longfellow House had closely followed recommendations from SPNEA in the HSR in terms of methods of repair, preservation, and documentation. At this time, SPNEA was generally considered the indisputable leader

²²⁸ “Operations Review, Longfellow/Kennedy National Historic Sites, December 4–7, 1978” in folder titled “NARO Ops Evaluation,” Box 32, Folder 9, in the LONG Resource Management Records (uncatalogued), 1, LONG MSS.

²²⁹ “Longfellow Completion Report,” 1978. Resource Management Reports, Historic Structures—Architecture. LONG Resource Management Records (unprocessed), LONG MSS. CRBIB No. 400153.

²³⁰ “Longfellow Completion Report,” 1978. Resource Management Reports, Historic Structures—Architecture. LONG Resource Management Records (unprocessed), LONG MSS. CRBIB No. 400153.

²³¹ “Longfellow Completion Report,” 1978. Resource Management Reports, Historic Structures—Architecture. LONG Resource Management Records (unprocessed), LONG MSS. CRBIB No. 400153.

²³² “Longfellow Completion Report,” 1978. Resource Management Reports, Historic Structures—Architecture. LONG Resource Management Records (unprocessed), LONG MSS. CRBIB No. 400153.

in this type of preservation. And it is important to note the NPS was not yet considered a leader in preservation. As Berry recalled, part of the challenge of this work was assembling and then training a team who could complete it.²³³ Therefore, the work at LONG is the beginning of at least a regional emphasis on developing a team of preservation carpenters. This marks an important turning point, as NPS began to not only manage more historic structures, but also professionalize their management and preservation of them. The report also reflects an eagerness to demonstrate the team’s newfound professional understandings. For example, in a discursive footnote covering three pages of footers, the authors painstakingly define *preservation*, *restoration*, *repair*, and *maintenance*.²³⁴

Like the completion report, the annual report from 1979 celebrated “a monumental year for this division [historic carpentry/preservation]. Save for some minor rainy day projects, the architectural and structural rehabilitation of the Longfellow Mansion was completed this year.” The completion was certainly cause for celebration but also perhaps misleading—conservation and preservation of the exterior would remain a work in progress, with both routine maintenance and significant projects continuing to the present. While the house was no longer in danger of literally rotting away, the total work needed at LONG was far from complete. The building envelope restoration now meant that collections could be safely stored and exhibited in the home, but there remained an enormous amount of interior restoration work, conservation of furnishings, and the processing and cataloging of all of the books, objects, and archives therein. While curatorial staff had been working hard at these tasks at the same time that the preservation carpentry team tackled the structure, their tasks were simply not comparable in scope or in the resources devoted to them. Progress had been made on interior restoration and collections conservation and cataloging, but this was only a drop in the bucket. Contrary to language in regional documents, the work at LONG would not be finished by the close of the 1970s, and significant work would extend through the 1990s.

Collections

Policy and Planning

Despite all this work, a 1978 Operations Review conducted by a team from the regional office illuminated the scale and complexity of the task facing the curators, four years into NPS management. While the reviewers pushed for a Furnishings Plan to be completed, the superintendent explained that LONG required a different approach. Here,

²³³ Russell W. Berry Jr., interview by Sara Patton Zarrelli, April 27, 2020, in LONG Resource Management Records (unprocessed), LONG MSS.

²³⁴ “Longfellow Completion Report,” 1978. This author, who is also fond of a discursive footnote, would like to note the excellence of this specimen, which was so long that it necessitated adding a blank page (except for the footer) to accommodate it.

what was needed was more along the lines of a “greatly enlarged ‘Documentation of Historic Furnishings,’” since the Longfellow House came to the NPS “with virtually all its furnishings intact.” The resulting workload was formidable: “Since none of the objects was catalogued when the NPS came in, this has meant that the curatorial staff has had to start at object 1 and unravel its provenance. To date, over 5000 objects have been catalogued and hundreds of letters and journals in the manuscript collection both here and at Harvard University have been read. All this is complicated by the fact that so many of the objects have required extensive conservation, and keeping track of them and the work being done, is a continual drain on research time.”²³⁵

Moreover, until the Master Plan was approved in 1978, decisions of what rooms would be open to the public and which would be used for other purposes, like visitor orientation and staff offices, were essentially moot. Kathleen Catalano did begin researching a Furnishings Plan but never completed it.²³⁶ Likewise, the formal scope of collections or similar documents was not completed. No housekeeping plan is extant, but Catalano did carefully prepare procedures for routine cleaning performed by museum aide Donna Poland. Similarly, a Scope of Collections Statement (SOCS) would not be developed until the 1980s, but correspondence with individuals eager to donate items shows that Catalano had a clear sense of collection scope and regularly turned away would-be donors.²³⁷

Research Use

Researchers continued to use the collections at the house. A report provided by Tom de Valcourt to the Trust in 1950 shows that at least thirteen scholars were researching collections at the house at the time.²³⁸ While no similar lists are extant in the record, oral history and references to researchers by the trustees suggest that similar levels of research continued before and after the transfer to the NPS.

Archives

In an oral history interview, curator Kathleen Catalano recalled her impression of the house: “Down in the basement, which later became . . . a climate-controlled storage area, then it was just brick [flooring], and letters, historic documents, were all over the

²³⁵ Operations Review, Longfellow/Kennedy National Historic Sites, December 4–7, 1978,” in folder titled “NARO Ops Evaluation,” Box 32, Folder 9, in the LONG Resource Management Records (uncatalogued), LONG MSS.

²³⁶ Catalano’s detailed notes remain part of the LONG Resource Management Records (uncatalogued).

²³⁷ Reading Files, 1976–1980, LONG Resource Management Records (unprocessed), LONG MSS.

²³⁸ Tom de Valcourt to “Al” (probably Brooks Beck), Oct. 4, 1950, Folder 5, “Thomas de Valcourt Correspondence Regarding House and Administration, 1950–1952,” Box 2, in Series I. Administrative Records, A. General Records, in the Longfellow House Trust (1913–1974) Records, 1852–1973 (LONG 16174), LONG MSS.

floor.”²³⁹ Catalano believed that this was because Harvard University had come to the house and taken what they wanted, carelessly leaving behind the rest that did not interest them. Given that the manuscripts were placed on deposit at Harvard in 1955, it seems more likely the scattered papers reflected a lack of management by the Longfellow Trust, and that de Valcourt and Buda were simply stretched too thin with almost no funding to support management or conservation of the archives and other collection items. In many ways, this is a vivid representation of how dispersed and disorganized papers and collections were inside the house. Despite the disordered state of the collection, scholars continued to come to the house for research.²⁴⁰ When researchers came to use the book and manuscript collection, Catalano remembers that finding the material was the biggest challenge, and she often turned to Harry Dana’s card catalog. While not following Library of Congress standards, the card catalog very accurately documented which rooms the items were located in, narrowing the search considerably.²⁴¹ Despite Dana’s efforts, the house needed significant curatorial and archival intervention, especially in terms of documenting the location and condition of items and providing appropriate, centralized storage. This was at least tacitly acknowledged by the Trust in their decision to move the Henry Wadsworth Longfellow archival items out of the house.

Recognizing the value of Henry Wadsworth Longfellow’s manuscripts and fearing for their safety, the Trust decided to place the collection on deposit with Harvard University in 1955, retaining the right to consult them and the copyright.²⁴² The trustees believed that legally the trust compelled them not to divide or disperse the structure, objects, and manuscripts. However, they considered that the trust’s overarching directive of preservation made the deposit of the manuscripts allowable, since it did not permanently divide the collection and ensured preservation.²⁴³ As the Trust began to prepare to transfer the property to NPS, they corresponded with Harvard Librarian W. H. Bond, who sought to receive the manuscripts outright, eliminating any need for ongoing agreements.²⁴⁴ The Trust did not believe that this was legally possible and included this as a point of questioning in the petition to the Massachusetts probate court. That court decision that cleared the way for the transfer of the Trust’s property to NPS also stated that the Trust

²³⁹ Kathleen Catalano Milley, interview by Sara Patton Zarrelli, May 28, 2020, in the LONG Resource Management Records (uncatalogued), LONG MSS.

²⁴⁰ 1976 Annual Report in the LONG Resource Management Records (uncatalogued), LONG MSS.

²⁴¹ Kathleen Catalano Milley, interview by Sara Patton Zarrelli, May 28, 2020, Longfellow NHS MSS.

²⁴² Thomas H. de Valcourt, Longfellow House to Mr. William H. Bond, Curator of Manuscripts, Houghton Library, June 30, 1955, Series I. Administrative Records A. General Records, Box 1, folder 10, in the Longfellow House Trust (1913–1974) Records, 1852–1973 (LONG 16174), LONG MSS.

²⁴³ W. H. Bond, Librarian, Houghton Library to Beck, March 11, 1965, NHL MSS.

²⁴⁴ W. H. Bond to Beck, March 9, 1965, NHL MSS.

could transfer the literary materials to Houghton.²⁴⁵ Some informal agreements in correspondence between the Trust and the Houghton Library suggest that NPS would formally transfer the manuscripts once the transfer from the Trust to NPS was complete.²⁴⁶

However, based on the decree from the probate court, the Trust, not the NPS, would transfer the manuscripts, and that could only happen at the termination of the Trust.²⁴⁷ Despite the formal transfer to the NPS in 1973, there were still many items outstanding before the Trust could be terminated. Park management may not have understood the terms of the probate court decree and/or the other steps of the process, as evidenced by a February 1975 note from the regional director to the superintendent, stating: “In addition, the ownership of the manuscript material at Longfellow is a matter of some dispute. It would require a legal determination and probably court action to settle the matter. The Superintendent’s view is that it is best to take no action on this now, but to wait for a number of years. At that time, any of the present potential claimants will probably not be interested.”²⁴⁸ It seems that this may refer to the complexities of ending the LHT as a legal entity or to ongoing interest from Harvard University in acquiring more material, such as Longfellow’s personal library, which remained at the house.

At the same time, the process of terminating the Trust continued, and in August 1975, Hill and Barlow prepared a bill of sale agreement for Harvard University. The draft bill of sale transferred the property previously on loan and documented by the Houghton Library inventory of March 10, 1959, for the sum of \$1.00.²⁴⁹ Bond, the Librarian at the Houghton Library, promised to review the agreement with necessary parties at Harvard by the fall.²⁵⁰ In a letter to the Longfellow Heirs in September, Hugh Morton wrote:

It is my pleasure to enclose with this memorandum a check from the Trustees of Longfellow House Trust for each member of the family. That check represents final distribution of the Trust property among the family after providing the fund of \$4,700.00 for Michael Gaffney authorized by the members of the family.

²⁴⁵ “Petition for Instructions (5:49)” in Longfellow House Transfer (5800-113), in the Hill & Barlow Records (LONG 36609), LONG MSS.

²⁴⁶ Wirth to Beck, May 24, 1963. NHL MSS. This is the most formal statement of the NPS’s intention to transfer the manuscripts formally to Harvard.

²⁴⁷ Hugh Morton to William L. Bond, August 12, 1975, in Longfellow House Trust Dissolution (5800-118), in the Hill & Barlow Records (LONG 36609), LONG MSS.

²⁴⁸ Feb. 3, 1975, from Regional Director to Superintendent, JOFI and LONG–Park Review–Management Objectives–Current Status, Box 32, Folder: A-5427 Review of Parks Program 1976 (materials start 1974), in LONG Resource Management Files (uncatalogued), LONG MSS.

²⁴⁹ Hugh Morton to William L. Bond, August 12, 1975, in Longfellow House Trust Dissolution (5800-118), in the Hill & Barlow Records (LONG 36609), LONG MSS.

²⁵⁰ William Bond to Hugh Morton, August 14, 1975, Longfellow House Trust Dissolution (5800-118), in the Hill & Barlow Records (LONG 36609), LONG MSS.

After title to literary property now on loan at the Houghton Library is transferred to Harvard College, pursuant to the 1969 Court decree, the Trust will cease to exist. Its termination marks the end of the period when the members of the Longfellow Family used their own resources to preserve the house and its contents for the public at large with those private efforts now succeeded by public institutional funds. The record is one of which family members can be proud and it is gratifying to hear many family members speak with approval of the Park Service's efforts.²⁵¹

Harvard University's legal department delayed reviewing the document for nearly a year, and then the death of trustee Henry deRham meant that the agreement would not be concluded until May 26, 1976.²⁵² This may not have been clearly communicated to staff at LONG, perhaps in part because Superintendent Russell Berry left the park in August 1976 and may not have passed the information to Brown; or because of the transition, Morton or Bond might not have been sure who to contact. Regardless, in 1977, Superintendent Brown wrote to Morton asking for his

assistance in determining the legal ownership of the manuscripts and correspondence that are located at the Longfellow House. According to the records in this office, as of November 27, 1973, the Trustees of the Longfellow House Trust had 'decided to postpone the transfer of these materials pending clarification as to their final resting place.' It appears that the final disposition was to be based on a mutual determination reached between representatives from the Houghton Library and from the National Park Service. We, however, have no further records on the matter.²⁵³

Morton responded, noting that since the termination of the Trust, his work representing the Trust had also ended, and that the following was based on his personal recollection only:

The Houghton Library was interested in having books located at the House which contained hand-written commentary considered manuscripts and entrusted to their care. While there may be something to be said for the Houghton Library's ability to care for books through temperature and humidity controlled premises, as well as security aspects, the Park Service representatives at that time wished books located at the House to remain there for display and other purposes.

²⁵¹ Hugh Morton to the Longfellow Heirs, September 10, 1975, in Longfellow House Trust Dissolution (5800–118), in the Hill & Barlow Records (LONG 36609), LONG MSS.

²⁵² Bond to Morton, May 10, 1976, and Morton to Bond May 27, 1976, both in Longfellow House Trust Dissolution (5800–118), in the Hill & Barlow Records (LONG 36609), LONG MSS.

²⁵³ James Brown to Hugh Morton, March 14, 1977, in Longfellow House Trust Dissolution (5800–118), in the Hill & Barlow Records (LONG 36609), LONG MSS.

The trustees did not feel it appropriate for them to try to make the judgement as to whether there should be any change from the arrangement which had been in effect for some time, by which manuscripts had been on deposit with the Houghton Library and books had been at the House, and therefore conveyed title to material located at the House to the government and title to all materials located at the Houghton Library to the President and Fellows of Harvard College.²⁵⁴

Morton concluded that he recalled that the final disposition had occurred sometime after the 1973 record referenced by Brown.

The correspondence between Brown and Morton suggests that Harvard University may have made a separate effort with the NPS in 1975 or 1976 to acquire more materials housed at LONG. These efforts might have caused some of Brown's uncertainty and are supported by an oral history interview with Liz Banks, in which she recalled that Harvard University sent a donation agreement to Russell Berry, who called her and Kathleen Catalano into his office to discuss it. The timing of this suggests that LONG was at least somewhat aware of the transfer between the Trust and the Houghton Library, though it is unclear what the donation agreement referred to. According to Banks, Berry was inclined to sign the agreement, which she believed signed over Henry Wadsworth Longfellow's papers to the archives of the Houghton Library.

Choosing to transfer the papers would have been in keeping with NPS policy on archival collections at that time. The 1976 NPS *Manual for Museums* acknowledged the importance of manuscripts and historic photographs to telling a park's story but concluded, "Large collections of manuscripts and photographs, however, require special facilities and staffing for their preservation and proper use. These provisions are beyond the proper functions of the National Park Service. Therefore, extensive manuscripts and photographic collections will normally be deposited in archives or libraries outside the park. These or any other collections that require facilities the museum cannot presently provide, should not be accepted without consulting the regional director."²⁵⁵ Following discussion, Banks recalled that Berry signed the agreement, though it is unclear what it contained, given that it is clearly documented that the manuscripts were not the NPS's to sign over. Whatever the document contained, it may have been the root of Brown's confusion, as described in his correspondence with Morton.

Even with the removal of the Henry Wadsworth Longfellow manuscripts, the house was a vast, uncharted landscape of remarkable books and manuscripts, often literally closeted away or hidden within the furniture, and other material culture items. Surveying this territory, Berry expressed concern that one full-time curator and a conservation fund

²⁵⁴ Hugh Morton to James Brown, May 13, 1977, in Longfellow House Trust Dissolution (5800–118), in the Hill & Barlow Records (LONG 36609), LONG MSS.

²⁵⁵ Ralph H. Lewis. National Park Service, US Department of the Interior, *Manual for Museums*, 1976, 11.

of \$15,000 was insufficient to address the book and manuscript collections. He also noted that the 1971 inventory of the house prepared for the transfer to the NPS did not include “books, manuscripts, and so forth”²⁵⁶ The addition of a librarian position, filled by Liz Banks in 1977, helped the park begin to work with the book collections.²⁵⁷ While processing of the archives began once the NPS assumed management of the site, the collections would not be fully processed for nearly thirty-five years. For better or for worse, the final transfer of Henry Wadsworth Longfellow’s manuscript collection to Harvard seemed to have pushed the focus on conservation to the objects in the house, and processing of the manuscripts as time and resources allowed.

Museum Objects

The collection of objects in the house attracted significant attention and funding. According to the 1974 annual report, “Over \$100,000 was spent on conservation and rehabilitation of paintings, prints, sculpture, furniture, and books. These expenditures were made possible by the fact that we received our full 1974 allocation with only six months operations costs to assume.” In contrast, in 1975 only about \$30,000 was allocated to this purpose.²⁵⁸ The following year, the annual report changed from reporting dollars to the number of objects, making it difficult to compare. Still, more than 250 museum objects “received professional conservation treatment. Although this was not as large a quantity as desired, it was the maximum volume that could be scheduled by the private conservators.”²⁵⁹ Catalano also used her connections to the Winterthur Program in American Material Culture, one of the most highly regarded training programs for curators, to acquire the services of two students in 1977. The students would work at LONG as a capstone project; in return, the park would provide them with housing. The project cleaned wallpaper in the study and parlor, and was very successful. Catalano tried to recruit another set of students the following year, but the program passed over her request, as she had received students the previous year.²⁶⁰

In addition, the in-house staff made four thousand acid-free wrappers for “badly deteriorating historic books.” They also “sorted and cleaned” about seventy-eight linear feet of “historic diaries, journals, photographs, and correspondence belonging to various Longfellow family members,” as well as ten thousand letters in the “Elizabeth Ellery Dana

²⁵⁶ Feb. 3, 1975, from Regional Director to Superintendent, JOFI and LONG—Park Review, Box 32, Folder: A-5427 Review of Parks Program 1976 (materials start 1974), LONG Resource Management Records (uncatalogued), LONG MSS, and Kathleen Catalano Milley, interview by Sara Patton Zarrelli, May 28, 2020, in LONG Resource Management Records (uncatalogued), LONG MSS.

²⁵⁷ Liz Banks, interview by Sara Patton Zarrelli, June 30, 2020, in LONG Resource Management Records (uncatalogued), LONG MSS.

²⁵⁸ 1975 Annual Report, in LONG Resource Management Records (uncatalogued), LONG MSS.

²⁵⁹ 1976 Annual Report, in LONG Resource Management Records (uncatalogued), LONG MSS.

²⁶⁰ 1977 Reading file, in LONG Resource Management Records (uncatalogued), LONG MSS.

manuscript collection.” The curator also reported progress on cataloging, including books and museum objects, along with research toward a historic furnishings plan. Reflecting on the period, curator Kathleen Catalano noted that several factors helped make the conservation process easier. First, the house was a short drive away from the professional conservators at Harvard University’s Fogg Art Museum; she remembered transporting items for conservation in her personal vehicle. The close proximity made conservation so much easier. Likewise, when the Northeast Document Conservation Center opened in 1973, it was also within easy driving distance (located in Andover, Massachusetts). Second, Catalano previously had been a curator for the Boston Group and had a sense of larger conservation practices in the region. In particular, she recalled asking for and receiving recommendations from Wilhelmina Harris, superintendent of Adams NHP, for both book and clock conservation. Finally, Catalano had the proper training to be able to prioritize conservation needs and connect objects with the right conservators. Her careful work became the “gold standard” for later curators.²⁶¹

Archeology

The 2003 Archeological Overview and Assessment concluded that repair work completed on the exterior of the structure between 1975 and 1980 caused ground disturbance and was completed “without compliance with Section 106 of the National Historic Preservation Act of 1966.”²⁶² In other words, archeological work should have been completed at the time, but the park had failed to do so, bringing them in violation of Section 106. While there is no record that the violation was reported or punished, the actions may have had an adverse effect on archeological resources, especially from work on the east and west piazzas, repointing of the carriage house foundation, and removal of a buried fuel tank west of the carriage house.²⁶³ Archeological work would not be completed at the house until the 1990s.²⁶⁴

Cultural Landscape

As discussed in Chapter Two, the Cambridge Plant and Garden Club had begun restoration work on the gardens prior to the site’s transfer to the NPS. The NPS had decidedly mixed feelings on this work, which continued once they assumed management. However, with budgetary restrictions, it seems that the NPS had little choice, besides letting

²⁶¹ James M. Shea, interview by Sara Patton Zarrelli, May 27, 2020, in LONG Resource Management Records (uncatalogued), LONG MSS, and Russell W. Berry Jr., interview by Sara Patton Zarrelli, April 27, 2020, in LONG Resource Management Records (uncatalogued), LONG MSS.

²⁶² Michael Katherine Haynie, *Archeological Overview and Assessment of the Longfellow House National Historic Site, Cambridge, MA*, National Park Service, draft April 2003, 19.

²⁶³ Haynie, *Archeological Overview and Assessment*, 20.

²⁶⁴ In 2021, the park anticipated updating the Archeological Overview and Assessment to provide more details on archeology, including some artifacts, from this period. Future readers should consult this update for more information.

the garden go uncared for, than to work with the club. Superintendent Berry set up a cooperative agreement with the club in 1975, stipulating that “all grounds work, excluding major tree maintenance and snow removal, will be covered under a purchase order to be issued annually to the Cambridge Plant and Garden Club. Funds which will be used directly by the Club for procurement of plant materials and miscellaneous expenses will be issued at the beginning of the fiscal year. Funds which will be used to secure a subcontractor for actual grounds care will be issued to the Club on a monthly in arrears basis upon receipt of an invoice.”²⁶⁵ The agreement also indicated that “any further historic restoration of the garden and grounds will be discussed in detail” and approved by the NPS; likewise, the NPS would not undertake any “work or changes of any kind” without consulting with the club.²⁶⁶ This aspect of the agreement is notable, because it gave the club status as an equal partner—any changes had to be vetted and ostensibly approved by the club.

In 1978, when the agreement expired, club president Patricia Pratt wrote to Superintendent Brown asking for a new agreement or renewal of the previous agreement. A record of Brown’s response is not extant, but a memo to the NPS Washington, DC, office from the Cambridge Plant and Garden Club dated September 15, 1978, makes it clear that Brown had declined to renew the agreement now that funding had improved. The club felt cut loose now that their services were supposedly no longer needed:

The Club started the restoration of the garden and grounds before it became a National Park, providing research, funds and labor. In order to assist the Park Service in limiting the grounds’ expenses, in 1975 we took on the total management of the garden on a very limited budget, hired the gardener and bought all the plants. Now that the Park Service is able to provide funding for a salaried gardener and plant materials, tools and supplies, we will be relieved of all financial affairs. We will continue to plan the garden work with the Superintendent and gardener, and advise on correct plant material and all restoration improvements to the garden, grounds and trees.²⁶⁷

This advising was likely a source of tension, as the NPS did not consider the club to have expertise in appropriate historic restoration and gardening, believing that the club instead blended restoration with modern trends and tastes. One example of this was the club’s opinion about the restoration of the Chippendale fence along Brattle Street. When NPS assumed management, the fence was badly damaged. In the course of NPS restoration, a

²⁶⁵ Russell Berry Jr. to Patricia Pratt, November 19, 1975, Box 1, Folder 4: Cambridge Plant and Garden Club, 1967–1987, in the Patricia R. Pratt Papers, 1759–1994 (LONG 21810), LONG MSS.

²⁶⁶ Patricia Pratt to Russell Barry Jr., December 1, 1975, Box 1, Folder 4: Cambridge Plant and Garden Club, 1967–1987 in the Patricia R. Pratt Papers, 1759–1994 (LONG 21810), LONG MSS. This is also affirmed in the 1978 Statement for Management: Statement for Management, 1978, cited in Final Master Plan Longfellow National Historic Site, 1978, appendix B, 41.

²⁶⁷ Memorandum to the National Park Service, RE: The Longfellow House Garden and the Cambridge Plant and Garden Club, Sept. 15, 1978, Box 1, Folder 13: Correspondence, 1967–1987, part 1, in the Patricia R. Pratt Papers, 1759–1994 (LONG 21810), LONG MSS.

paint study consistent with best practices of the time determined that the fence was a moss gray-green, not white. The gray-green was in keeping with Victorian taste, and the fence was painted that color. Upon seeing the color, the club requested a meeting with Superintendent Berry, who explained the process. Following the meeting, the club returned to explain that no one living remembered the fence any other color than white, and besides, even if Berry's study was correct, there was no reason to inflict Longfellow's bad taste on modern visitors.²⁶⁸ The clear willingness of the club to modify or bend historic evidence and restoration to their views of good taste did not earn them the trust of the NPS.

Public Operations Overview

The park formally opened to the public in 1974, following the dedication ceremony. LONG operated year-round, with tours offered seven days a week. Guide staff was rotated between LONG and JOFI, which followed the same operating schedule. Beyond house tours, LONG's main public programs were a continuation of the summer concert series established by Frank Buda in the late 1950s and the development of a new weekend program for families called "The Children's Hour." Including attendees to the summer concerts, yearly visitation was typically around seventeen thousand, accounting for 1974 and 1975 (which were substantially higher, likely due to excitement about the site's opening and activities commemorating the bicentennial of the American Revolution).²⁶⁹

Interpretation

Planning

Since the establishment of the LHT in 1913, family members and supporters have insisted that the value of the site was its intact historic fabric, making it an unparalleled place to examine the life and work of Henry Wadsworth Longfellow. That emphasis did not change after it became an NPS site. Establishing a formal interpretive program, and therefore making the site accessible to the public in accordance with NPS practices and protocols, was an early priority for Berry. Drawing on support from the Minuteman

²⁶⁸ The fence was later painted a white/tan color under Brown, as recalled by Susan Maycock. Russell W. Berry Jr., interview by Sara Patton Zarrelli, April 27, 2020, in LONG Resource Management Records (uncatalogued), LONG MSS; and Charles Sullivan and Susan Maycock, interview by Sara Patton Zarrelli, June 8, 2020, in LONG Resource Management Records (uncatalogued), LONG MSS.

²⁶⁹ Annual reports for 1974, 1975, 1977, 1978, and 1979, in LONG Resource Management Records (uncatalogued), LONG MSS.

Administrative Group, he was loaned a staff member from MIMA to assist with the interpretive planning. While this did not result in an interpretive plan, Berry nonetheless successfully hired several students from local universities to serve as interpreters and, in his view, de facto security guards.²⁷⁰ Before the interpretive prospectus was completed in 1978, two guides went with each group of twenty, with one guide leading and the other ensuring that damage or theft did not occur. This structure was different from how the house had previously operated tours under the trust, and the changes upset local tour bus operators, who were used to allowing a full bus (of forty to fifty people) to tour at once in the space of about twenty minutes, essentially in an open-house format.²⁷¹

In 1978, the park completed and approved an Interpretive Prospectus. The document is the first comprehensive statement of how NPS planned to interpret the site and what they viewed as essential. First, the report laid out basic interpretive activities and staffing needs to support them. The main visitor experience would be a guided tour: “Generally limited to 10 people, [the tour] will cover the entire first floor. Visitation to the second floor will depend on the availability of staff and the interest of the group. Tours could continue to the historically furnished rooms on the second floor. The third floor will be developed in the future as a self-guided tour of the servant’s quarters.”²⁷²

The first floor was to be set up to approximately 1880 (as Longfellow would have known it) and the second floor would reflect Alice Longfellow’s period (approximately 1928).²⁷³ This arrangement seems to have generally followed the practice of the Longfellow Trust that used the first floor as a museum, the second floor for both office space and

²⁷⁰ Russell W. Berry Jr., interview by Sara Patton Zarrelli, April 27, 2020, in LONG Resource Management Records (uncatalogued), LONG MSS.

²⁷¹ Berry recalled the problem as his first political crisis, and he turned to Buda for an explanation of past practices. At that time, a standard bus tour route through Boston left extra time before heading to Lexington and Concord. As drivers were independent contractors, they often used that extra time to their advantage, letting passengers know that if they were interested, they could add a stop at Longfellow, and that the entry fee was two dollars, not covered by the tour. At the time, the fee for entry was fifty cents. Buda and the driver would then split the entry fees equally. Buda acknowledged that the system was not ideal for the preservation of the house, but it was one of the few desperately needed and consistent revenue streams. With this background, Berry ended the practice and started new relations with the tour bus operators.

This anecdote suggests that while the house had been open to the public with consistently high visitation, touted by the NPS as a sign that the house could pay its own operating costs, the reality was more complex. First, visitation revenue was insufficient to cover needed staffing and basic maintenance, which the NPS never fully understood before acquisition. Equally important, these high visitations numbers came in part through tour practices that the NPS viewed as endangering the structure and collections items. And they meant a lack of opportunities for formally instruct and engage the visitor, a key tenant of NPS interpretation. To achieve a tour program that met these standards, then, would also require a decrease in visitation, particularly since one of the primary sources of visitation was large bus tours that had little flexibility. Russell W. Berry Jr., interview by Sara Patton Zarrelli, April 27, 2020, in LONG Resource Management Records (uncatalogued), LONG MSS.

²⁷² National Park Service, *Longfellow National Historic Site Interpretive Prospectus*, 1978, 9. It is unclear how visitors would access the third floor as a self-guided tour without first passing through space that was required to be guided.

²⁷³ National Park Service, *Longfellow National Historic Site Interpretive Prospectus*, 1978, 10–11.

family use, and the third floor as rented rooms.²⁷⁴ This introduced an interesting twist; while the house was to interpret Longfellow, furnishings (at least on the second floor) would be actively interpreting Alice Longfellow’s period, which was not considered significant in the site’s enabling legislation. As such, this decision seemed to give Alice Longfellow equal standing as a historic figure by retaining her layout and furnishings completely for the second floor. The conflict between 1880 and 1928 would continue to play out in furnishing plans and interpretive plans through the early 2000s.

In addition to identifying the spaces the visitor would see, the Interpretive Prospectus identified four interpretive themes to guide programming:

1. “Henry W. Longfellow, Poet and Scholar,” which was to provide context on Longfellow and his times.
2. “Longfellow and His Family,” which focused on the poet’s life as well as the lives of his family.
3. “The Vassall/Craigie/Longfellow House,” which served to interpret the Washington residency through the lens of Longfellow’s memorialization of Washington.²⁷⁵
4. “Historic Preservation,” defined as follows: “The Longfellow House can be viewed as the product of two centuries of stewardship. The process of authenticating, restoring, preserving and exhibiting the historic structure should be illustrated for the benefit of the public.”²⁷⁶

Interestingly, the Prospectus seemed to consistently struggle with interpreting poetry and a poet. Under “Interpretive Objectives,” it noted:

Due to the difficulty of interpreting the significance of a poet, the objective here should be to stimulate an interest in learning more about Longfellow and to encourage visitors to familiarize themselves with the poet’s work. In this way, visitors can make their own evaluations of Longfellow’s literary and historic contribution. The interpretive program should focus on setting the historic scene and placing the man, his family, and his acquaintances into perspective. Beyond that, the resource (The House, its furnishings and Longfellow’s writings) will have to speak for itself.²⁷⁷

²⁷⁴ The trust viewed tenants as key to the security of the house; they believed that the residents prevented burglary and were also an early warning system for fire. In this way, the tenants were indeed servants to the house. National Park Service, *Longfellow National Historic Site Interpretive Prospectus*, 1978, 25 and 40.

²⁷⁵ Interpreters were instructed to describe Longfellow’s practice of “weaving tales of George Washington’s day into his discussion,” when he led tours of the house. National Park Service, *Longfellow National Historic Site Interpretive Prospectus*, 1978, 10.

²⁷⁶ National Park Service, *Longfellow National Historic Site Interpretive Prospectus*, 1978, 6–7.

²⁷⁷ National Park Service, *Longfellow National Historic Site Interpretive Prospectus*, 1978, 5.

While Longfellow was still held in high regard as a poet in this period, in time his talent as a poet would be challenged, and some would even argue that the site would need to find other reasons to attract visitors as Longfellow became less a part of American literature and popular culture.²⁷⁸ This language about making “their own evaluations of Longfellow’s literacy and historic contribution” is evocative of later discussions about Longfellow’s place in American literature as scholars reevaluated his work.²⁷⁹ The need for the house or the artifacts to “speak for itself” is a consistent theme of the prospectus. It may have reflected a sense of limitation regarding what could be done as the house was still undergoing significant renovation, which limited tours to the first floor. Annual reports note that construction sometimes limited or impaired the visitor experience. Likewise, it may have also reflected real constraints on space that precluded the establishment of auditoriums or museums, a hallmark of NPS interpretation to assist with visitor learning.²⁸⁰

While the prospectus recommended creating a fifteen-minute film, it would be for loan to civic groups and student groups as a pre-visit activity and would not be shown on-site, as there was no appropriate space.²⁸¹ Taken together, the planners may have felt that their typical methods of visitor education were inappropriate or impractical at the site and struggled to find solutions. Ultimately, they selected the woodshed as the hub of visitor services. The woodshed would serve “a variety of interpretive functions including exhibits, orientation, reading space and a sales outlet will be contained there. . . . During the winter, the woodshed will be employed as an orientation and holding area; these functions can be performed outside during the summer.” This recommendation was implemented, and the woodshed, though renovated several times, continues to serve as a visitor orientation area and retail outlet today.²⁸²

Notably, the Interpretive Prospectus called for offices to be moved from the historic house to the carriage house, where additional restrooms and exhibits would also be installed, but a handwritten note states that “this does not conform to the Master Plan, is not part of interpretation and should be deleted from this document.”²⁸³ It is unclear why the interpretive planners, who would have almost certainly had access to the approved Master Plan, made these recommendations. Were they hoping to keep the idea alive for

²⁷⁸ Matthew Gartner, “Henry Wadsworth Longfellow,” National Park Service, <https://www.nps.gov/long/learn/historyculture/henry-wadsworth-longfellow.htm> (access June 23, 2020).

²⁷⁹ See discussions about the name change, in Chapter Seven.

²⁸⁰ See studies of Mission 66, including Ethan Carr, *Mission 66: Modernism and the National Park Dilemma* (2007).

²⁸¹ National Park Service, *Longfellow National Historic Site Interpretive Prospectus*, 1978, 3 and 16.

²⁸² See the changes in the 1980s, such as the handicapped access ramp (Chapter Four), and the changes during the significant construction projects of the 1990s (Chapter Six).

²⁸³ It is unclear who the reviewer, identified only as “C,” could be. National Park Service, *Longfellow National Historic Site Interpretive Prospectus*, 1978, 2.

future planning? Did they believe that the newly approved master plan might be revised once additional research and planning had been done? If so, this would have followed the practice in this period of delaying reports and revising them once more research had been completed. Whatever the reason, it was clear that from an interpretive perspective, opening up as much of the house to visitors as possible and establishing an educational space were paramount. In the end, these statements were duly removed, though the dream of offices in the carriage house continues to the present day.²⁸⁴

Finally, the report made recommendations on museum services staffing. While this might seem unusual, the extent to which the prospectus expected the house and artifacts to “speak for itself” meant that museum services staff were essential to the success of the prospectus, because they would catalog and arrange for object conservation. Supporting this assertion, Curator Kathleen Catalano recalled being actively engaged with interpretive staff, even developing binders for each room, describing collections in greater detail. Here, the report struck a much more conservative tone than is evident elsewhere when discussing and prioritizing resources:

Until cataloguing, sorting and restoration of furnishings and library materials have been complete (at least 5 years), this division [of museum services] requires at a minimum: curator, librarian, technician-typist, and housekeeper. After a five-year period, it will be possible to combine the curator-librarian position, if professional activities are kept at a minimum. If, however, the NPS would like to publish professional catalogues of its collections (with “in-house” staff) and become involved in college level museum internship programs (which have occurred on two occasions), then a professional curator and professional librarian will be necessary. One technician and a housekeeper would still be required.²⁸⁵

This paragraph offered insight into the massive job still ahead of the museum services team; even five years after the establishment of the park, cataloging, conservation, and management of collection items was far from complete, despite consistent investment in these areas.

Public Programs

Beyond guided tours which were offered daily, year-round, the site offered two additional programs: The Children’s Hour, offered on weekends in wintertime (December through March), and the Summer Concert Series. The Children’s Hour was a three-hour drop-off program, during which children in grades 3–6 explored the house, interacted with

²⁸⁴ Chris Beagan, conversation with the author, December 16, 2020. See also Chapter Six. The carriage house was also used for temporary office space for FRLA personnel during FRLA’s LIC project in the 2000s. Trebbe, personal communication with the author, August 18, 2020.

²⁸⁵ National Park Service, *Longfellow National Historic Site Interpretive Prospectus*, 1978, 27. Emphasis original.

costumed staff, and played period games such as “Mansions of Happiness,” the first board game produced in the United States.²⁸⁶ In 1976, this program was adapted into three different program opportunities for field trips.²⁸⁷ The program received front-page coverage in the *Boston Globe* Sunday edition, along with publicity in many other publications, as documented by a scrapbook of the program. The Summer Concert series consisted of six to eight classical music concerts presented on the lawn. The majority of the music was selected to be appropriate to Henry Wadsworth Longfellow’s lifetime, and concerts were free and open to the public.

Berry viewed both of these programs as tools for advancing the park’s status along with his own career within the regional office. He saw building a strong relationship with the office as important to both gaining additional and desperately needed funding, as well as advancing his own career—while young, Berry was ambitious and wanted to eventually manage a large national park unit.²⁸⁸ As such, Berry ensured that every member of the regional office received a copy of the *Boston Globe*’s front-page feature on The Children’s Hour; in another political move, Berry invited all the members of the regional office to a champagne reception at one of the summer concerts.²⁸⁹ Under Berry’s leadership, these programs gained important advocates within the regional office and the local community.

Community Relations/Outreach

Meanwhile, despite planners’ focus on acquiring the easement in planning documents, early superintendents appear to have done little community outreach. Berry stressed that the attitude within NPS at the time favored a more reticent presence in the community. Therefore, despite the easement being a significant issue, Berry remembers no contact with the Episcopal Divinity School, except during a curious incident in which two teenagers who robbed the school’s vending machine took refuge at the Longfellow House.²⁹⁰ Site records and oral histories likewise do not document any efforts by LONG staff to get to know their neighbors or similar organizations within Cambridge.

²⁸⁶ Press Release, November 21, 1974. “‘Children’s Hour’ at Longfellow House Open to Area Youngsters Each Saturday,” Children’s Hour Scrapbook, Box 6, 1970s Programming, Interpretation, in LONG Resource Management Records (unprocessed), LONG MSS.

²⁸⁷ Form letter to teachers, January 27, 1976. Not signed. Children’s Hour Scrapbook, Box 6, 1970s Programming, Interpretation, in LONG Resource Management Records (unprocessed), LONG MSS.

²⁸⁸ Russell W. Berry Jr., interview by Sara Patton Zarrelli, April 27, 2020, in LONG Resource Management Records (uncatalogued), LONG MSS.

²⁸⁹ Russell W. Berry Jr., interview by Sara Patton Zarrelli, April 27, 2020, in LONG Resource Management Records (uncatalogued), LONG MSS.

²⁹⁰ Russell W. Berry Jr., interview by Sara Patton Zarrelli, April 27, 2020, in LONG Resource Management Records (uncatalogued), LONG MSS.

On the other hand, Berry recalled having a relationship with the CHC, though they did not have formal legal jurisdiction over the work on LONG. Charles Sullivan, executive director of the CHC, recalled that members of the Commission were nonetheless very interested in the NPS's work. Sullivan recalls that Charles W. Eliot 2nd, the grandson of the Harvard University president, felt strongly that local (as opposed to federal) control of the house was preferable.²⁹¹ CHC records document at least two instances in which LONG either consulted the CHC or applied for a "Certificate of Appropriateness," issued by the Commission to allow changes or non-historic interventions in the exterior of buildings within historic districts. The first case involved the previously noted Chippendale fence. Following his meeting with the Cambridge Plant and Garden Club, Berry appealed to the Commission for support, citing the Commission's own study of the fence's paint color completed by Robert Nylander in 1970, which reached the same conclusion as the NPS. Interestingly, the 1970 study appears to have been undertaken based on a request from Tom de Valcourt for a certificate of appropriateness to paint the fence white.²⁹² In the meetings that followed, it became clear that older Cambridge residents recalled that the fence had been painted white, including Charles Eliot 2nd.²⁹³ One member of the Commission grumbled in a note, "The neighbors objected when it was changed from grey to white; now they're 'concerned' when it's being changed back to grey."²⁹⁴ In a draft response, Sullivan wrote, "I'm convinced that the Park Service is doing an excellent job of analysis and restoration and have full confidence in their technical consultants."²⁹⁵

In the other case, Berry sent proposed signage for the site, to be displayed on Brattle Street, to the Commission. One was a similar wooden sign to the existing, while the other was a sheet metal sign following the conventions of NPS in terms of color (brown), size, and lettering. Unsurprisingly, the Commission found the standard NPS issue inappropriate but willingly accepted the proposed wooden option. Where no correspondence or record indicates that James Brown filed for certificates of appropriateness, or sought the approval of the Commission, Brown's signature is on a Memorandum of Understanding for the Renovation of Longfellow Park in 1977, though the NPS did not provide any financial

²⁹¹ Charles Sullivan and Susan Maycock, interview by Sara Patton Zarrelli, June 8, 2020, in LONG Resource Management Records (uncatalogued), LONG MSS.

²⁹² Undated, handwritten note, titled "Longfellow Fence," Folder 10, 105 Brattle Street Correspondence, Cambridge Historical Commission MSS.

²⁹³ RBR (Robert Bell Rettig, CHC's Assistant Survey Director and administrator) to RHN (Robert Nylander, CHC Architectural Historian), June 5, 1970, handwritten, Folder 10, 105 Brattle Street Correspondence, Cambridge Historical Commission MSS.

²⁹⁴ Undated, handwritten note, titled "Longfellow Fence," Folder 10, 105 Brattle Street Correspondence, Cambridge Historical Commission MSS.

²⁹⁵ Sullivan to Members of the Historical Commission, October 8, 1975, Longfellow Folder 2, Cambridge Historical Commission MSS.

resources or expertise for this effort.²⁹⁶ Despite these cases, Sullivan did not recall any kind of personal relationship or connection with the first two superintendents to administer the site, suggesting that these superintendents believed a close relationship with Sullivan would not help accomplish their goals or foster their relationship with the larger Cambridge community.²⁹⁷

²⁹⁶ Executive Director's Report, Cambridge Historical Commission, August 1, 1978, Charles Eliot 2nd Correspondence, Cambridge Historical Commission MSS.

²⁹⁷ Charles Sullivan and Susan Maycock, interview by Sara Patton Zarrelli, June 8, 2020, in LONG Resource Management Records (uncatalogued), LONG MSS.

CHAPTER FOUR

SURVIVAL (1979–1990)

“The primary challenge to management this year is survival.”

—ANNUAL STATEMENT FOR INTERPRETATION AND VISITOR SERVICES,
LONGFELLOW NATIONAL HISTORIC SITE, 1981

.....

As the 1980s began, perennial concerns with LONG’s budget and resources became particularly pronounced. *The 1981 Annual Statement for Interpretation and Visitor Services* declared: “Considering major budget constraints, the primary challenge to management this year is survival. The concern will be to continue to serve the public and to preserve cultural and natural resources with limited funds.” In addition, this decade saw consistent staff turnover, including stretches without a permanent superintendent or curator, and the loss of several longtime staff members. Despite these challenges, public programming grew, including a 1982 conference on the centennial of Longfellow’s death, a yearly celebration of Longfellow’s birth, and the first annual Christmas Open House. Conservation proceeded too, though at a slower pace than in the 1970s, as the park continued restoration and maintenance of the structures, collection cataloging, conservation, and storage.

Management, Administration, and Staffing

The early to mid-eighties was marked by significant staff turnover at LONG, especially in leadership roles. James Brown left the park in 1983, and a variety of individuals, including Kate Catalano, Jim Gott, Franklin Mountford, and Shary P. Berg,

filled the role before Stephen Whitesell's appointment in April of 1984.²⁹⁸ Whitesell stayed for only three years. Staff recalled that he came from a maintenance background, and his professional training was as a landscape architect. Their memories center around his expectations for clear work plans, careful planning for both budget shortfalls or unexpected windfalls, and regular reports, as characterized by Catalano's memos to Whitesell. In oral histories, staff characterized him as ambitious, which may have led to his departure after a relatively short period; he would end a long NPS career as the Regional Director for the National Capitol Region.²⁹⁹

Whitesell's departure may not have been based on ambition alone; his departure in May of 1987 coincides with the retirement of longtime employee Frank Buda. Correspondence from Buda makes it clear that the two did not get along; Whitesell changed Buda's position from Supervisor of Interpretation and Chief of Visitor Services to Special Assistant to the Superintendent in 1985.³⁰⁰ Buda was unhappy with what he viewed as a demotion, and he organized a letter-writing campaign on his behalf, which was not successful. Instead, he retired in 1986. (As the circumstances surrounding Buda's retirement raised community concern, they will be discussed in more detail in the section titled "Community Relations/Outreach.") After Whitesell's departure, there were several acting superintendents, including Nancy Nelson, John Maounis, and Rolf Diamant, before Diamant became permanent in 1988. Diamant's leadership would be critical to significant changes that occurred in the 1990s. Changes also occurred in the museum division. In 1986, Kate Catalano accepted a position at the Regional Office in Philadelphia. Librarian Liz Banks served as acting curator. Catalano's position remained open, and in a letter responding to a research request in July of 1987, Banks noted that the site had been without a curator for more than nine months, which was causing delays in responses to research

²⁹⁸ The individuals listed include those from the formal listing maintained by the NPS, as well as individuals whose correspondence in the reading file or annual report identifies them as acting superintendent. See Reading Files, 1980–1990, LONG Resource Management Records (unprocessed), LONG MSS; Harold P. Danaz, Associate Regional Director, Rocky Mountain Region, "United States Department of the Interior National Park Service Historic Listing of National Park Service Officials, 1991," National Park Service History eLibrary, <http://npshistory.com/publications/tolson/histlist7.htm> (accessed September 12, 2020); Jim Gott, Acting Superintendent to Donna Poland, August 26, 1983, Reading File 1983, LONG Resource Management Records (unprocessed), LONG MSS.

²⁹⁹ Whitesell served as superintendent for six different NPS units before becoming Associate Director of Park Planning, Facilities, and Lands in 2008. National Park Service, "Stephen E. Whitesell Selected as Associate Director of Park Planning, Facilities, and Lands," National Park Service, <https://www.nps.gov/aboutus/news/release.htm?id=789> (accessed November 1, 2020), and Stephen Whitesell, "Footloose Traveler Blog," Stephen Whitesell, <http://footloosetraveler.com/about-us.html> (accessed November 1, 2020). Whitesell proved difficult to contact; all options included in the "Contact Us" page on the travel blog were exhausted to no avail.

³⁰⁰ Thomas Dana Hollmann to Herbert S. Cables Jr., North Atlantic Regional Director, December 22, 1985, Box 1, Folder 1, in the Patricia R. Pratt Papers, 1759–1994 (LONG 21810), Longfellow House–Washington's Headquarters National Historic Site.

requests.³⁰¹ Karie Diethorn assumed the position of curator in 1988, though her tenure was very brief. She accepted a position at Independence National Historical Park less than a year after she was hired.³⁰²



Figure 8A: Staff areas in the Japan Room in 1985 show the limited space for management at LONG.
Courtesy of the National Park Service, Longfellow House-Washington’s Headquarters NHS.

³⁰¹ Elizabeth Banks to Mr. Richard E. Cross, July 14, 1987, Reading File, 1987 in LONG Resource Management Records (unprocessed), LONG MSS.

³⁰² Barbara Garrison, “Sharing Her Love of History,” University of Delaware, <http://www1.udel.edu/PR/Messenger/04/03/sharing.html> (accessed November 28, 2020). A digital version of the story appeared in the *University of Delaware Messenger*; vol 13, no 3, 2005.



Figure 8B: Staff areas in the Japan Room and Pantry in 1985 show the limited space for management at LONG. Courtesy of the National Park Service, Longfellow House-Washington's Headquarters NHS.

Beyond these staffing issues in leadership positions, LONG and JOFI staff were adjusting to the addition of the newly created Frederick Law Olmsted NHS (FRLA), which was added to the management unit in 1979. FRLA was the home and office of noted landscape architect Frederick Law Olmsted, and much like LONG, it was passed to the NPS with the firm's records and furnishings intact, though entirely uncatalogued. Early staff members recall spending days working in the vault, before rinsing off the dirt in the swimming pool (which remained on the property). Liz Banks recalls that LONG curatorial staff was at first asked to spend a day each week assisting at FRLA, which eventually grew to increasingly more time. During Whitesell's tenure, Liz Banks became the supervisory curator for all three sites. While her title accurately reflected the work she was doing, the position itself was was impossibly large, and Banks recalled it was difficult to give any of the sites the attention they needed, especially since neither Bank's nor Catalano's positions were filled, meaning that there was now no curatorial staff at LONG. Here it is critical to note that since the LONG curator also served as JOFI's curator, allowing the LONG curator position to lapse had an outsized impact on the management unit, since it meant two of the three sites went without dedicated curatorial expertise. This decision had a negative impact on both sites.

Finally, James Brown made a significant decision to relocate the park headquarters to FRLA from LONG. Oral history interviews indicate that the decision was initially unpopular, with LONG staff viewing it as signaling a greater shift of attention to FRLA from LONG, at a time when LONG still had many facility and collections projects that needed to be completed. No documents describing the rationale survive, though it likely stemmed from the availability of more space at FRLA, which would accommodate the growing staff needed to run the now enlarged management unit. This is supported by Beth Law, who stated in an oral history interview that FRLA received a larger appropriation because NPS leaders intended for it to become a headquarters for all three sites, supporting centralized management, administration, and maintenance activities.³⁰³ Likewise, moving administrative staff out of LONG's second floor would open up more spaces for restoration and visitor access, and the shift of administrative activities to FRLA coincided with the completion of the restoration of some rooms on the second floor of LONG and their subsequent opening to visitors.³⁰⁴ The move also had a clear impact on the documentary record. It appears that with the superintendent and administrative staff now located at FRLA, new management records stayed there. However, archivists at both LONG and FRLA were unable to locate these records. As a result, this chapter relies on information pulled from reading files, which rarely contain correspondence from the superintendent or managers; program files; and oral history interviews. A strong recommendation for future research is that these files, especially those relating to Superintendents Rolf Diamant and Myra Harrison, be located and processed.

Planning and National/Regional Directives

During the 1980s, the park continued to use management documents developed and approved in the late 1970s. This choice makes sense from a planning perspective, in that these kinds of documents are intended to last twenty to thirty years before revision. Limited park records do not show that national or regional directives played a particular role in park management or planning priorities in this period.

³⁰³ Beth Law, interviewed by Sara Patton Zarrelli, November 25, 2020, in the LONG Resource Management Records (uncatalogued), LONG MSS.

³⁰⁴ Annual Curatorial Report 1980 in the LONG Resource Management Records (uncatalogued), LONG MSS.

Budget

There is very little documentation related to the LONG budget in the 1980s, thus preventing any definitive conclusions about the site's financial status. Three surviving annual reports (for 1983, 1986, and 1987) make no mention of budgets. The 1981 Annual Statement for Interpretation is the only available report in the period to discuss the budget, and it painted a grim picture of extremely limited resources. However, since later documents do not describe the site's budgetary situation, it is hard to know exactly how LONG was impacted by the lack of funds. Further complicating efforts is that the unique appropriations for LONG, JOFI, and FRLA were managed by the same superintendent, and for reporting purposes, they were rolled up into one budget. While managers usually made a strong effort to ensure that funds appropriated for one site were spent there, the management model meant that, when necessary, the units covered expenses for each other. Since FRLA's allocation was much larger than either LONG's or JOFI's, FRLA's allocation supported a large portion of shared services such as administration, in addition to sometimes providing extra funds for other aspects of operations at LONG and JOFI. As a result of this, individual appropriations are generally not indicative of how money was being spent or divided between the three units. In 1987, the park increased its entrance fees dramatically, from fifty cents to two dollars. The reason for the increase is not stated, though it could have been to address budget shortfalls. Regardless, the increase did decrease tour participation by about five thousand from the previous year.³⁰⁵

Cultural Resources

During the 1980s, staff continued their efforts to conserve, catalog, and safely store collection items. At the same time, site staff began to think about furnishing plans and other long-range plans needed to ensure the preservation of collections. Through it all, curator Kathleen Catalano drove the process both by insisting on high-quality work and consistently requesting funds for conservation and collection management. As the decade drew to a close, the site still did not have full intellectual or physical control over its vast collection, even after nearly twenty years of NPS management.

Structures

Following the extensive and successful restoration efforts that were completed in 1978, the majority of work on the structure was in the form of simple preventative maintenance or repairs of storm damage. Some additional projects occurred, such as

³⁰⁵ 1983 and 1987 Annual Report, in the LONG Resource Management Records (uncatalogued), LONG MSS.

rewiring and asbestos removal in the basement in 1981.³⁰⁶ The site also fell victim to minor exterior vandalism in August 1981, when several signs were stolen.³⁰⁷ New furnaces were installed in 1983, but the annual report stated that “three new twin gas fired furnaces have not run properly since installation.”³⁰⁸ The furnace installation also had serious consequences for collections, as the new furnaces blew coal dust and dirt trapped in the ducts all over the house. In 1987, planning and preliminary work began on the “new visitor reception center.”³⁰⁹ In an example of adaptive reuse, the new visitor center was to be housed in the woodshed, and work was completed in June 1988.³¹⁰ The carriage barn continued to be used as a maintenance workshop.

Collections

Policy and Planning

The primary accession at LONG, authorized by the enabling legislation, was thought to contain about 150,000 items, though this number was an estimate because the collection was not cataloged before the transfer to NPS, and the NPS had not yet completed the task.³¹¹ To give a sense of the enormity of accepting management of an uncatalogued collection of this size, the 1991 RMP reported that all objects had been accessioned but “approximately one half remain to be cataloged.”³¹² Based on the sheer number of items, Catalano strongly felt that the house did not need anything further.³¹³ She drafted collections policies to state that new items must have been in the house prior to 1928 and “proven to have been in use by Longfellow and/or his daughter Alice.”³¹⁴

³⁰⁶ 1981 Annual Statement, in the LONG Resource Management Records (uncatalogued), LONG MSS.

³⁰⁷ 1981 Annual Statement, in the LONG Resource Management Records (uncatalogued), LONG MSS.

³⁰⁸ 1983 Annual Report, in the LONG Resource Management Records (uncatalogued), LONG MSS.

³⁰⁹ 1987 Annual Report, in the LONG Resource Management Records (uncatalogued), LONG MSS.

³¹⁰ US Department of the Interior, National Park Service, *Resource Management Plan*, Longfellow National Historic Site, 1991, 9.

³¹¹ US Department of the Interior, National Park Service, *Resource Management Plan*, Longfellow National Historic Site, 1991, 11. Today, LONG has 24,162 CR catalog records from accession LONG-1, suggesting that park staff making the estimates might have been overwhelmed by the number of items. Kate Hanson Plass, email message to the author, August 15, 2020.

³¹² US Department of the Interior, National Park Service, *Resource Management Plan*, Longfellow National Historic Site, 1991, 12.

³¹³ Kathleen Catalano Milley, interview by Sara Patton Zarrelli, May 28, 2020, in the LONG Resource Management Records (uncatalogued), LONG MSS.

³¹⁴ US Department of the Interior, National Park Service, *Resource Management Plan*, Longfellow National Historic Site, 1991, 12; Kathleen Catalano Milley, interview by Sara Patton Zarrelli, May 28, 2020, in the LONG Resource Management Records (uncatalogued), LONG MSS.

Beyond cataloging, these items required extensive conservation work. While hundreds had already received conservation treatment, “many thousands more require[d] this level of professional care.”³¹⁵ Of course, this work required funds far beyond LONG’s base budget.³¹⁶ In addition, the lack of climate control within the house caused additional deterioration: “The primary impacts to the history collection result from constant display in historic furnished rooms, fluctuations in temperature and humidity, and substandard storage conditions. The Collections Storage Plan (1993) prepared by NARO curatorial staff recommends improvements to storage conditions for the museum collections.”³¹⁷

The park also began to formalize and standardize procedures at the recommendation of the NARO team. For example, a Collections Management Plan had not yet been implemented, in part because of the competency of prior staff: “Fortunately, well-trained, professional curatorial staff set sensitive and farsighted museum management policies into action in 1973. They have served the Longfellow NHS well and been continued by succeeding curatorial staff. However, without the Collections Management Plan, there is no one document that serves as a working manual for upgrading museum services. This may create a lack of continuity with future changes in site staffing.”³¹⁸

Prior to the development of a Collections Management Plan in 1995, the park wrote an SOCS in the early 1980s. This document is variously dated to 1983, 1984, and 1985. For the purposes of this report, it will be referred to as 1983, the date on the only complete copy extant, itself an appendix of the 1995 Collection Management Plan (CMP).³¹⁹ The SOCS divided collections into the following categories: Historic Furnishings, Architectural Collection, Archeological Collection, Photographic Collection, Manuscript Collection, and Library Collection. Historic Furnishings included all of the items received from the Trust, of which the report believed about 95 percent to be related to Henry Wadsworth and/or Alice Longfellow’s residency between 1843 and 1928.³²⁰ To retain this high degree of integrity/authenticity, the plan authorized additions to this collection only if the object was known to have been in the house during the Longfellows’ residency, or if it met

³¹⁵ US Department of the Interior, National Park Service, *Resource Management Plan*, Longfellow National Historic Site, 1991, 12.

³¹⁶ US Department of the Interior, National Park Service, *Resource Management Plan*, Longfellow National Historic Site, 1991, 34.

³¹⁷ US Department of the Interior, National Park Service, *Resource Management Plan*, Longfellow National Historic Site, 1991, 12.

³¹⁸ US Department of the Interior, National Park Service, *Resource Management Plan*, Longfellow National Historic Site, 1991, 48.

³¹⁹ 1995 Collection Management Plan, in the LONG Resource Management Records (uncatalogued), LONG MSS.

³²⁰ 1983 Scope of Collections Statement, in the LONG Resource Management Records (uncatalogued), LONG MSS, 1.

requirements outlined in the furnishing plan. This last requirement is puzzling, as the site did not have a furnishings plan until 1999, but perhaps it was a reference to the one in development by Kate Catalano.

The SOCS recommended creating an architectural collection to help document the ongoing structural work on the house and made similar recommendations for archeology. It recommended conducting archeological studies under the piazzas when structural repairs were undertaken, but it did not recommend additional excavations in other areas because of the urban character of the area.³²¹ The photograph collection was divided into historic photos (to 1928) and non-historic photos (1928 to present).³²² For both collections, the report recommended improved storage practices, producing new negatives, and keeping photographs of furnishings (historic and non-historic) filed separately. Manuscripts included family material as well as Harry Dana’s research papers, along with “autographs of major literary figures.”³²³ Notably, the report recommended keeping all manuscript material currently in the house, recognizing that the value of the family papers extended beyond Henry Wadsworth Longfellow, whose papers had been previously transferred to Harvard University. Archival collections items dated prior to 1928 were to be cataloged, and the SOCS discouraged adding to the collection except in cases where new material would augment papers already held by the house—for example, additional manuscripts related to Charley Longfellow.³²⁴ Distinct from the manuscript collection, the library collection was to “provide in-depth research materials on Henry W. Longfellow, his family, home, and furnishings to scholars and students, as well as to casual visitors and staff interpreters.”³²⁵ Library items were divided into primary reference materials (the eighteenth century to 1928) and secondary reference materials (1928 to present). The SOCS recommended continuing to expand the secondary reference collection.³²⁶ Longfellow’s personal library was excluded from this category, as it was considered under the category of historic furnishings.

³²¹ 1983 Scope of Collections Statement, in the LONG Resource Management Records (uncatalogued), LONG MSS, 2.

³²² 1983 Scope of Collections Statement, in the LONG Resource Management Records (uncatalogued), LONG MSS, 3.

³²³ 1983 Scope of Collections Statement, in the LONG Resource Management Records (uncatalogued), LONG MSS.

³²⁴ 1983 Scope of Collections Statement, in the LONG Resource Management Records (uncatalogued), LONG MSS, 5.

³²⁵ 1983 Scope of Collections Statement, in the LONG Resource Management Records (uncatalogued), LONG MSS, 6.

³²⁶ 1983 Scope of Collections Statement, in the LONG Resource Management Records (uncatalogued), LONG MSS, 8.

The 1983 SOC, while vague, provided a starting point for categorizing collections and developing policy for future collections in at least some areas. Some of its vagueness likely related to the status of the collections, which were mostly uncatalogued and unprocessed, thus rendering the creation of a detailed SOCS quite difficult. Still, the document offered a beginning, and it demonstrated that LONG staff intended to follow curatorial best practices as they continued to gain control over the site's large collection.

Research Use

Correspondence from this period indicates that various scholars, genealogists, and other amateur researchers were aware of the collection and the depths of its resources. In addition to responding to letters, often with copies of material or images (paid for by the researcher), these letters indicate that many researchers also came to the house, though records showing the exact number are unavailable. Research in the collections remained a challenge because both the object and archival collections remained uncatalogued and spread throughout the house, and the archives were substantially unprocessed. Following Kate Catalano's departure, a reduced staff could accommodate fewer research appointments. By the late 1980s when Liz Banks became the Supervisory Curator, based at FRLA, the collections were effectively shuttered to researchers because of lack of processing and lack of available staff to oversee researchers.³²⁷

Archives

In the 1980s, staff began to examine the archives in greater detail, though the 1990 Resource Management Plan noted that "little staff time has been available to inventory and catalog these original records."³²⁸ As a result, the materials did not meet NPS preservation standards and continued to deteriorate. This, in turn, made them inaccessible to researchers.³²⁹ Properly processing the archives would be a lengthy process: "The archives / manuscript collections (approximately 175 linear feet) need to be processed, rehoused in archival acid-free materials, cataloged, have written finding aids prepared, be conserved as necessary, properly stored to bring them up to NPS Museum standards, and prepared for research use."³³⁰ Most of the staff's efforts seemed to be directed to the book collection,

³²⁷ Liz Banks, interview by Sara Patton Zarrelli, June 30, 2020, in LONG Resource Management Records (uncatalogued), LONG MSS and James M. Shea, interview by Sara Patton Zarrelli, May 27, 2020, in LONG Resource Management Records (uncatalogued), LONG MSS.

³²⁸ US Department of the Interior, National Park Service, *Resource Management Plan*, Longfellow National Historic Site, 1991, 37.

³²⁹ US Department of the Interior, National Park Service, *Resource Management Plan*, Longfellow National Historic Site, 1991, 37.

³³⁰ The RMP estimated that there are "100,000+ documents including historic photographs, negatives, legal documents, correspondence, diaries, journals, sketchbooks, maps, architectural drawings, and financial records." US Department of the Interior, National Park Service, *Resource Management Plan*, Longfellow National Historic Site, 1991, 11 and 28.

probably in part because of its more manageable size and because Liz Banks, who had first been hired as the librarian, remained on staff—even as her job changed. The ten thousand volumes of the book collection were completely cataloged in May of 1990.³³¹

Museum Objects

Under Catalano’s leadership, several carpets and wallpapers were either conserved or replaced with reproductions. Catalano followed a policy of conserving the original wherever possible and replacing it with reproductions when it was not possible.³³² As would continue to be the case, sporadic leaks in the staff office area of the second floor caused damage.³³³ Meanwhile, reproductions of historic wallpaper were hung in six rooms, which meant four second-floor rooms could be added to the tour beginning in 1980.³³⁴ While conservation work proceeded, the installation of a new heating system in 1983 had negative impacts on the collection that required herculean cleaning efforts by Museum Aid Donna Poland, as described by Acting Superintendent Jim Gott in a letter awarding her a bonus for her efforts: “Unlike the old gravity unit, the new forced air system with its powerful blowers spread dirt and soot that had been trapped in the ductwork for over eighty years throughout the House. All the woodwork, as well as the paintings, prints, and each piece of furniture, sculpture, and ‘bric-a-brac’ required extensive and thorough cleaning—not once, but daily throughout the three month period.”³³⁵ Coal soot from the heating system continued to be a challenge for curators, until the ducts were cleaned and a new system was installed in the late 1990s.

Beyond conservation work, the park began to consider preparing a Historic Furnishings Plan, which had never been completed, at least in part because the collections were uncatalogued at the time of the transfer from the trust and remained spread out all over the house.³³⁶ NPS curatorial staff, led by Catalano, had devoted substantial effort to

³³¹ US Department of the Interior, National Park Service, *Resource Management Plan*, Longfellow National Historic Site, 1991, 28.

³³² US Department of the Interior, National Park Service, *Resource Management Plan*, Longfellow National Historic Site, 1991, 35–36.

³³³ US Department of the Interior, National Park Service, *Resource Management Plan*, Longfellow National Historic Site, 1991, 36.

³³⁴ Annual Curatorial Report 1980, in the LONG Resource Management Records (uncatalogued), LONG MSS.

³³⁵ Jim Gott, Acting Superintendent to Donna Poland, August 26, 1983, Reading File, 1983, in the LONG Resource Management Records (uncatalogued), LONG MSS.

³³⁶ US Department of the Interior, National Park Service, *Resource Management Plan*, Longfellow National Historic Site, 1991, 44.

this research, and the authors of the 1991 RMP urged that it be formalized in a Historic Furnishings Report capturing “the 14 years of research accumulated, object by object from room to room historic inventories, historic photographs, bills of sale, diaries, and letters.”³³⁷

This was echoed in Catalano’s oral history interview. She stated that she never wrote a furnishing plan because it was not the most immediate need.³³⁸ Catalano’s extensive research files, still preserved on-site, show that she had begun the process of researching, if not writing, a furnishing plan. Her departure, followed by the park’s decision not to replace her with a curator dedicated to LONG, meant that it would continue without a formal furnishing plan. In practice, this meant that the house continued to have some furnishings set to 1882 and others to 1928, depending on the available evidence, which in turn continued to evolve as more interior restoration took place.³³⁹ The park would not take up the issue of the inconsistency of furnishing the house to the periods of both Henry Wadsworth Longfellow and Alice Longfellow until the 1990s.

LONG did make significant progress in the 1980s related to collection storage. A major milestone was installing museum-quality storage in the basement. According to the 1991 RMP, “The southwest corner basement vault was climate-controlled in 1982 to provide museum quality storage for some of the historic objects and manuscripts not on display in historic rooms.”³⁴⁰ At the time, this was the only fully climate-controlled area in the house.³⁴¹ Unfortunately, the park did not have funds for compact shelving, so the vault space was not as efficient as it could have been. The park worked with NARO curators to develop a collection storage plan in the late 1980s, which spurred a request from Supervisory Museum Curator Liz Banks in 1989 for compacting shelving to maximize the capacity of the available climate-controlled storage.³⁴²

While the park made inroads on important preservation work, staff was shocked to find the front door broken and two paintings, *Nuremberg Market* by J. Achille Noel and *George Washington* by Jane Stuart, stolen from the front hall on the morning of March 15, 1985. Police determined that the front door was forced open overnight. An individual

³³⁷ US Department of the Interior, National Park Service, *Resource Management Plan*, Longfellow National Historic Site, 1991, 27.

³³⁸ Kathleen Catalano Milley, interview by Sara Patton Zarrelli, May 28, 2020, in the LONG Resource Management Records (uncatalogued), LONG MSS.

³³⁹ Liz Banks, interview by Sara Patton Zarrelli, June 30, 2020, in LONG Resource Management Records (uncatalogued), LONG MSS.

³⁴⁰ US Department of the Interior, National Park Service, *Resource Management Plan*, Longfellow National Historic Site, 1991, 9.

³⁴¹ US Department of the Interior, National Park Service, *Resource Management Plan*, Longfellow National Historic Site, 1991, 31; see also 1983 Annual Report and 1984 Annual Curatorial Report, both in LONG Resource Management Records (uncatalogued), LONG MSS.

³⁴² Development/Study Package Proposal (10-238), Request for compacting shelving system for \$50,000 on 9/7/89, Box 45, Folder D2215, in LONG Resource Management Records (uncatalogued), LONG MSS.

sleeping on the side porch was arrested, but no progress was made on recovering the works, though NPS law enforcement and the FBI continued to keep the case active.³⁴³ At LONG, the theft triggered a review of the alarm system. Catalano summarized the findings of an alarm technician who came to the house the day the theft was discovered. His findings revealed the limitations of the LONG security system:

The following conditions are apparent in the testing of the alarm system at Longfellow NHS: There are no contacts on the front door, two doors of the Blue Entry, and Study anteroom door—and no contacts on any of the windows. The installation of blowers in the heating system has created high level of “static.” Therefore, microphones should be taken out of the heating vents and relocated. The motion detectors are not sensitive enough—even after adjustment to “high”—to pick up movement in the front part of the first floor hall. . . . In view of all this, the ASA man (Tom) recommended an updating of the system.³⁴⁴

With the investigation ongoing, Catalano reached out to area art dealers as well as the National Stolen Art File, the Art Dealers Association of America, and the International Foundation for Art Research, all of whom maintained records of stolen art.³⁴⁵ Following the theft of thirteen paintings from the Isabella Stuart Gardner Museum in 1990, later staff wondered if the theft at LONG was a trial run for Gardner heist, but the two cases have never been officially connected.³⁴⁶ The ongoing FBI investigation into the LONG theft ultimately led to the return of both paintings. By then, Catalano was no longer at LONG, and new curator Jim Shea recalled being called to the FBI’s Boston office to positively identify the paintings. They were returned to the park on March 13, 1995, almost ten years to the day of their theft. Their return came “through an agreement between the Federal Bureau of Investigations, Boston Office and the National Park Service, North Atlantic Regional Office (NARO). Discussions between the park and a Regional Law Enforcement Specialist seem to have begun in January of that year following a lead from a confidential

³⁴³ Kate Hanson Plass, LONG archivist, email to the author, October 15, 2020. As the files related to the theft retain significant use restrictions that did not permit use by researchers, Hanson Plass reviewed them and provided the summary for this report.

³⁴⁴ Memo, Curator to Superintendent, re: Discussion with ASA Repair/Installation Man, Friday, March 15, 1985, March 18, 1985, Reading file, 1985, in LONG Resource Management Records (uncatalogued), LONG MSS.

³⁴⁵ See Reading file, 1985, in LONG Resource Management Records (uncatalogued), LONG MSS, for a series of identical letters written on March 22 to these organizations by Catalano, requesting that they add these works to their list of stolen art.

³⁴⁶ Jim Shea recalled that he received many email requests from journalists and others asking if the two thefts were connected. Shea never responded to these requests because the FBI had impressed upon him the importance of not discussing the theft or return of the paintings. Shea, email to author, November 3, 2020.

informant. The FBI and NPS agreement included a provision to authenticate the paintings on their return and a provision that the artwork would not be displayed, nor a media release made, for a minimum of three months following their return.”³⁴⁷

Archeology

LONG did not conduct any archeological research at this time, though it is likely that work on the woodshed might have triggered compliance work. As will be discussed later, the site did not engage in archeological work, even when it was required, until the early 1990s.

Cultural Landscape

The NPS began formal studies of the LONG garden and grounds in the 1980s. This established a stronger understanding of the landscape’s historic character. In 1984, the park developed a Historic Grounds and Maintenance Plan. The report marks the NPS’s first comprehensive review of the history of the grounds and current conditions of the landscape (as of 1984). The study also drew on a plant inventory conducted in March 1982, which was the first such inventory completed at LONG. Typical to interpretation of the 1980s, the significance of the grounds was considered to be Henry Wadsworth Longfellow’s residency, though Alice’s changes were acknowledged. The bulk of the report consists of excerpts from journals, letters, and manuscripts describing the landscape from the Vassall period through the acquisition by the NPS. It does not appear that any of the recommendations in the report were implemented. Following up on this work, a Grounds Maintenance Manual was created in 1987. It is unclear if the Maintenance Manual directed work at LONG. Together, these reports were helpful but also highlighted the need for a full-fledged Cultural Landscape Report (CLR), a new kind of report that was being developed in the late 1980s.³⁴⁸

³⁴⁷ Kate Hanson Plass, LONG archivist, email to the author, October 15, 2020. As the files related to the theft retain significant use restrictions that did not permit access by this researcher, Hanson Plass reviewed them and provided the summary for this report. Jim Shea also clearly recalled going to FBI headquarters in Boston to positively identify paintings, at which time the FBI made clear the importance of not discussing the theft or the return. Shea does not recall that the park ever made public mention of theft or the return, beyond the quiet rehanging of the items at LONG. Shea, email to the author, November 3, 2020.

³⁴⁸ US Department of the Interior, National Park Service, *Resource Management Plan*, Longfellow National Historic Site, 1991, 8 and 27. Rudy J. Favretti, *Grounds Maintenance Manual: Longfellow and Frederick Law Olmsted Historic Sites*, US Department of the Interior, National Park Service, 1987.



Figure 9: Summer festival attendees on the lawn of the Longfellow House, July 13, 1980. Courtesy of the National Park Service, Longfellow House-Washington’s Headquarters NHS.

Public Operations Overview

The park continued to be open year-round, seven days a week. Interpreters shifted between LONG and JOFI for ease of operations. The Summer Festival continued to be the main public programming effort, with an average of six concerts each season. Staff also began to develop a number of new programs, including the Christmas Open House program, which was an instant success.³⁴⁹ The park continued its modest efforts in educational programs, and also evaluated its interpretive approach for all public programs.

³⁴⁹ The 1986 Annual Report indicates that the 1986 Christmas Open house was the “third annual”; however, program records do not document an open house in 1984, so I have listed 1985 as the first occurrence of the event. See Annual Reports, in LONG Resource Management Records (uncatalogued), LONG MSS.

Interpretation

The 1981 Annual Statement for Interpretation and Visitor Services spelled out three interpretive themes, which were as follows: Longfellow's life and works, the history of the site and its context, and the decorative and fine arts of the last three centuries, especially the Victorian era. The same statement identified the following objectives for the interpretive program:

1. To foster public awareness and understanding of the history of the site and its environs with particular emphasis on Longfellow's life and works as they are reflected in the house and grounds.
2. To provide supplemental interpretation that reflects the Revolutionary War associations of the house, and also focuses on architecture, decorative arts, and other owners of the house.
3. To provide an enjoyable and possibly educational experience to local residents and visitors in the form of concerts of music of Longfellow's era.³⁵⁰

These objectives were a continuation of the interpretative plan written in 1978.

While no tour outlines appear to have survived from this era, the tour program likely evolved during this period as more rooms were restored and opened to the public, especially on the second floor. And, as objects moved into storage or were cataloged, the objects on view also changed. Kate Catalano's dedication to working with interpreters to understand the objects on display led to updated room binders, which continued to expand and enliven interpretation.³⁵¹ Children's programming, most likely the Children's Hour developed under Berry, appears to have continued in some form, though correspondence from Janice Killackey, Acting Chief of Visitor Services, indicates that staff were developing a new children's program that might culminate in a poetry contest.³⁵² Neither the Children's Hour nor a new education program is sufficiently documented to draw conclusions about education in this period, though based on the correspondence, it is safe to say that it continued to be a priority for staff.

Nurturing ongoing scholarship about Henry Wadsworth Longfellow, his historical period, and his poetry was a priority for the staff during this period. The site's dedication to ongoing scholarship is evident in two major efforts undertaken in the 1980s. The first, the 1982 Conference on the Centennial of Longfellow's Death, brought together a group of

³⁵⁰ 1981 Annual Statement for Interpretation and Visitor Services, in LONG Resource Management Records (uncatalogued), LONG MSS.

³⁵¹ Kathleen Catalano Milley, interview by Sara Patton Zarrelli, May 28, 2020, in the LONG Resource Management Records (uncatalogued), LONG MSS.

³⁵² Unfolded paper in program files: Loose paper, Letter from Janice Killackey, Acting Chief, Visitor Services to Ms. Diana Der Hovanessian, October 18, 1985, 1983 Scope of Collections Statement, in the LONG Resource Management Records (uncatalogued), LONG MSS.

eight scholars to present papers on Longfellow, effectively capturing the state of the field at the time. The proceedings of the conference, held April 1st to 3rd, 1982, were published by the NPS.³⁵³ The second was Longfellow’s participation in a Conference on Historic Wallpaper held on October 5, 1985, organized by Kate Catalano. Approximately eighty-eight attendees toured the first floor of the house to see the restoration work, which included cleaning historic wallpapers along with reproduction wallpapers.³⁵⁴ The event demonstrates that Catalano retained strong connections to the preservation field, seeking to involve both LONG and the NPS in the development of best practices and sharing stories of success.

The park continued its efforts to commemorate Longfellow when it marked the 180th anniversary of his birth in 1987 with an event co-sponsored by the New England Poetry Club. The event included a poetry reading on Friday and special house tours on Saturday, culminating in a world premiere performance of Longfellow’s poems set to music.³⁵⁵ The events were successful, and Chief of Visitor Services Brian Doherty noted that changes could be made to save money and increase NPS participation.³⁵⁶ He implemented these changes the following year, in what he called the “First Annual Wreath Laying Ceremony.” The ceremony also coincided with the release of a special commemorative envelope by the US Post Office for the 181st anniversary of Longfellow’s birth.³⁵⁷ The event included special tours of the house on the weekend preceding the birthday, and a wreath-laying ceremony at Longfellow’s grave in Mount Auburn Cemetery on the day of his birth (February 27, auspiciously a Saturday). Doherty appears to have had enough of a relationship with Longfellow descendants Frances Wetherell and Edith Bowers that he wrote in 1988 and 1989 to invite descendants to attend.³⁵⁸ The event continued to grow with small changes, and it has carried on to the present.

³⁵³ National Park Service, “Papers Presented at the Longfellow Commemorative Conference, April 1–3, 1982,” National Park Service History eLibrary, <http://www.nps.history.com/publications/long/symposium82/index.htm> (November 28, 2020).

³⁵⁴ Memo, to Interpreters and “volunteers,” Longfellow and JFK and Olmsted NHS from Curator, October 2, 1985, re: Historic Wallpaper Conference, Statuary, October 5, Reading File, 1985, in the LONG Resource Management Records (uncatalogued), LONG MSS.

³⁵⁵ Untitled Press Release, February 2, 1987, Box 19: Programming, Folder: 1987 Birthday Anniversary Celebration, in the LONG Resource Management Records (uncatalogued), LONG MSS.

³⁵⁶ Memo from Chief of Visitor Services to Superintendent, March 11, 1987, Box 19: Programming, Folder: 1987 Birthday Anniversary Celebration, in the LONG Resource Management Records (uncatalogued), LONG MSS.

³⁵⁷ Untitled Documents, Box 19: Programming, Folder 1988 Birthday Anniversary Celebration, in the LONG Resource Management Records (uncatalogued), in the LONG Resource Management Records (uncatalogued), LONG MSS.

³⁵⁸ Brian Doherty to Mrs. Edith Hollmann Bowers and Family, February 5, 1989, Box 19: Programming, Folder 1989 Birthday Anniversary, and Brian Doherty to Frances Wetherell, February 3, 1988, Box 19: Programming, Folder 1988 Birthday Anniversary Celebration, in the LONG Resource Management Records (uncatalogued), LONG MSS.



Figure 10: Pat Laffey and Joyce Connolly pose in front of a Christmas Tree during the 1987 Holiday Open House. Courtesy of the National Park Service, Longfellow House-Washington’s Headquarters NHS.

Community Relationships

LONG continued the tradition of the Summer Festival through the 1980s. The six to eight annual concerts on the lawn primarily served the Cambridge community. The music continued to be appropriate to Longfellow’s lifetime or related to his poetry, and Catalano developed program notes highlighting these connections. Judging by a photo album that documented the concerts, they remained very popular in the community. LONG started a Christmas Open House in 1985. Staff used descriptions from Longfellow’s diaries and other family sources to decorate the house for Christmas, including displays of fresh greenery and foods that the Longfellows ate. The event typically lasted three hours, with a reception at the Religious Society of Friends Meeting House across the street. Interpretive records indicate that the park routinely rented the space because they did not have appropriate space for larger programs or events and evidently had a good relationship with the Society of Friends. The event was an immediate success, and in a memo dated

December 18, 1985, the staff was already thinking about expanding the event the following year by extending open hours, training staff borrowed from FRLA and JOFI to answer questions, and having a musician playing Christmas carols.³⁵⁹

Beyond these popular events, James Brown appears to have maintained limited community relationships with a mixed degree of success. Charles Sullivan, the executive director of the CHC, does not recall working with Brown, and CHC files do not reveal any correspondence between the CHC and NPS, though Brown was a signer on an agreement between a number of stakeholders related to restoring Longfellow Park in 1977.³⁶⁰ This suggests that the relationship was cordial, if not close. Brown did not appear to see the park as an active community partner. In contrast, Brown ran into periodic trouble with the Cambridge Plant and Garden Club, though many documented disagreements seem to be misunderstandings, not ill intent, about garden management. Points of tension included the location of the compost pile and where the gardener (contracted by the club) could store their tools.³⁶¹ The relationship seems to have become particularly strained in April of 1983, for reasons that are not well-documented, when Pratt wrote to one of Tip O’Neill’s aides as follows: “There is considerable anguish among the staff due to the attitude and administration under the present superintendent. The relationship between the community and the Longfellow House has deteriorated to a nearly unworkable state, where formerly there was good rapport, a cheerful spirit and enthusiasm for the activities at the House. The image of the National Park Service in the community is suffering unnecessarily.”³⁶² NPS records indicate that Brown left the park in October of 1983, and it is not documented if complaints from Pratt and perhaps others impacted his departure.

Stephen Whitesell appears to have had similar difficulties with the neighbors. For example, CHC director Charles Sullivan wrote to Whitesell to alert him that neighbors had raised concerns to the CHC in 1985 about driveway work going on at LONG. In a reply dated January 7, 1986, Whitesell wrote that the construction was necessary to eliminate the pea stone driveway surface, which was “scattering and wreaking havoc with the lawns of the New Preparatory school, as well as our own lilac beds.” Further, he “was dismayed to hear that some of our neighbors were not aware of exactly what this activity entailed. I had

³⁵⁹ Memo to Superintendent, from Curator, December 18, 1985, Suggestions for Open House in 1986, Reading file, 1985, in the LONG Resource Management Records (uncatalogued), LONG MSS.

³⁶⁰ Memorandum of understanding on the Proposed Renovation of Longfellow Park, Third Draft, 5/12/1977, Charles Elliot 2nd Papers Correspondence 1973–1977, Cambridge Historical Commission MSS.

³⁶¹ Patricia Pratt to James Brown, May 26, 1978, Box 1, Folder 19, Notes, in the Patricia R. Pratt Papers, 1759–1994 (LONG 21810), Longfellow House–Washington’s Headquarters National Historic Site.

³⁶² Patricia Pratt to James R. Ferguson, Executive Assistant to Congressman Thomas P. O’Neill Jr., April 27, 1983, Box 1, Folder 3, Letters from Patricia Pratt, 1983, in the Patricia R. Pratt Papers, 1759–1994 (LONG 21810), Longfellow House–Washington’s Headquarters National Historic Site.

hoped that our display on restoration placed at the front of the property, adjacent to the sidewalk, and our Christmas Open House would, each in its own way, have ‘educated’ our neighbors to what was taking place.”³⁶³

Whitesell also frustrated the Cambridge Plant and Garden Club. In April of 1987, the club wrote Whitesell a letter which outlined their distress at Whitesell’s lack of communication and offered him advice on how to respond to a neighbor’s request for a fence, the installation of a greenhouse, which entrance visitors should use to the house, and what sorts of trees should be planted.³⁶⁴ While some of these areas of concern seem well beyond areas that the club could reasonably be expected to advise the superintendent on, the letter made it clear that the club had had enough of Whitesell’s leadership. He left the park in early May, and the regional director replied to Pratt’s letter, offering a meeting to discuss their grievances.³⁶⁵

Beyond his problems with the driveway and the Cambridge Plant and Garden Club, Whitesell’s relationship with Frank Buda also negatively contributed to community relations. In late 1985, Whitesell reassigned Frank Buda from Chief of Interpretation to “Special Assistant to the Superintendent,” which Buda and others saw as a demotion.³⁶⁶ Buda quickly organized a letter-writing campaign to the NPS regional office on his behalf, and Patricia Pratt’s papers preserve six letters in support of Buda from a diverse group, including scholar J. Chelsey Mathews; Longfellow descendants Thomas Dana Hollmann, Werner Hollmann, and Edith Hollmann Bowers; SPNEA historic structure expert Morgan Phillips, who had written the LONG HSR; and Boston resident Pewilla Dick. All expressed shock that Buda’s long record of service and excellent work would be pushed aside by the superintendent; one particularly dramatic letter writer began by stating “I am writing to protest an injustice, so glaring that I wonder at its perpetration and the fact that it has gone unrectified. I refer to the demotion of Frank Buda.”³⁶⁷ No record of a response from Herbert Cables, the regional director, or Whitesell survives, and Buda elected to retire in early 1986.

³⁶³ Stephen Whitesell to Charles Sullivan, Director Cambridge Historical Commission, Box 1, Folder 14, Correspondence, 1967–87, part 2, in the Patricia R. Pratt Papers, 1759–1994 (LONG 21810), Longfellow House–Washington’s Headquarters National Historic Site.

³⁶⁴ Patricia Pratt to Stephen Whitesell, April 25, 1987, Box 1, Folder 4: Cambridge Plant and Garden Club, 1967–1987, in the Patricia R. Pratt Papers, 1759–1994 (LONG 21810), Longfellow House–Washington’s Headquarters National Historic Site.

³⁶⁵ Patricia Pratt to Stephen Whitesell, April 25, 1987, and Regional Director to Patricia Pratt, date, both in Box 1, Folder 4: Cambridge Plant and Garden Club, 1967–1987 in the Patricia R. Pratt Papers, 1759–1994 (LONG 21810), Longfellow House–Washington’s Headquarters National Historic Site.

³⁶⁶ Pewilla Dick to Herbet S. Cables Jr., NARO Regional Director, December 10, 1985, Box 1, Folder 1: Letters from Frank Buda, 1983–1986, in the Patricia R. Pratt Papers, 1759–1994 (LONG 21810), Longfellow House–Washington’s Headquarters National Historic Site.

³⁶⁷ Pewilla Dick to Herbet S. Cables Jr., NARO Regional Director, December 10, 1985, Box 1, Folder 1: Letters from Frank Buda, 1983–1986, in the Patricia R. Pratt Papers, 1759–1994 (LONG 21810), Longfellow House–Washington’s Headquarters National Historic Site.

Though retired, Buda wrote directly to Director of the NPS William Penn Mott in March of 1986, outlining his concerns:

I retired not because I am unable or unwilling to work but because my superintendent has created an environment that made it difficult for me to continue. The current superintendent and his predecessor have run the house in very high-handed manner. The result has been shabby treatment of staff members, including myself. Recently, work on the grounds has been done completely out of keeping with historical accuracy and over the objection of a number of people. Other than my personal efforts, the management has done little to develop and maintain good relations with the community. Morale of the staff is low and a recent theft of art objects was preventable, in my opinion. The NPS does not deserve to have all its positive accomplishments offset by the actions of a thoughtless and arrogant superintendent.³⁶⁸

Mott replied to Buda in May, expressing his sadness about Buda's decision to retire. However, he could not agree with Buda's assessments of Brown and Whitesell: "I contacted North Atlantic Regional Director Herbert S. Cables, Jr., who informed of the circumstances surrounding your decision to retire. There has been, I understand, some disagreement between you and our two most recent Superintendents. A Superintendent is responsible for the running of his unit and sometimes his decisions may not always be understood by his staff, but I am sure they are made in the best interest of the Service and the public and I and Regional Directors Cables will therefore support the Superintendent."³⁶⁹

Buda's handwritten annotation on the response reads: "This is the answer I got from the head of the NP[S]—nothing to do [with] what took place and does not give chance to be heard." Mott's response is the last record in the file, and since later staff recalled Buda regularly visiting the site during his retirement, it appears he eventually dropped the matter without a chip on his shoulder.³⁷⁰ In combination with Whitesell's troubles with the Plant and Garden Club, this may be why Whitesell left the site in 1987. Russell Berry recalls that some NPS staff presumed that Whitesell refused to work with Buda, who remained a close connection of Tip O'Neill's—and therefore Buda's unhappy situation could have negative political ramifications for the NPS. As such, Whitesell was reassigned.

Whatever the case, the experiences of Brown and Whitesell, as outlined here, highlight the real limitations of the documentation for this period. Written documentation is sparse or not made available, and even the CHC's robust files are curiously silent. As Brown predeceased this study and Whitesell was not able to be contacted, oral history

³⁶⁸ Frank Buda to William Penn Mott, NPS Director, March 24, 1986, Box 1, Folder 1: Letters from Frank Buda, 1983–1986, in the Patricia R. Pratt Papers, 1759–1994 (LONG 21810), Longfellow House–Washington's Headquarters National Historic Site.

³⁶⁹ William Penn Mott to Frank Buda, May 6, 1986 Box 1, Folder 1: Letters from Frank Buda, 1983–1986, in the Patricia R. Pratt Papers, 1759–1994 (LONG 21810), Longfellow House–Washington's Headquarters National Historic Site.

³⁷⁰ Michele Clark, telephone call with the author, October 6, 2020.

cannot be relied upon to fill in the gaps. Looking ahead to the 1990s, which have much stronger documentation, it seems clear that community relationships were at a low point by 1992. This decline was likely fueled by a combination of the conflicts outlined herein, along with a series of acting superintendents who had little time or inclination to invest in developing community relationships, knowing that they would shortly be reassigned. Dedicated efforts by new Superintendent Rolf Diamant and Site Manager Jim Shea in the 1990s would slowly revive these relationships and begin a new era of management philosophy at LONG.

CHAPTER FIVE

CRISIS (1991–1998)

“Decades of insufficient staffing, conservation, storage and security have left much of the Longfellow museum collection at serious risk of permanent damage or loss... Substandard security, electrical and fire suppression systems place site resources at daily risk of damage or catastrophic loss... Continuing budget shortfalls will force a significant cutback of visitor operations and services.”

—LONGFELLOW RESCUE PLAN, 1994

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The realities of preservation and the collections described in the *Longfellow Rescue Plan* were nothing new to those involved in the site, but for the first time since the 1970s, the right mix of staff, planning, and institutional professionalization at Longfellow and within the NPS produced both attention and results. The 1990s are marked by strident and repeated calls for one-time funding requests to address significant preservation issues, combined with sustained increases to the base budget to maintain gains in preservation and curation. This chapter will examine three significant planning processes: the 1991 Resource Management Plan, the 1994 Rescue Plan, and the 1995 Management Objectives, which led to investments of more than \$3 million between 1998 and 2002. These planning processes also connect LONG to a larger preservation story within the NPS and shed light on the benefits and drawbacks of shared management clusters.

Management, Administration, and Staffing

In the 1990s, Rolf Diamant continued as superintendent and began to reshape staffing structures at the tri-sites. Perhaps the most impactful staffing decision was to recruit Jim Shea as curator in 1992. Shea had served as curator at several NPS sites, including the Manhattan Sites in New York City. He was the first full-time curator since 1989, though in practice, supervisory museum curator Liz Bank’s time was so divided

between the three sites that LONG lacked consistent curatorial support since Catalano's departure in 1986.³⁷¹ Shea recalled in an interview for the *Longfellow House Bulletin* that "I was told that everything was finished here—that everything was catalogued. That was not the case at all."³⁷² Fortunately for the park, Shea was undaunted and set about bringing order, stability, and professionalism to LONG. Staff turnover was a consistent problem, and Rolf Diamant made it a priority to provide consistent leadership that would help recruit and retain staff members. But challenges remained, and LONG suffered from low staff morale, which was exacerbated by preservation challenges and conflicts between the site supervisor and senior management.

The experiences of Janice O'Connor, who completed a detail at LONG from March to June 1993, provide insight on this situation. O'Connor was tasked with completing inventory for uncatalogued items and developing other systems and standards for collection items. In her worksheet for her 1993 performance appraisal, she described her position as "acting site supervisor" and noted, "I worked to improve the 'morale' of the site—there was a divisiveness I had not seen in all my previous time at the site, a real 'us' versus 'them' mentality."³⁷³ The main cause of this divisiveness was site supervisor Brian Doherty and a group of seasonal employees who were loyal to him. Superintendent Rolf Diamant recalled in an oral history that Doherty was deeply dissatisfied with Diamant's decision to hire Jim Shea, a decision that Doherty seemed to feel invalidated his leadership at the site. The two men had a series of tense meetings, during which Doherty repeated that "he would outlast this superintendent [Diamant]."³⁷⁴ At that point, in 1994, Brian Doherty was arrested for his participation in a child pornography trafficking ring. Diamant remembered receiving a call from the FBI: "They informed me that they had indicted him, or he was on the verge of being arrested. I consulted the personnel office at the region, and it was serious—it was a felony. I moved forward to have him dismissed from the service, which he was. He was separated and ended up in jail."³⁷⁵

³⁷¹ Liz Banks, interview with Sara Patton Zarrelli, June 30, 2020, in the LONG Resource Management Records (uncatalogued), LONG MSS.

³⁷² "Interview with a Friend... Meet Jim Shea," *Longfellow House Bulletin*, June 2003, 3.

³⁷³ "Progress Report Worksheets" from 1993–94, Box 30, Accordion Folder, unlabeled in the LONG Resource Management Records (uncatalogued), LONG MSS.

³⁷⁴ Rolf Diamant, interview by Hilary Lowe, November 13, 2019, John Fitzgerald Kennedy National Historic Site Archives, Cambridge, MA, hereafter Kennedy NHS MSS.

³⁷⁵ Rolf Diamant, interview by Hilary Lowe, November 13, 2019, Kennedy NHS MSS.

Doherty was arrested while attending NPS training in New York, and the FBI later came to LONG and searched his office.³⁷⁶ The story was widely reported, in part because members of the ring lived in multiple states and because it was the biggest child pornography ring ever prosecuted in the US at that time. Doherty received mention in articles published in the *Boston Globe*, *Boston Herald*, *Washington Post*, *Hartford (CT) Courant*, *Philadelphia Inquirer*, *Star-Ledger (Newark, NJ)*, *Press of Atlantic City (NJ)*, and in an Associated Press wire story, among others.³⁷⁷ Generally, Doherty was identified as a museum worker, though a front-page article in the *Boston Herald* identified him as a supervisor at LONG and JOFI. The *Boston Herald* interviewed Edie Shean-Hammond, a spokesperson from the regional office, who captured some of the feelings of some park staff when she stated, “This came as a surprise to all of us who have worked with him. . . . I don’t think anyone had any suspicions that there was anything wrong here.”³⁷⁸ Site Manager Jim Shea recalled that Doherty’s arrest had “major repercussions on the staff, as they had worked for Brian for years,” and Diamant stated, “We treated it as a trauma.” With the support of the region, Diamant brought in a ranger from Cape Cod National Seashore who was trained in crisis management and did an all-day counseling session for the staff.³⁷⁹

Meanwhile, Doherty applied for unemployment insurance while in jail. Diamant was advised by the regional office not to fight it, “because they always lose.” But he “refused to accept that. . . . So I went to the hearing and presented our side of the case. . . . We lost. But I did what I thought was right. And that was the end of that, and I have to say, as I said, the beginning of a renaissance.”³⁸⁰ In many ways, this “renaissance” began with the management team’s decision not to replace Doherty’s position and to put Jim Shea in charge. This decision transitioned Shea into a hybrid curator and management role that

³⁷⁶ Michele Clark recalls that other park staff attending the training were tasked with transporting Doherty’s belongings back to the site. Michele Clark, personal communication, October 6, 2020; Jim Shea, interview by Sara Patton Zarrelli, May 27, 2020, in the LONG Resource Management Records (uncatalogued), LONG MSS; “Feds Arrest Hub Park Ranger in Kidporn Ring,” *Boston Herald*, March 26, 1994. Accessed via Newsbank database.

³⁷⁷ “Six Charged with Child Pornography,” *Boston Globe*, March 26, 1994; “Feds Arrest Hub Park Ranger in Kidporn Ring,” *Boston Herald*, March 26, 1994; Kevin Sullivan, “Montgomery Man Indicted in Child Pornography Ring,” *Washington Post*, March 27, 1994; Rachel Gottlieb, “State Man Charged in Child-Porn Case is Ex-Teacher,” *Hartford Courant*, January 9, 1996; Maureen Graham, “Other Is Guilty in Child Porn Case,” *Philadelphia Inquirer*, July 30, 1994; “Child Porn Distributor Gets 5 Years,” *Star-Ledger (Newark, NJ)*, December 21, 1994; “FBI Agents Arrest 2 New Suspects in Interstate Kid,” *Press of Atlantic City (NJ)*, March 26, 1994; “Six Charged with Child Pornography Boston Man Arrested in New York,” *Associated Press*, March 26, 1994. All articles accessed via Newsbank database.

³⁷⁸ Jules Crienden and Jason Johnson, “Feds Arrest Hub Park Ranger in Kidporn Ring,” *Boston Herald*, March 26, 1994.

³⁷⁹ Rolf Diamant, interview by Hilary Lowe, November 13, 2019, Kennedy NHS MSS. Jim Shea, personal communication to the author, September 8, 2020.

³⁸⁰ Rolf Diamant, interview by Hilary Lowe, November 13, 2019, Kennedy NHS MSS. Jim Shea, personal communication to the author, September 8, 2020.

was formalized with the creation of the site manager position in 1995. Diamant considered this decision as a turning point, the “beginning of the road back.” He reflected, “Jim Shea deserves the lion’s share of the credit. Once Jim had running room, there was no stopping him.”³⁸¹ Coinciding with Doherty’s arrest, changes in federal employment rules meant that many longtime seasonal employees were no longer eligible for reemployment each year. As such, Shea had a remarkable opportunity to build a new staff that was committed to his vision for the site following the disruption caused by Doherty’s illegal activities.³⁸² Among the first new staff members was Michele Clark, who had been working as an archives technician at FRLA and was interested in historic houses. At first, Shea could only bring her to LONG by splitting her time between guiding and collections, but efforts by Shea and Diamant to bring more funds to the site eventually allowed for more staff dedicated to collections.³⁸³

As Shea began to build a new staff at LONG, Diamant moved to change management structures to better serve the tri-site group through the creation of a site manager position. According to Shea, the creation of the site manager position reflected Diamant’s recognition that all three sites had distinct and diverse needs that would benefit from more leadership and day-to-day attention than he could provide.³⁸⁴ Shea, who was asked to assume the role for LONG and JOFI, requested that he retain curatorial duties at both LONG and JOFI, but asked that FRLA site manager, Lee Farrow-Cook, perform the site manager duties at JOFI so Shea could focus on LONG.³⁸⁵ Shea’s request was granted. The dual-site manager and supervisory museum curator role certainly reflected Shea’s wide-ranging strengths and actual responsibilities, but it also had the effect of collapsing the site management and supervisory curator roles into one position.³⁸⁶

Shea and Diamant worked to gather support for funding requests that would increase staffing. In 1995, an increase of \$112,000 funded two permanent, subject to furlough, GS-05 park guides (Paul Blandford and Nancy Jones), and Shea also chose to

³⁸¹ Rolf Diamant, interview by Hilary Lowe, November 13, 2019, Kennedy NHS MSS. Jim Shea, personal communication to the author, September 8, 2020.

³⁸² Jim Shea, interview by Sara Zarrelli, May 27, 2020, in the LONG Resource Management Records (uncatalogued), LONG MSS.

³⁸³ James M. Shea, personal communication, November 3, 2020.

³⁸⁴ Lee Farrow Cook recalled that the creation of the site manager role was directly related to her request to step back from her duties as deputy superintendent, following the birth of her twins. Diamant’s efforts to reshape Farrow Cook’s role by creating two site manager positions is interesting not only in how it reshaped management structures, but also because it demonstrates an effort to keep Farrow Cook engaged in a leadership role while still accommodating her new responsibilities as a parent. Lee Farrow Cook, interviewed by Elena Ripple, April 26, 2017, Kennedy NHS MSS.

³⁸⁵ James M. Shea, interview by Sara Patton Zarrelli, May 27, 2020, in the LONG Resource Management Records (uncatalogued), LONG MSS.

³⁸⁶ Schedule for Major Work Projects: March–June, Box 44, Folder: Site Closure and Workplans, in the LONG Resource Management Records (uncatalogued), LONG MSS.

hire Kelly Fellner to serve as the supervisory ranger.³⁸⁷ LONG continued to hire seasonal rangers, typically three or four each year.³⁸⁸ A second increase in FY 1997, this time for \$245,000, permitted hiring an archives specialist and museum specialist.³⁸⁹ Notably, these increases restored full-time staff dedicated to collections for the first time in at least ten years.³⁹⁰ LONG first used a temporary detail to bring Kathryn (Kathy) Clippinger to the site; she became the supervisory museum curator from 1998 to 1999, when she was replaced by Janice Hodson. From 1996 to 2000, the park filled the museum specialist position, first by Michele Clark and then by Jude Pfister, before it disappeared from the org chart and was reclassified as the collection manager position, filled in 2001 by David Daly.³⁹¹ In 1999, Anita Israel was hired as the first archives specialist. These additions brought museum staffing up to a more reasonable level for year-round collections management work and likely made the remaining processing and conservation tasks appear more possible.

LONG benefited from the centralized administrative team at FRLA, which also supported JOFI. As Diamant described in an oral history interview, FRLA received significant funds during a period when other parks were not. At the same time, an attempt to decentralize regional office functions and create clusters of parks led to a reduction of positions in the regional offices. He recalled that the sites functioned as a “lifeboat” and that “cherry-picked survivors” came to work at the tri-sites, like B. J. Dunn, who became the principal administrator for all three sites.³⁹² This influx of individuals skilled in administration and other tasks may have given the sense that the priority was on FRLA, but at the same time, it freed LONG staff from having to fully support their own administrative and maintenance functions. For example, in a detailed personnel budget sheet for the tri-sites in FY 1999, generated in late 1998, FRLA and LONG each funded 45 percent of the maintenance positions, while JOFI paid the remaining 10 percent. This funding scheme allowed for twelve maintenance positions, ranging from specialists like woodcrafters and

³⁸⁷ Site Closure Workplan Schedule, Box 44, Folder: Site Closure and Workplans, in the LONG Resource Management Records (uncatalogued), LONG MSS, and James M. Shea, personal communication with the author, September 8, 2020.

³⁸⁸ Longfellow House-Washington’s Headquarters NHS Site Staff, “LONG Staff History” (working document, 2020), in the LONG Resource Management Records (uncatalogued), LONG MSS.

³⁸⁹ Operation Funding Increase for Longfellow National Historic Site Proposed by Jim Shea, Box 44, Folder: LONG Budget Increase, in the LONG Resource Management Records (uncatalogued), LONG MSS, and James M. Shea, interviewed by Sara Patton Zarrelli, May 27, 2020, additional documents provided at the interview, in the LONG Resource Management Records (uncatalogued), LONG MSS.

³⁹⁰ James M. Shea asserts that there was no on-site curator for nine years before he was hired. Park records suggest that five may be more accurate. James M. Shea, interviewed by Sara Patton Zarrelli, May 27, 2020, additional documents provided at the interview, in the LONG Resource Management Records (uncatalogued), LONG MSS.

³⁹¹ David Daly, personal communication, October 8, 2020.

³⁹² Rolf Diamant, interviewed by Hilary Lowe, November 13, 2019, Kennedy NHS MSS.

horticulturalists to more general gardeners and maintenance workers. Similar arrangements funding both management and professional services (which included both IT and the education specialist) spread both the cost and the benefit between the three sites. At least in theory, this gave LONG access to additional expertise, especially for interpretation, education, and maintenance, than they could have ever retained on their own. And, as had been the case since LONG's establishment as an NPS unit, LONG museum staff continued to care for JOFI collections; JOFI was unlikely to have been able to afford a curator independent of the tri-sites.³⁹³ While the centralized maintenance staff may have caused some frustrations, as all three sites had to share (especially given that both FRLA and LONG had significant grounds to care for), not having to directly fund all of their own maintenance needs avoided additional strains on LONG's already limited budget and provided a higher level of care than their budget alone could have provided.

Diamant's impact on the park was significant, though his attention began to be taken away from the park as he worked to help set up the new Marsh Billings Rockefeller NHS (MABI). During his extended absences while working at MABI in Vermont, both Deputy Superintendent Lee Farrow Cook and Management Assistant John Maounis served as acting superintendent. In an oral history, Farrow Cook recalled that Diamant remained very engaged with the tri-sites, but nonetheless, he was also managing another site with many challenges. For staff, it was a question of when, not if, Diamant would move to MABI permanently.³⁹⁴ By late 1998, it was clear Diamant would be moving soon. The NPS announced the appointment of a new superintendent, Myra Harrison, in January 1999.³⁹⁵

Park Planning and National/Regional Directives

The park completed three significant planning processes between 1991 and 1997, undergirding a massive wave of attention and new funds that swept over the house beginning in 1998. These funds would revolutionize preservation, operations, facilities, and interpretation. Thus the following reports form an important foundation for understanding the significant work that followed.

³⁹³ Site Closure Workplan Schedule, Box 44, Folder: Site Closure and Workplans, in the LONG Resource Management Records (uncatalogued), LONG MSS.

³⁹⁴ Lee Farrow Cook, interviewed by Elena Ripple, April 26, 2017, Kennedy NHS MSS.

³⁹⁵ Ruth Butler, "Interview with the New Superintendent... Myra Harrison," *Longfellow House Bulletin*, June 1999.

1991 Resource Management Plan

A catalyst for later work was the 1991 Resource Management Plan. The Resource Management Plan was a new type of plan requested by the regional office, encouraging parks to document the condition of their resources and establish baseline conditions. Through this process, the park would come to understand and articulate all of its resource management needs. An interesting outcome was that these plans could create a much more holistic sense of a park's needs. Previously parks had generally focused on needs that they thought could likely receive project funding. Instead, as Liz Banks put it, in Resource Management Plans, “you wrote about what the needs were regardless of whether there was a prayer of anything going to fund it.”³⁹⁶ Resource Management Plans also coincided with the increasing importance of historic landscapes within the NPS system. The report stated that the “Four primary resources of the Longfellow NHS are the historic structures, historic furnishings, historic manuscript/archives and historic grounds.”³⁹⁷ The first section focused on Natural Resources, establishing baseline information for the first time using the 1984 draft grounds report and the 1987 grounds maintenance manual, as well as noting more recent actions taken by the park to rehabilitate the grounds, including a plant propagation program charged with “genetically preserving the remaining collection.”³⁹⁸ As the condition of the landscape improved, the report noted: “The condition of the aesthetic resources of the site are good. Most of the vegetation has been brought back to health, grounds maintenance practices have been modified, and hazardous conditions have been corrected. In a historic/cultural landscape situation, such as that at Longfellow NHS, good aesthetics do not necessarily reflect an accurate historical scene.”³⁹⁹ To do this, the report recommended additional work, including an Archeological Overview and Assessment, Historic Grounds Report (in draft), and Restoration and Preservation Recommendations and plans.⁴⁰⁰ Additional areas for new study and reports included the completion of a Historic Resource Study and an Administrative History. Considering collections, the plan called for developing a Collection Storage Plan, a Historic Furnishings Report, Collection Management Plan, a Collection Condition Survey, and an Exhibit Plan. Beyond these new

³⁹⁶ Elizabeth Banks, interviewed by Sara Patton Zarrelli, June 31, 2020, Site Closure Workplan Schedule, Box 44, Folder: Site Closure and Workplans, in the LONG Resource Management Records (uncatalogued), LONG MSS and Site Closure Workplan Schedule, Box 44, Folder: Site Closure and Workplans, in the LONG Resource Management Records (uncatalogued), LONG MSS.

³⁹⁷ US Department of the Interior, National Park Service, *Resource Management Plan*, Longfellow National Historic Site, 1991, 1.

³⁹⁸ National Park Service, *Resource Management Plan*, Longfellow National Historic Site, 1991, 3.

³⁹⁹ National Park Service, *Resource Management Plan*, Longfellow National Historic Site, 1991, 6.

⁴⁰⁰ National Park Service, *Resource Management Plan*, Longfellow National Historic Site, 1991, 5; Historic Grounds reports are a precursor to the development of the Cultural Landscape Report (CLR).

plans, older management documents developed in the late 1970s, including the Final Master Plan, Statement for Management, and the Interpretive Prospectus, all needed to be updated.

Beyond the considerable work that needed to be accomplished, the report described the work that had been successfully completed. “All objects have been accessioned, but approximately one half remain to be cataloged.”⁴⁰¹ The report believed that the history collection alone contained about thirty-five thousand items.⁴⁰² The North Atlantic Region Cataloging team also finished cataloging Longfellow’s personal library (ten thousand items) in 1990.⁴⁰³ Equally important, “Hundreds of objects have been sent to conservators for stabilization and repair, and many thousands more require this level of professional care.”⁴⁰⁴ However, that care was jeopardized because the curator position had been vacant since 1989.⁴⁰⁵ The report closed with lists of current cultural resources project statements, which included statements to fund the following: a Cultural Sites Inventory; installing vault shelving; upgrading the museum storage environment, office, and reference space; restoring historic objects; replacing historic floor coverings; reproducing historic window hangings; restoring/reproducing historic wallpapers; cataloging historic archives/manuscript collections; cataloging historic objects; preparing a collection condition survey; preparing a CMP; preparing a historic furnishings plan; and preparing a collection storage plan. It was a massive list of needs that would require more than \$700,000 in supplemental funding.⁴⁰⁶ Notably, several of these statements focused on opening up more of the house to visitors through the restoration of second-floor rooms, which were initially used as office space, per the goals set by the 1978 interpretive prospectus.⁴⁰⁷ For all of the proposed work, the report emphasized the importance of authenticity and research to prevent restoration based on conjecture.⁴⁰⁸ There was work to be done, certainly, but it would not be done in a fashion that would compromise the remarkable intact collections and structures. The detailed report in many ways provided a blueprint for the necessary documentation and preservation at the site. While useful for an internal audience, the report’s length and reliance on internal language and benchmarks made it unsuitable for a wider audience. Jim Shea would transform many of its recommendations into a public document, the Longfellow Rescue Plan, in 1994.

⁴⁰¹ National Park Service, *Resource Management Plan*, Longfellow National Historic Site, 1991, 12.

⁴⁰² National Park Service, *Resource Management Plan*, Longfellow National Historic Site, 1991, 12.

⁴⁰³ National Park Service, *Resource Management Plan*, Longfellow National Historic Site, 1991, 27.

⁴⁰⁴ National Park Service, *Resource Management Plan*, Longfellow National Historic Site, 1991, 12.

⁴⁰⁵ National Park Service, *Resource Management Plan*, Longfellow National Historic Site, 1991, 27.

⁴⁰⁶ National Park Service, *Resource Management Plan*, Longfellow National Historic Site, 1991, 54–55.

⁴⁰⁷ National Park Service, *Resource Management Plan*, Longfellow National Historic Site, 1991, 31–48.

⁴⁰⁸ National Park Service, *Resource Management Plan*, Longfellow National Historic Site, 1991, 12.

1994 Longfellow Rescue Plan

In 1994, Longfellow staff developed a report entitled *Longfellow Rescue Plan*. The title rings with urgency, and the report detailed that after twenty years of being an official NPS site, conditions at Longfellow House were dire. Intended for both an internal and external audience, the report featured multi-page spreads of color images, showing deteriorated collections as well as groups of students visiting the house. Running only twelve pages, the report was designed to be both readable and quotable to a wide range of audiences who might be able to advance the needs it described. The choice to show only images of student groups suggests a calculated choice to reflect more heavily on the loss of programming for students, even though general tour programming for the public was suffering, too. And by providing solutions to some of the problems, the report was more than just a distress call—it was a call to action.

Describing the “Nature of the Emergency,” park staff highlighted the impossibility of balancing conservation and research use of collections with visitor services including public tours, special events, and education programs while being open to the public year-round, seven days a week, at current funding levels. The report predicted that if the situation in FY 1995 did not change, the park would have to take the following actions:

- Closure of museum to visitor tours for up to 7 months of the year
- Cuts in student education programs beyond the 50% reduction in FY '94
- No funding for emergency conservation of deteriorated or damaged museum pieces
- Restricted access to museum collections for scholars, researchers and [the] general public
- No funding to improve substandard storage of vulnerable museum collections
- Increase in [the] backlog of historic buildings and grounds preservation maintenance
- Cancellation of summer concerts and poetry readings for [a] second consecutive year⁴⁰⁹

In a section entitled “Collections in Jeopardy,” the report outlined that 25 percent or more of museum objects were undocumented, and at least the same number needed conservation work. The report took particular care to mention significant items such as paintings by Gilbert Stuart and Albert Bierstadt, the rare book collection, and the Asian art collection. The choice of these pieces again demonstrates that this report was calculated to raise alarm in both individuals very familiar with the home and those who might not have been but who would recognize the value in these famous names. Sections on facilities and

⁴⁰⁹ National Park Service, *Longfellow Rescue Plan: Longfellow National Historic Site, Cambridge, MA, 1994*, no page numbers.

visitor services noted similar declines and needs.⁴¹⁰ The document then outlined a plan for “rescue” that would be funded by both private donations and federal dollars. The decision to seek funding from both traditional NPS sources and private philanthropy is a notable diversion from previous reports that had not looked beyond internal funding sources. The park would begin by “aggressively” seeking funding from collections management and cyclic maintenance programs at both the regional and national levels. However, the rescue plan made clear that this funding would pay for surveys of collections and facility systems, not the actual work that these surveys and reports would recommend. Meanwhile, “through a combination of new user fees, donations and expanded partnerships, Longfellow National Historic Site will attempt to sustain small pieces of its education and cultural programs, the ‘seed corn’ of successful community programs, and relationships that have been painstakingly built up over many years. . . . Initial steps have already been taken in for the formation for a Longfellow ‘Friends’ Group. Although the maturation of this effort may take many years, having a private organization of concerned friends and neighbors. . . . is critical to the Longfellow museum’s recovery and long-term stability.”⁴¹¹ The formation of the Friends group was a particularly important development that again underscores that this document was intended to develop new benefactors and be something that supporters could put to use advocating for the site. (The Friends of Longfellow House will be discussed in more detail later in this chapter.)

The remainder of the plan outlined a request for a base operating increase of \$250,000, which would fund five new staff positions and a one-time request of \$2.5 million for construction and restoration. Of particular note is the emphasis the plan put on museum staff—of the five FTEs requested, only one would be visitor services, one would be maintenance, and the other three would be museum technicians responsible for greater collection care. The report concluded with the warning: “All of these efforts, undertaken with the best intentions, will ultimately unravel if the basic federal appropriation for operating and caring for Longfellow National Historic Site is not significantly increased.”⁴¹² In other words, a one-time infusion of cash was insufficient. The park needed both one-time funding to fix major problems and then increased operating funds to sustain the work accomplished. A masterful work of public relations, threads of the *Longfellow Rescue Plan* would be evident in the massive restoration and preservation work undertaken from the late 1990s through the early 2000s.

⁴¹⁰ National Park Service, *Longfellow Rescue Plan: Longfellow National Historic Site, Cambridge, MA, 1994*, no page numbers.

⁴¹¹ National Park Service, *Longfellow Rescue Plan: Longfellow National Historic Site, Cambridge, MA, 1994*, no page numbers.

⁴¹² National Park Service, *Longfellow Rescue Plan: Longfellow National Historic Site, Cambridge, MA, 1994*, no page numbers.

1995 Management Objectives

Under the leadership of Site Manager Jim Shea and tri-site Superintendent Rolf Diamant, the park requested a review from the region of its management directives and the creation of a new General Management Plan (GMP).⁴¹³ Regional Director Marie Rust did not feel this was possible or appropriate, but instead recommended the recently established “Management Objectives” workshop.⁴¹⁴ In 1995, parks across the region were encouraged to rewrite or develop management objectives through this workshop process: “Each workshop will be held on-site providing the opportunity for regional office personnel to ‘get into the field’ and experience the resource. These workshops offer a forum for park and regional office personnel to discuss and come to a consensus on a park’s major issues and fundamental direction.”⁴¹⁵ In addition to park and regional staff, important community stakeholders like friends groups, the historical commissions, and other preservation organizations were invited. The outline of the process demonstrates the value of creating management objectives that were park specific and represented both NPS and community goals for the park unit. The process also suggests that it was intended to bridge the sometimes real and sometimes perceived divide between those on the ground who understood the site best and specialized regional staff acting to support park units’ additional needs and projects.

At LONG’s Management Objectives Workshop, non-NPS attendees included Charles Sullivan, Executive Director of the Cambridge Historical Commission; Maura Smith, Executive Director of the Cambridge Office of Tourism; LeRoy Cragwell, President of the Cambridge African American Heritage Trail Commission; Frank Duehay, City Councilor Cambridge; Jane Nylander, SPNEA Director; Richard Nylander, SPNEA Curator; Mark Shell, founder, Longfellow Institute, Harvard University; Timothy Burgard, Curator, Fogg Art Museum, Harvard University; and Eileen Woodford, Regional Director, National Parks & Conservation Association. Along with NPS staff, this group discussed the following issues, identified as facing Longfellow:

- Public access is diminished due to reduction in the park’s hours of operation. Currently the park is open only seasonally.
- Lack of funds and programs space limit the park’s ability to provide an optimal level of educational programming.
- Lack of funds and environmentally controlled work space limit the park’s ability to conserve deteriorated and damaged artifacts.

⁴¹³ In 1995, LONG did not have a GMP, but did have its predecessor, a master plan, from 1978.

⁴¹⁴ James M. Shea, interviewed by Sara Patton Zarrelli, May 27, 2020, in LONG Resource Management Records (uncatalogued), LONG MSS. This section uses portions of an earlier draft completed by Michelle McClellan.

⁴¹⁵ Management Objectives Workshop, Box 45, Folder: Management Objectives Workshop, 1995, in LONG Resource Management Records (uncatalogued), LONG MSS.

- Access to museum collections both for scholars and the general public is severely limited.
- The park's museum collections are not secured in appropriate storage.
- Required maintenance on the park structures and grounds has been deferred.
- Special programs for the public have been curtailed.⁴¹⁶

Following the discussions held during the two-day workshop and the review of drafts by all participants, the group produced the following Management Objectives:

1. Preserve, protect, and document the furnishings, archives and library, personal effects, ephemera, and fine and decorative arts in their context.
2. Preserve and maintain the landscape to reflect the conditions and values that evolved over a period of time from the 18th century through the Longfellow family residency.
3. Preserve the Longfellow House as a home to reflect the aesthetic and intellectual values of the Longfellow family.
4. Bring the buildings and building systems up to environmental engineering and historic preservation standards and maintain the historic integrity and structure of the house.⁴¹⁷

While the Management Objectives report provided some guidance for interpretation, it was vague and focused on access for locals, students, and tourists and increased community partnerships.⁴¹⁸ Given the vagueness of the interpretive objectives, it is difficult to assess if they were implemented, and it seems more likely that they were superseded by the comprehensive interpretive planning process. More importantly, the workshop acted as a manifestation of the growing base of public support for LONG and to build a base for continued advocacy for the park both by the Friends of Longfellow House and by the regional office. Along with the 1991 RMP and the Longfellow Rescue Plan, the 1995 Management Objectives would serve as important touchstones through a period of significant change. These objectives would not be revisited or updated again until the 2017 foundation document.

⁴¹⁶ Management Objectives Workshop, Box 45, Folder: Management Objectives Workshop, 1995, in LONG Resource Management Records (uncatalogued), LONG MSS.

⁴¹⁷ Management Objectives Workshop, Box 45, Folder: Management Objectives Workshop, 1995, in LONG Resource Management Records (uncatalogued), LONG MSS.

⁴¹⁸ Management Objectives Workshop, Box 45, Folder: Management Objectives Workshop, 1995, in LONG Resource Management Records (uncatalogued), LONG MSS.

Budget

LONG's access to budgetary resources was uneven between 1991 and 1998. On one hand, the 1990s were a lean time for the NPS as a whole, and cuts occurred in staffing and budgets at both the park and regional office levels. Additionally, budget battles in Congress led to multiple shutdowns, including a brief shutdown in October of 1990, and longer shutdowns that began in November of 1995 and were not fully resolved until January 1996. During these shutdowns, LONG closed to the public and staff members were furloughed. The shutdowns likely had a negative impact on staff morale and program planning. Based on currently available records, it is difficult to assess further impact, though it is most likely that the effects of the shutdown expanded beyond what is described here. Individual park units felt the effects of these budget disagreements in other ways, as well.

For example, in 1994, “only one of 368 National Park Service sites nationwide received a budget increase,” and it was a modest increase of \$50,000 to General Grant National Memorial, popularly known as Grant's Tomb, which some attributed to intense lobbying from supporters of the site.⁴¹⁹ Both Diamant and Shea quickly grasped that it was not enough to have a budget shortfall—after all, most parks did. Instead, park managers had to advocate for their park by telling compelling stories that would motivate supporters to lobby Congress and others. LONG staff went to particular lengths to demonstrate the site's budgetary crisis, showing that the site's budget was stagnant or even in slight decline when taken in a measure of real dollars.⁴²⁰ According to the *Longfellow Rescue Plan*, closing the gap between identified needs and the current budget would require a yearly operating budget increase of \$250,000 to pay for five FTEs and an additional request for one-time “Development Program” funds for replacing HVAC and fire suppression systems, rehabbing historic interiors, and preserving the historic gardens, totaling \$2.5 million.⁴²¹ To move their requests forward, the park also mobilized significant national figures. In a

⁴¹⁹ Ken Maguire, “Closed for the Season: Long Winter for Longfellow House,” *Cambridge Chronicle*, December 22, 1994.

⁴²⁰ In addition to comparing LONG's budget over time, it also compared LONG's budget with the Home of FDR and Sagamore Hill NHS. These comparisons, while dramatic (LONG received \$689,000 less than FDR), may not have been accurate. The Home of FDR is effectively co-managed with NARA, which operates the FDR presidential library on-site, and includes three distinct historic homes and extensive grounds. Likewise, it is co-managed with Vanderbilt NHS, which like for the tri-sites, offered areas for budgetary ingenuity. Sagamore Hill, a Theodore Roosevelt Site, also represents a challenging comparison. As well-documented by Ned Kaufman in his 2007 *Administrative History*, the property came with a significant endowment, income from which was at least theoretically applied to the park budget. While Kaufman notes that by the 1980s, the Friends group had effectively taken control of the endowment and how income would be spent, it does represent an income source not available to LONG. And, while the mechanisms for SAGA, HOFR, and LONG coming to the NPS were fairly similar, the similarities ended there.

⁴²¹ National Park Service, *Longfellow Rescue Plan: Longfellow National Historic Site, Cambridge, MA*, 1994, no page numbers.

newspaper clipping from 1994, Rep. Joseph P. Kennedy II (D-MA) visited to launch a campaign to increase federal funding and to prevent further cutbacks in programs and preservation efforts. Kennedy stated:

The Longfellow House is a site of great historic and educational significance—home not only to New England’s greatest poets, but also to George Washington when he came to Cambridge to take command of the Continental forces. This historic dwelling also generates considerable economic revenue, serving as a major tourist attraction to visitors interested in the cultural and literary history of our region. However, if we fail to address serious shortfalls in the Longfellow House budget, we could see this priceless resource closed for up to seven months a year, further cutbacks made in student programs and efforts to preserve important documents and artifacts come to a screeching halt.⁴²²

Kennedy called for Congress to add \$250,000 to the proposed 1995 budget, precisely the amount listed in the *Longfellow Rescue Plan*, to “allow the house to remain open year-round and help restore artifacts in danger of further deterioration.”⁴²³ Despite the effort, LONG saw no increase until FY 1997, and visitor services and programming continued to languish in the interim.

In 1997, the park produced a document entitled “Budget Status Summary.” The document outlined a “strategy for recovery” in three phases. Phase I was the successful request for an operating increase for FY 1997. The increase of \$112,000 “partially restored” visitor services by hiring two permanent ranger positions. This allowed for a compact visitor season from roughly April to November, permitted limited group tours and education programs, and allowed for additional research appointments. Phase II was a second operations increase of \$245,000 for FY 1998. This increase focused on providing better management for museum collections through processing, cataloging, and inventorying collections, as well as providing for a higher level of object care and conservation. The increase would allow for the assessment of “needs associated with rehabilitation of systems/facilities” and fully restore visitor services. Phase III requested line-item construction funding of \$1.6 million for FY 1999, which would allow for the installation or upgrade of key systems like HVAC, security, fire suppression, and others; conservation or restoration of historic interior finishes; rehabilitation of the carriage barn to serve as a staff kitchen and office space; and rehabilitation of the cultural landscape.⁴²⁴ LONG obtained the Phase II increase in full for FY 1998. According to a triumphant article

⁴²² “Kennedy Pushes for Funding of Historic Longfellow House,” newspaper not listed, May 19, 1994, Box 30, Administrative History LONG NPS Employees, in LONG Resource Management Records (uncatalogued), LONG MSS.

⁴²³ “Kennedy Pushes for Funding of Historic Longfellow House,” newspaper not listed, May 19, 1994, Box 30, Administrative History LONG NPS Employees, in LONG Resource Management Records (uncatalogued), LONG MSS.

⁴²⁴ National Park Service, *Budget Status Summary Longfellow National Historic Site, Cambridge, MA, 1997*, 5.

in the *Longfellow House Bulletin*, the increase was “one of the largest increases this year for any national park or site in the Northeast region.”⁴²⁵ The increase would allow for the hiring of two new full-time staff members and, perhaps more importantly, would reduce reliance on FRLA’s budget to cover the shortfalls.⁴²⁶ Now, if LONG could be successful in obtaining the funding outlined in Phase III, the park would be well on its way to achieving the budget goals set out in the *Longfellow Rescue Plan*.

While staff advocated for budgetary increases in a generally tight budget climate, there were areas that the NPS was still funding more generously. One of these was the new Olmsted Center for Landscape Preservation (OCLP), established in 1992 and headquartered at FRLA.⁴²⁷ Diamant actively harnessed supporters, including landscape architects and others, to lobby for funding, and advocated for funding himself within NPS. As a result, money came to FRLA to support both OCLP and structural and collections preservation.⁴²⁸ By extension, money also flowed to LONG and JOFI. As Diamant noted in an oral history interview, the ability to centralize administration at FRLA and have FRLA absorb some other operating costs kept JOFI and LONG open and functioning, albeit with reduced staffing and operating hours.⁴²⁹ Without this support, LONG would have fallen prey to the general NPS budgetary austerity. The extent of FRLA’s role in keeping LONG solvent was detailed in an internal budget report from 1998.

Despite base increases for staffing, a report from late 1998 reveals that LONG was operating at an approximately \$89,000 deficit. While JOFI’s \$4,000 deficit is less striking, covering these deficits accounted for almost 80 percent of FRLA’s \$118,000 surplus.⁴³⁰ That is, LONG was unable to operate at what staff considered more appropriate staffing and programming levels within the parameters of the budget allocated to the site. Only with the fiscal largess of FRLA could operations be sustained, and as evidenced from funding calls from 1995 (four years prior to the report referenced here), the site was keenly aware of this dependence and, in essence, its potential fragility, should FRLA’s funding be cut. Circumstances like this one demonstrate one of the benefits of shared management in that the available resources and expertise (like administration, maintenance, and to some extent

⁴²⁵ “House Finally Receives Substantial Budget Increase!,” *Longfellow House Bulletin*, December 1997.

⁴²⁶ “House Finally Receives Substantial Budget Increase!,” *Longfellow House Bulletin*, December 1997.

⁴²⁷ Olmsted Center for Landscape Preservation, “History,” National Park Service, <https://www.nps.gov/orgs/1594/oclp-history.htm> (accessed November 28, 2020).

⁴²⁸ Rolf Diamant, interviewed by Hilary Lowe, November 13, 2019, Kennedy NHS MSS.

⁴²⁹ Rolf Diamant, interviewed by Hilary Lowe, November 13, 2019, Kennedy NHS MSS.

⁴³⁰ Olmsted, Longfellow, and Kennedy National Historical Sites, Fiscal Year 1999 Preliminary Budget Planning Summary, Folder Site Closure Workplans and Schedule, Box 44 Jim Shea Management/Planning Files, in the LONG Resource Management Records (uncatalogued), LONG MSS.

curation) could be shared. These efficiencies helped make the most of scarce resources, and the tri-sites continue to use a centralized model for administration and maintenance at present for these same reasons.

Cultural Resources

Structures

LONG completed several important studies in this period, including the Museum Security Survey (1991), Structural Fire Management Plan (1994), and the Carriage House Historic Structure Report (1997). These reports laid important groundwork for future restoration and structural repairs that would require significant additional funding. Diamant recalled that the Structural Fire Management Plan proved to be particularly persuasive, as experts estimated that the entire structure and its collection could be completely destroyed by fire in as little as ten minutes.⁴³¹ The mid-nineties at LONG are best characterized as a time of preparation, including planning and design, for significant structural repair and rehabilitation.

Collections

Planning/Policy

Jim Shea and Janice O'Connor drafted a new SOCS in 1993. While never approved, the SOCS was a distinct departure from previous statements, and its influence can be seen in approved SOCs in the 2000s. The SOCS opened, "Since the last approved scope of collections statement was written in 1985 [1983], there has been a reassessment of the collection and change in the philosophy of how material already deposited should be defined. This reassessment is reflected in the following listing of "Types of Collections."⁴³² The SOCS retained the categories of architectural collection, photographs, manuscripts, library collection, and archeological collection, and added a natural resource collection. The natural resource category gave a home to plant specimens collected on the grounds that would be a resource for both management and historic understanding. Cultural collections replaced the "historic furniture and furnishings" category. Historic furnishings remained the major subcategory for cultural collections, which was intended to expand the view of the collections, "which illustrate the taste and character of the various residents

⁴³¹ Rolf Diamant, interviewed by Hilary Lowe, November 13, 2019, Kennedy NHS MSS.

⁴³² There is considerable discrepancy in park records as to if this statement was finalized in 1983 or 1985. This report will use 1983 as the date of this scope. National Park Service, *Longfellow National Historic Site Scope of Collections Statement*, 1993.

during the two historic periods [Henry W. Longfellow (1843–1882) and Alice Longfellow (1882–1928)].⁴³³ The SOCS also provided more subcategories, “Paintings, Sculpture, Furniture, Ceramic—including Charles Longfellow, the poet’s son, and his collection of Oriental ceramic, historic photographs.”⁴³⁴ The SOCS introduced some new periods for the manuscript collection, posing 1973, the year the Longfellow Trust donated the property, as a logical end date. The document concluded that some of the descriptions of the collections were conjectural, as a vast amount of items still needed to be cataloged and much of the manuscript collection was unprocessed.

The SOCS likely reinforced a sense of urgency that the house faced both simple and complex preservation and maintenance problems at every turn that staff either did not have time for or were not trained to handle. Adding to the frustration was the recognition by staff that the collection was generally outside the intellectual control of the NPS, and that it was stored seemingly everywhere and anywhere within the house.⁴³⁵ The CMP developed by the Northeast Museum Services Center (NMSC) in 1995 would confirm some of these concerns, in addition to providing solutions.

The Center’s plan, completed in September 1995, provided a comprehensive review of staffing, security and fire protection, collection storage, exhibits, museum maintenance and housekeeping, archival collection, museum record keeping, and scope of collections statements. Several conclusions are noteworthy. First, the report considered the 1993 draft SOCS statement a good starting point, but recommended creating a tighter statement of significance of collections and more carefully managing future accessions, as well as deaccessioning identified items.⁴³⁶ On the topic of preventative maintenance and housekeeping, the plan unsurprisingly identified mechanical systems, especially HVAC and humidity monitoring, as clear shortcomings, citing several other studies on the topic completed at Longfellow, along with the need for routine collections care.⁴³⁷

⁴³³ National Park Service, *Longfellow National Historic Site Scope of Collections Statement*, 1993, in LONG Resource Management Records (uncatalogued), LONG MSS.

⁴³⁴ National Park Service, *Longfellow National Historic Site Scope of Collections Statement*, 1993, in LONG Resource Management Records (uncatalogued), LONG MSS.

⁴³⁵ National Park Service, *Longfellow National Historic Site Collection Management Plan*, 1995, in LONG Resource Management Records (uncatalogued), LONG MSS. Appendix B, Survey of Unprocessed Material on the First and Second Floors of Longfellow House, gives a sense of the disorder. Under Bathroom (RM105) is listed, “sculpture bust in cart labelled ‘historic object/do not touch’; bench; mirror; lectern (modern equipment); lockers (modern equipment).” While such mixings of collection and non-collection equipment were unusual, nearly every room yielded a piece of furniture without a catalog number, and uncatalogued small items lurked behind every closed door or shut drawer.

⁴³⁶ National Park Service, *Longfellow National Historic Site Collection Management Plan*, 1995, in LONG Resource Management Records (uncatalogued), LONG MSS, section 2.

⁴³⁷ National Park Service, *Longfellow National Historic Site Collection Management Plan*, 1995, in LONG Resource Management Records (uncatalogued), LONG MSS, section 5.

The old heating system produced large swings in temperature and relative humidity. Adding to the heating issues was that the modern furnaces used existing ductwork that had never been cleaned after the coal furnaces were decommissioned. As noted earlier, the initial installation of the forced air system spread coal dust all over the house. Even twenty years later, turning on the heat each fall brought an unpleasant smell accompanied by “clouds [of soot] . . . coming from the vents.”⁴³⁸ Meanwhile, with no cooling system, the staff simply opened the windows in the summer, which introduced dirt and insects, as well as the opportunity for theft.⁴³⁹ Designing a new system that would provide for both heating and cooling while respecting the historic fabric would be complex.⁴⁴⁰ On the topic of collection care, the CMP noted areas for improvement that spoke to the lack of staff time for collections care. A prime example was the case of the fine art in the collection, which was generally in good condition. However, because staff did not have time for routine cleaning and preservation tasks like checking the paintings’ hanging hardware, several paintings were damaged when their historic hardware simply gave way.⁴⁴¹

The remainder of the report made suggestions about storage and staffing. In terms of collection storage, the report recommended improving the existing vault space and centralizing collection storage within it. These recommendations clearly informed work on the vault and the return of collections to the house in the early 2000s, following construction. For staffing, it recommended that the museum manager position should be upgraded to a GS-12, with the creation of a separate position for a GS-09 curator.⁴⁴² Finally, the plan noted the period conflicts in exhibits, which followed the general rule that rooms should be restored to Henry Wadsworth Longfellow’s period if known, and if not, to Alice Longfellow’s configuration, concluding: “This approach has led to inconsistencies that warrant further discussion. The mix of rooms restored to different periods creates an overall interior that never existed historically. In at least one instance (the first floor hall) a room has been restored to the Longfellow period, except for the reproduction floor

⁴³⁸ National Park Service, *Longfellow National Historic Site Collection Management Plan*, 1995, in LONG Resource Management Records (uncatalogued), LONG MSS, 28.

⁴³⁹ Kathleen Catalano Milley interviewed by Sara Patton Zarrelli, May 28, 2020, and James M. Shea, interviewed by Sara Patton Zarrelli, May 27, 2020, both in LONG Resource Management Records (uncatalogued), LONG MSS.

⁴⁴⁰ Elizabeth Banks noted in an interview that the 1975 HSR concluded that introducing insulation into the structure would cause it to “sweat,” which would be very detrimental to collections. Therefore, the goal of HVAC work was to decrease swings in temperature and humidity. Elizabeth Banks, interviewed by Sara Patton Zarrelli, June 30, 2020, in LONG Resource Management Records (uncatalogued), LONG MSS, and National Park Service, *Longfellow National Historic Site Collection Management Plan*, 1995, in LONG Resource Management Records (uncatalogued), LONG MSS, 29.

⁴⁴¹ National Park Service, *Longfellow National Historic Site Collection Management Plan*, 1995, in LONG Resource Management Records (uncatalogued), LONG MSS, appendix E.

⁴⁴² Records suggest that at some point, Jim Shea’s position was called Museum Manager. However, Shea does not recall this, and the records describing the museum manager position are fragmentary. It appears that this recommendation was not taken.

covering, which dates to the Alice Longfellow period—thus creating an individual room that never existed historically.”⁴⁴³ These challenges would be considered at length during the Furnishing Plan workshops in 1998.

In addition to the desperately needed cataloging, staff moved forward with studies of historic finishes and furnishings. Following the 1995 Collections Management Plan and a report on historic finishes, the park recognized that the then very likely upcoming closure for structural renovation would offer an unparalleled opportunity to reinstall the collections according to a new furnishings plan. This in turn created the impetus for a Historic Furnished Interiors Workshop, held in May of 1998. Using the management objectives drafted in 1995 as a basis for interpretive focus, the workshop debated the following alternatives:

- *Alternative 1:* Present Condition (1998)
- *Alternative 2:* Restore the furnished interior to the Longfellow House Trust Period (c. 1928–72)
- *Alternative 3:* Restore the furnished interior to the Alice Longfellow Period (c.1882–1928)
- *Alternative 4:* Restore the furnished interior to the Henry W. Longfellow Period (c. 1868–82)
- *Alternative 5:* Restore the furnished interior to a combination of the Alice Longfellow Period (second floor) and Henry W. Longfellow Period (first floor)⁴⁴⁴

The workshop debated the value of each alternative, taking into account site significance as defined by the National Register and the most recent Historic Resource Study (HRS), as well as yet-undocumented areas of significance, feasibility in terms of documentation, cost, available collections, and how an alternative would impact interpretation. Recognizing the inconsistency in the current furnishing plan (Alternative 1) identified by the CMP team, the workshop group determined that Alternatives 3 and 5 were most appealing, and that “the inconsistency created with the split time periods made Alternative 5 less appropriate.”⁴⁴⁵ The group selected Alternative 3, stating:

Alice Longfellow’s period in the house is the best documented, and creates complete continuity between the house and the landscape. Furnishing the house to Alice Longfellow’s period would not substantially alter the contributions of succeeding generations to the house (with the exception of some furnishings introduced by Harry Dana). In addition, very few structural

⁴⁴³ National Park Service, *Longfellow National Historic Site Collection Management Plan*, 1995, in LONG Resource Management Records (uncatalogued), LONG MSS, 36.

⁴⁴⁴ Interpretive Objectives, Box 2, Folder: CIP, in LONG Resource Management Records (uncatalogued), LONG MSS.

⁴⁴⁵ Interpretive Objectives, Box 2, Folder: CIP, in LONG Resource Management Records (uncatalogued), LONG MSS.

changes occurred after 1928. This continuity would improve site interpretation, and increase the clarity of tours and other programs. Recognizing the complexity of Longfellow’s descendants’ contributions, this period would portray the gradual memorializing of the house, and the commitment of family members to keep the house as a historic site, a significant contribution to preservation philosophy in itself.⁴⁴⁶

The report also noted that a clear “disadvantage is that interpreting Alice’s time period would eliminate the opportunity to furnish the lower rooms to the mid-19th-Century appearance, and take advantage of the almost unequalled 19th-Century documentation.”⁴⁴⁷ These discussions laid the groundwork for a new historic furnishings report that would be completed during closure and dictate arrangements for collections as they were reinstalled.

Research Use

During this period, archives and collections became more available to researchers again because there were dedicated staff on-site. Michele Clark remembers assisting researchers in the basement, and the addition of more museum staff also facilitated these efforts. While much of the collection remained unprocessed, interest in researching within it remained unabated. Notable publications in this period include *Charles Appleton Longfellow: Twenty Months in Japan, 1871–1873*, containing letters and photographs from Charles Longfellow, edited by scholar Christine Laidlaw, published through the efforts of the Friends of Longfellow House in 1998.

Archives

Beginning in 1993, the park started to receive yearly funding to support cataloging the archives. LONG received approximately \$70,000 from the backlog cataloging fund each year, continuing through 2007 when the archives were completely cataloged.⁴⁴⁸ While the funds were a critical piece to addressing the needs of the archives, the park also faced a challenge in that archival materials kept turning up in unlikely places; staff uncovered a collection of family photos inside a potbellied stove stored in the carriage house, and nearly every drawer or closet yielded similar surprises as Shea continued to take charge of collections.⁴⁴⁹ In part, the attention to the archives can be directly attributed to Shea, who

⁴⁴⁶ Interpretive Objectives, Box 2, Folder: CIP, in LONG Resource Management Records (uncatalogued), LONG MSS.

⁴⁴⁷ Interpretive Objectives, Box 2, Folder: CIP, in LONG Resource Management Records (uncatalogued), LONG MSS.

⁴⁴⁸ James M. Shea, interviewed by Sara Patton Zarrelli, May 27, 2020, additional documents provided at the interview, in LONG Resource Management Records (uncatalogued), LONG MSS.

⁴⁴⁹ Pamela Ferdinand, “Poet’s House Long of Treasure, Short on Cash: Money Crunch Forces Closing of Longfellow House,” *Boston Globe*, February 5, 1995, Sunday edition.

recognized their importance, and the interest of the founding members of the Friends of Longfellow House, who were themselves researchers in the collections. Their combined advocacy was an important factor in securing the funds for processing.

Museum Collections

As with the archives, cataloging collections was critical. By 1993, Shea had enough of a measure of the site to know that cataloging was essential and that for many collections items, preservation had hit a now-or-never stage, as illustrated by the following dramatic story: “A hand-carved wood figurine . . . fell from atop a 17th century [*sic*] Dutch clock and shattered.”⁴⁵⁰ Like archival collections, museum objects were everywhere—and were often stored inappropriately. Michele Clark, the first museum staff person hired by Jim Shea, recalled that much of their available time and resources went to moving collections out of places like closets and drawers, and then rehousing them. Clark especially remembers rehousing clothing that was in danger of ripping itself off hangers.⁴⁵¹ The park also made a difficult, if decisive, move to close the park for the winter between 1994 and 1995, redirecting funds that would have hired seasonal guides to hire a team to catalog.

From 1993 until the site closed for a multi-million-dollar restoration effort in 1998, cataloging and processing efforts continued. While significant progress was made, not every team was clear about the task, and it seems that the 1993 SOCS was not always actively used to guide activities. As the authors of every SOCS from 2003 forward have reminded readers, a major 1998/1999 cataloging effort falsely accessioned several JOFI items to LONG’s collections, accessioned “a can of GSA-issue scouring powder,” and individually cataloged a collection of modern tacks and nails.⁴⁵² These cases should underscore both the challenge and unevenness of the work, which must have been exhausting. It is perhaps easy to imagine that when surrounded by so many uncatalogued and significant items, a team could begin to almost blindly catalog any item without a number they happened across. Among such a mountain of significant and insignificant objects, attempts to separate items that needed to be cataloged from those that needed judicious use occasionally failed.

⁴⁵⁰ National Park Service, *Longfellow Rescue Plan: Longfellow National Historic Site, Cambridge, MA*, 1994, no page numbers. The clock dates to 1750 and is incorrectly described as seventeenth century; it is eighteenth century.

⁴⁵¹ Michele Clark, interview with the author, October 9, 2020.

⁴⁵² National Park Service, *Longfellow National Historic Site Scope of Collections Statement*, in LONG Resource Management Records (uncatalogued), LONG MSS, 2003.

Archeology

As noted previously, LONG generally did not conduct archeological work, even when it was required.⁴⁵³ This began to change during work improving accessibility to the visitor center in 1996. While the archeology was completed, it was poorly executed and reported.⁴⁵⁴ Fortunately, the visitor center ramp project would be the last one completed without assistance from the regional archeologist. During major projects in the late 1990s and early 2000s, the most comprehensive archeological work to date on the house and grounds would be completed by skilled teams from the regional office.

Cultural Landscape

In addition to researching and reports on the historic interior and exterior, the 1990s marked a renewed interest in the landscape. The newly created Olmsted Center for Landscape Preservation (OCLP), based out of FRLA, took the lead on these studies, and the OCLP's location likely influenced LONG's move to the top of the priority list for critical landscape studies.⁴⁵⁵ Building off of a report done in 1984, OCLP staff members prepared a three-volume CLR adhering to the new standards of landscape documentation developed by the OCLP. The first volume, approved in 1993, was a history of the landscape. It provided a detailed description of the landscape from the establishment of Cambridge by British colonists through the 1990s. Additional work continued, and in 1999, the second volume was published. Volume 2 reviewed the landscape to determine if it was independently significant under the National Register Criteria. This effort likely was an attempt to evaluate what latitude the park would have in restoring or changing the gardens, recognizing that landscapes and the work of landscape architects were receiving new consideration and recognition under the National Register. Given this, the report sought to evaluate if the garden and/or if its primary designer, Martha Brookes Brown Hutcheson, was significant enough that the work could be considered the “work of a master” *and* that it possessed enough integrity of her design. While the park had been added to the National Register when it was created in 1966 because it was already an NHL, the National Register listing (completed in 1979) was essentially a bare-bones placeholder, often called an administrative listing. Recognizing that this would need to be updated, and that such an update would take into account changing definitions of significance, the second volume

⁴⁵³ Haynie, *Archeological Overview and Assessment*, 19.

⁴⁵⁴ Haynie, *Archeological Overview and Assessment*, 24.

⁴⁵⁵ Rolf Diamant, interviewed by Hilary Lowe, November 2019, Kennedy NHS MSS.

provides both the research—and potential consequences—to the park. In 1997, a complete draft of the third volume, which provided treatment recommendations, was reviewed, but it would not move forward until the early 2000s.⁴⁵⁶

Public Operations Overview

Until 1993, LONG continued to be open seven days a week year-round. In 1995, Diamant maintained the precedent begun in 1994 of closing over the winter, expanding it so that the park would be closed for seven months of the year and operate on a five-day-a-week schedule during the open season. This was a significant reduction from the previous schedule, where the parks were open seven days a week, year-round.⁴⁵⁷ At the same time, interpretive staff stopped rotating between LONG and JOFI. In his oral history, Diamant attributes these changes to the cuts in hours and also the fact that the rotation model was unpopular among interpretive staff. The LONG staff wanted to be specialists because the stories at LONG are much more complex. At the same time, working at JOFI was very different because interpretation at JOFI relied mainly on playing tape recordings of Mrs. Kennedy interpreting the house. As a result, the two parks attracted very different kinds of interpreters, and creating separate staff for each site made sense. Key interpretative programs in this period include the Christmas Open House, Family Days (activity-based exploration opportunities inside and outside the house designed for families), as well as the summer concerts.

Interpretation

The park completed its first HRS in 1996. The study was notable in that it confirmed many of the basic assumptions of significance (and therefore what should be interpreted) that the park was already using. The report concluded: “Research for this project revealed little new evidence of significance in the major periods of development of the site. It did produce confirming evidence for conclusions drawn in extant planning

⁴⁵⁶ Longfellow Garden Rehabilitation Workplan, April 5, 2001, Box 27, Folder: Landscape Garden Rehabilitation, in LONG Resource Management Records (uncatalogued), LONG MSS. See also, Lauren Meier, *Cultural Landscape Report for Longfellow National Historic Site, Volume 3, Treatment*, US Department of the Interior, National Park Service, Preliminary Draft, July 1997, in LONG Resource Management Records (uncatalogued), LONG MSS.

⁴⁵⁷ James M. Shea, interviewed by Sara Patton Zarrelli, May 27, 2020, additional documents provided at the interview, in LONG Resource Management Records (uncatalogued), LONG MSS.

documents, and has proven useful in filling gaps in the structural evolution of site.”⁴⁵⁸ Thus the HRS served in many ways to enforce the utility of early planning documents and known significance of the site, and did not alter the interpretive focus. While old, the 1978 Interpretive Prospectus appears to have been at least nominally in effect, though Jim Shea began the process of changing how interpreters were trained, especially after Brian Doherty’s arrest. Shea placed a high value on research, scheduling time for interpreters to conduct their own research, and carefully vetted tours for “ranger lore.” Shea’s belief that the Washington residency was equally important to the Longfellow period also began to impact interpretation, as he required interpreters to give more time to Washington during the tours.⁴⁵⁹ Combined with the increasing availability of archival material, interpretation diversified in this period and laid the groundwork for the Comprehensive Interpretive Planning process that began in 1999.

Community Relations/Outreach

The most significant event of the 1990s was Jim Shea’s successful efforts to establish the Friends of Longfellow House, a nonprofit that would support the house through fundraising and advocacy. The Friends stated their mission as follows:

The Friends of the Longfellow House, Inc. (now Friends of Longfellow House-Washington’s Headquarters, Inc.) is a membership organization and shall be operated exclusively for charitable purposes within the meaning of Section 501(c)(3) of the U.S. Internal Revenue Code as amended. Its mission is to build public awareness of the diversity and richness of the house itself, its history and its collections; to support the highest quality stewardship and support for the building, the grounds, and the collections; to promote scholarly access to the collections; to promote publications that illuminate the collections; to enhance the quality of the public programs; and to carry on such acts of public advocacy and fund-raising as shall contribute to the above purposes.⁴⁶⁰

The group signed its first charter in 1994, and 501(c)3 status soon followed under the legal leadership of Stanley Paterson.⁴⁶¹ By all accounts, Jim Shea was the driving force behind the group’s formation, both introducing key people and advocating for it within NPS management. The group’s first president, Diana Korzenik, came to Longfellow to conduct

⁴⁵⁸ Marie L. Carden and Thomas Denenberg, *Longfellow National Historic Site Historical Overview and Evaluation of Significance: A Historic Resource Study*, US Department of the Interior, National Park Service, 1996, 100.

⁴⁵⁹ James M. Shea, interviewed by Sara Patton Zarrelli, May 27, 2020, in LONG Resource Management Records (uncatalogued), LONG MSS.

⁴⁶⁰ Chris Beagan, personal communication, October 16, 2020.

⁴⁶¹ “Interview with a Friend...Meet Diana Korzenik,” *Longfellow House Bulletin*, December 1996.

research in the archives related to Fanny Longfellow. Recently retired from the Massachusetts College of Art, where she served as chair of the Department of Art Education, she was soon captivated by the people and collections, and began to work closely with Jim Shea, who widened the circle of interested supporters, many of whom had a scholarly or personal interest in the home. Interviewed in the first *Longfellow House Bulletin*, produced by the Friends, Korzenik recalled that “Jim was always finding people. I remember the day I met Steve Pratt, who was looking at his father’s papers on their ancestors, the Craigies. I remember meeting Edie Bowers, Edith Longfellow’s great-granddaughter. Jim brought her to the Longfellow birthday celebration at Mt. Auburn Cemetery a couple of years ago. Thus, little by little, the people and the recognition are growing.”⁴⁶²

As this circle widened, these individuals began to gather at the house. When asked to recall the founding in an oral history interview, Diana Korzenik described an afternoon gathering in the woodshed, at that point a multi-purpose space for both staff and visitors. Shea’s desire for a Friends group was well-known, and conversation naturally turned to who could lead it. Korzenik, who repeatedly declined the role, suggested Margaret Floyd Henderson, a Tufts architecture professor who was also present. Korzenik recalls that Henderson turned to her and said, “No, I have another house I’m saving,” and that was it. She declared later, “I felt sure there was another good organizing project in me,” and she proved a dynamic leader.⁴⁶³

The creation of a group of supporters that was able to fill some of the federal funding shortfalls was critical to the survival of the house. One of the group’s first actions was to begin publishing the *Longfellow Bulletin*, “to acquaint you with the history of this impressive Georgian home and to keep you up to date on the many events going on here.”⁴⁶⁴ The bulletin was a collaboration between staff and the Friends, and it was intended to both document progress and gain support for future plans. Early on, the group knew that they had to call attention to the house and treasures at a national level. Building on the success of Jim Shea’s “Troubles and Treasures” tours, which introduced visitors to the amazing items in the collection and the things that threatened it, the group began a concerted campaign with the superintendent as well as political leaders. Korzenik recalls telling Diamant, “You think the National Parks acquired a house. What you need to know is there is a gold mine under the house.” In Korzenik’s mind, Diamant and past superintendents failed to understand the significance of the archives and collections, and she believes that her strong statement to Diamant began to change his approach to managing the house.⁴⁶⁵ At the same time, she and

⁴⁶² “Interview with a Friend...Meet Diana Korzenik,” *Longfellow House Bulletin*, December 1996.

⁴⁶³ “Interview with a Friend...Meet Diana Korzenik,” *Longfellow House Bulletin*, December 1996.

⁴⁶⁴ “Interview with a Friend...Meet Diana Korzenik,” *Longfellow House Bulletin*, December 1996.

⁴⁶⁵ Diana Korzenik, interviewed by Sara Patton Zarrelli, June 2, 2020, in LONG Resource Management Records (uncatalogued), LONG MSS.

board member Frances Ackerly began what would become regular trips to Washington, DC, to meet with legislators. As founding member Lynne Spencer reflected in an oral history, working with the Friends showed her that it was not the “worthiness” of a project but the force of a community advocating for change that made things happen in government, which she felt was the most powerful thing she learned during her involvement.⁴⁶⁶



Figure 11: The Friends of Longfellow House gather on the porch, circa 1996.

Back row, standing, left to right: Liza Stearns, Unknown, Lotte Loeb. *Second row from back, seated, left to right:* Unknown, Unknown, Unknown, Charlotte Cleveland, Mona McKindley, Arthur Loeb.

Third row from back, seated, left to right: Stephen D. Pratt, Michele Clark, Stanley Paterson, Lynne Spencer.

Fourth row from back (front row), seated, left to right: Dick Dober, Donna Poland, Diana Korzenik, Maura Smith.

Far-left, standing, left to right: Catherinne (Kitty) Vickery, Paul Blandford, Frances Ackerly, Margaret Henderson Floyd (standing on first stairs). *Far-right, standing, left to right:* Jim Shea, Edith Hollman Bowers, Gene A.

Blumenreich, Kelly Fellner, Rolf Diamant (partial image), Tom Woodward (crouching).

Courtesy of the National Park Service, Longfellow House-Washington’s Headquarters NHS.

⁴⁶⁶ Lynne Spencer, interviewed by Sara Patton Zarrelli, June 5, 2020, in LONG Resource Management Records (uncatalogued), LONG MSS.

The group successfully drew attention to Longfellow’s needs as budget cuts and resulting cuts in programs and closures continued into 1995. Two newspaper clippings demonstrate the strategy of the Friends and the park. One piece, from the *Boston Globe* Sunday edition, featured the headline on the continuing page, “Poet’s House Long on Treasure, Short of Cash,” drawing attention to the house’s remarkable collections and placing the budgetary shortfalls in the context of the NPS. Diamant stated that the home was facing a budgetary “decline in real dollars of about 15 to 20 percent and a shortfall of \$250,000 in needed funds.” Meanwhile, Diamant noted that Springfield Armory, “the largest arms collection the country,” receives a “\$583,000 budget and Saint-Gaudens NHS, a significant art site, receives \$557,000.”⁴⁶⁷ The other piece, from the *Cambridge Chronicle*, highlighted the development of a Friend’s group and extensively quoted Edie Shean-Hammond, the chief of communications for the North Atlantic Region, who portrayed the situation as follows: “It’s very sad, but it’s reflective of the times that are at hand in terms of the federal government. There’s just not enough money in the budget to keep the site open this year; that’s the bottom line. This is not the only location where the National Park Service has had to take drastic measures.”⁴⁶⁸ Finally, in 1997, the Friends group had one of its first major advocacy successes when the house received an annual budget increase of \$245,000 for FY 1998. Superintendent Diamant attributed “the budget increase to many forces including the marvelous convergence of the Friends organization, the attention and energy to the House, and the energy of Jim Shea [Site Manager] and Diana Korzenik [President of the Friends]—a remarkable team.”⁴⁶⁹

⁴⁶⁷ “Poet’s House Long on Treasure, Short on Cash,” *Boston Globe*, February 5, 1995, Sunday edition, in LONG Resource Management Records (uncatalogued), LONG MSS.

⁴⁶⁸ Headline missing, *Cambridge Chronicle*, December 22, 1994, Longfellow NHS MSS.

⁴⁶⁹ “House Finally Receives Substantial budget Increase!,” *Longfellow House Bulletin*, December 1997.

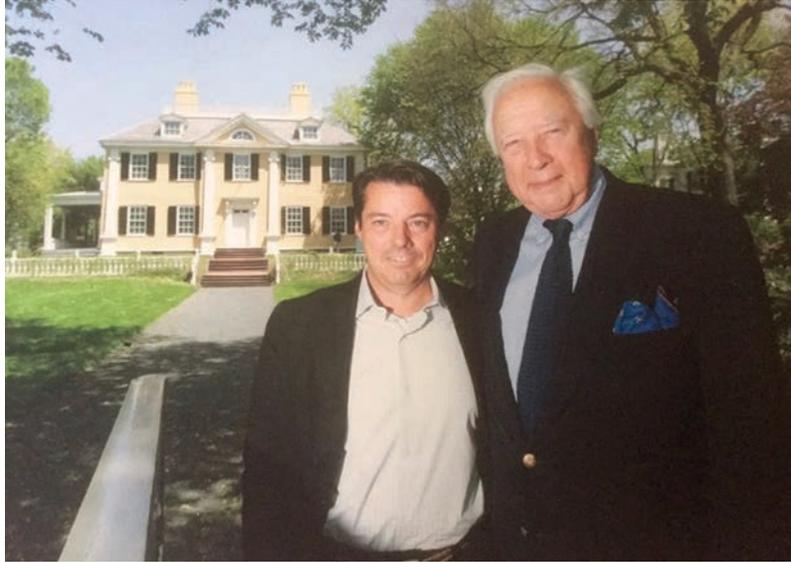


Figure 12: Site Manager Jim Shea and historian David McCullough pose in front of the house in 2005. McCullough was impressed by the house’s history and would go on to become an important advocate for preservation work at LONG. He returned to the house regularly, following his first visit in 1994. Photo courtesy of Jim Shea.

Jim Shea’s decision to invite David McCullough to LONG for a private tour in 1994 seems to be an important turning point for the site. According to Shea, he knew that McCullough was in Boston to speak at a conference. At the urging of a Friends board member who knew McCullough, Shea called him, and he happily accepted Shea’s invitation, arriving at Longfellow within hours. Shea recalls McCullough’s fascination with the house and credits him with speaking personally to Ted Kennedy about LONG’s needs. At the same time, members of the Friends were making regular trips to Washington to meet with their representatives to advocate for LONG’s many needs.⁴⁷⁰ Hearing about the home’s needs from many different individuals, Kennedy, in turn, began applying his own political influence to the task. Shea recalls that he was invited to the White House for an Arts and Culture celebration, where he first met Hillary Clinton—who would later play a role in the restoration of LONG.

Shea’s efforts, as recalled by Korzenik and others, are noteworthy. He appears to have targeted “Troubles and Treasures” tours to particular individuals he had identified as potential advocates. It was clear that Shea was investing significant time in identifying not only Longfellow family members and partner organizations, but also individuals who had time, interest, and money. In many ways, Shea acted almost like a director of development for a small nonprofit, cultivating both potential leaders and donors. This choice reflects

⁴⁷⁰ Lynne Spencer, interviewed by Sara Patton Zarrelli, June 8, 2020, in LONG Resource Management Records (uncatalogued), LONG MSS.

Shea's opinion that a house like Longfellow could never be properly cared for within the limits of the federal budget. Shea had gained experience with friends groups like the Theodore Roosevelt Association in his former position at the Manhattan Sites in New York City, and he immediately saw how a similar group could be useful to Longfellow.⁴⁷¹ Friends groups were not yet common in the NPS, and Shea recalls that he received little guidance or attention in the process of creating the Friends group, until some years later when a push for greater community outreach, coupled with a need for supplementary funds, became an NPS priority. When interviewed for this project, Shea recalled that he began to receive regular calls from colleagues looking for advice on how to found their own friends groups following this shift in priorities.⁴⁷²

These events demonstrate coordinated efforts between LONG staff and the Friends of Longfellow House to raise the visibility of the site's needs. It was clear that Shea and Diamant both understood that the Friends could write to Congress and lobby for funding in ways that would be considered inappropriate for NPS staff, and that the energy, skills, and connections of the Friends could also provide access to other funding sources. While the park couldn't apply for grants from foundations, the Friends, as a 501(c)3, could apply for such grants to support their work with the park. This mechanism of melding federal dollars with additional private grants and donations would prove to be critical in the restoration and preservation work that would soon follow. These efforts, particularly in collection conservation, could not have proceeded without the significant fundraising efforts of the Friends. The years ahead would demonstrate the power of this collaboration as LONG embarked upon the most ambitious preservation effort ever undertaken at the house.

⁴⁷¹ James M. Shea, interviewed by Sara Patton Zarrelli, May 27, 2020; Headline missing, *Cambridge Chronicle*, December 22, 1994, Longfellow NHS MSS.

⁴⁷² James M. Shea, interviewed by Sara Patton Zarrelli, May 27, 2020; Headline missing, *Cambridge Chronicle*, December 22, 1994, Longfellow NHS MSS.

CHAPTER SIX

RESCUE AND REHABILITATION (1998–2002)

“The most comprehensive preservation project of its kind since the Longfellow House was first constructed 240 years ago.”

—SUPERINTENDENT ROLF DIAMANT⁴⁷³

.....

LONG closed in 1998 for a multi-million-dollar renovation project that was the culmination of years of efforts by Jim Shea, Rolf Diamant, and the Friends of Longfellow House, who had worked ceaselessly to bring the house’s unique resources and sometimes dire conditions to the attention of the general public. Their call to action ultimately spread all the way to the top levels of NPS leadership and Congress. For FY 1999, the NPS identified LONG as its number-one priority for Line Item Construction funding, and it was included in the President’s Budget Request.⁴⁷⁴ In the years that followed, the house received a grant from Save America’s Treasures (SAT), a visit from First Lady Hillary Clinton, and significant local donations, which combined with Line Item Construction (LIC) funding, totaled nearly \$2 million. The dramatic scope of these projects fundamentally changed operations at LONG, and the completion of the project began a new era in the house’s preservation and operations. This chapter will examine the construction process, conservation efforts, and changes in management philosophy sparked by the closure.

⁴⁷³ Letters, Box 36, Folder: Longfellow Park Rehab, in LONG Resource Management Records (uncatalogued), LONG MSS.

⁴⁷⁴ National Park Service Construction Program LONG 001–\$1,645,000 FY 1999, Public Presentation–Neighbors, Box 39, Rehabilitation Project Files, in LONG Resource Management Records (uncatalogued), LONG MSS.

Management, Administration, and Staffing

From 1998 to 2002, there were several significant staff changes at LONG. First, on the eve of construction in 1999, Rolf Diamant became the permanent superintendent at Marsh-Billings-Rockefeller NHS, following a series of acting assignments, and Myra Harrison began as superintendent. Harrison had a strong cultural resources background, having most recently served as the director of the Northeast Cultural Resources Center in Lowell, and she had been working in historic preservation since the 1980s.⁴⁷⁵ Harrison's arrival coincided with the early stages of the construction project, and from the limited documentation available, she appears to have moved quickly to shore up support from the Friends and to work closely with Sen. Edward Kennedy's office to address shortfalls in the construction budget. Harrison continued as superintendent until 2017, and she would be responsible for bringing the full arc of Longfellow restoration projects, including the carriage house and the garden, to completion. In addition to the change in superintendent, Supervisory Ranger Kelly Fellner took a position at Lowell NHP, and Ranger Nancy Jones was promoted to Fellner's position. Changes also impacted the museum staff; while Jim Shea and Anita Israel remained, Museum Specialist Michele Clark and Curator Kathy Clippinger left the site. They were respectively replaced by Jude Pfister and Janice Hodson.⁴⁷⁶

As the carriage house would be renovated for interpretive and administrative use, the maintenance facility was relocated to an off-site leased facility in Brighton, Massachusetts, roughly equidistant from all three sites. This meant that the tri-site maintenance team now had its own facility, which served the needs of the eleven year-round staff members, plus a seasonal gardener, in 1999.⁴⁷⁷ While the team was funded by and served all three sites, it is safe to assume that the construction project at LONG meant that more of their time was spent there, especially after NPS maintenance staff took on significant tasks, including much of the basement finishing, interior painting, and carriage house finishes that were taken out of the construction contract for budgetary reasons. As a result, FRLA and JOFI received less attention from the maintenance team, demonstrating both the inherent strength and weaknesses of shared management.

⁴⁷⁵ Myra Harrison, interviewed by Hilary Iris Lowe, November 20, 2019, Kennedy NHS MSS, and Ruth Butler, "Interview with the New Superintendent... Myra Harrison," *Longfellow House Bulletin*, June 1999.

⁴⁷⁶ Longfellow House-Washington's Headquarters NHS Site Staff, "LONG Staff History" (working document, 2020), in the LONG Resource Management Records (uncatalogued), LONG MSS; Jim Shea, personal communication, November 3, 2020.

⁴⁷⁷ Longfellow National Historic Site Closure Work Plan Schedule, Box 44 Jim Shea Management/Planning Files, in the LONG Resource Management Records (uncatalogued), LONG MSS.

Park Planning and National/Regional Directives

LONG staff produced a Strategic Plan for Fiscal Year 2001–2005 (October 1, 1999–September 20, 2005). Begun on the eve of construction, this plan is instructive because it marks the first sustained response by park staff to new Government Performance and Results Act requirements, while also illuminating staff hopes and goals following the anticipated reopening in 2002. In 1993, Congress passed the “Government Performance and Results Act of 1993,” known as GPRA, directing “federal agencies to join the *‘performance management revolution’* already embraced by private industry and many local, state, and national governments. In a nutshell, *performance management* uses performance goals based on an organization’s primary mission to guide daily actions and expenditures. Importantly, goals must be quantifiable and measurable results or outcomes, rather than efforts or outputs such as activities, services, and products.”⁴⁷⁸

Generally, this management practice was a departure from previous management practices within the government. Different agencies responded differently to GPRA. In 1997, NPS drafted its first strategic plan, and in 1999, LONG finalized its first strategic plan using the new GPRA goals. The process evidently evoked significant enthusiasm among management, though staff remembered the process less favorably:

This Plan is much more than just a response to a legislative mandate, however. The law was a catalyst that caused the park staff to reexamine daily activities and routine products and services, as well as funding and staffing expended to accomplish them. It motivated and energized us to make sure these things are aligned with the mission of the National Park Service and the Longfellow National Historic Site and the long-term goals established to achieve those missions. The results, we believe, will be better planning, better management, and better communication among ourselves and with all of our constituencies and stakeholders, about where we are, where we need to be, and how we are going to get there most effectively and efficiently.⁴⁷⁹

NPS’s response to GPRA generated four broad goal categories that addressed “‘in perpetuity’ mission goals that state ideal future conditions.”⁴⁸⁰ These four goals were as follows: (I) Preserve Park Resources, (II) Provide for the Public Use and Enjoyment and

⁴⁷⁸ Strategic Plan FY 2001–FY 2005, Box 44 Jim Shea Management Files, Folder: LONG Program Schedule for 1999–2000 Strategic Plan 2000–2005, in the LONG Resource Management Records (uncatalogued), LONG MSS. Emphasis original.

⁴⁷⁹ Strategic Plan FY 2001–FY 2005, Box 44 Jim Shea Management Files, Folder: LONG Program Schedule for 1999–2000 Strategic Plan 200–2005, in the LONG Resource Management Records (uncatalogued), LONG MSS, 6, and Michele Clark, telephone conversation with the author, October 6, 2020. Clark recalled that “it seemed to be just another layer of reporting bureaucracy that has since disappeared.”

⁴⁸⁰ Strategic Plan FY 2001–FY 2005, Box 44 Jim Shea Management Files, Folder: LONG Program Schedule for 1999–2000 Strategic Plan 200–2005, in the LONG Resource Management Records (uncatalogued), LONG MSS, 6.

Visitor Experience of Parks, (III) Strengthen and Preserve Natural and Cultural Resources and Enhance Recreation Opportunities Managed by Partners, and (IV) Ensure Organization Effectiveness. These goals were then broken into a wide variety of subgoals that could be assigned to parks based on their applicability. LONG's subgoals focused on cultural resource management, visitor learning and satisfaction, safety, and partnership.

The five-year strategic plan laid out LONG's goals and how they intended to accomplish them. For Goal Category I, LONG aimed to have 100 percent of cultural landscapes and historic structures in good condition, meet 75 percent of preservation standards for museum collections, update LCS (List of Classified Structures) records, increase Automated National Catalog System (ANCS+) entries by 38 percent (214,000 items), and complete an HRS and an Administrative History.⁴⁸¹ For many of these goals, staff anticipated that the upcoming \$1.6 million LIC financed construction project would significantly improve the preservation standards and keep the structure at a good rating. For the Cultural Landscape, the goal noted that while it was currently in good condition, it was not yet listed on the Cultural Landscape Inventory and was not expected to be until 2005. Staff noted that a budget request for 2.0 FTEs would partially support grounds care, and the Friends of the Longfellow House was committed to fundraising for a landscape rehabilitation project timed to begin with the end of the LIC project.

The other 1.0 FTE position was earmarked for curatorial support. The plan noted that "in order to continuing processing of archival collections, \$70,000 is required in each of the next four FYs (2001–2004) for a total of \$280,000."⁴⁸² Goal Area III was not applicable to LONG, so it was not addressed. In Goal Area IV, LONG committed to maintaining diversity in the staff, including women, minorities, and individuals with disabilities, providing each employee with a performance plan and maintaining a low on-the-job accident rate. Area IV also included ambitious goals to increase the volunteer hours to eight hundred per year, a 75 percent increase, and attain a 40 percent increase in visitor cash donations, as well as a 40 percent increase in donations, grants, and services through the Friends Group.⁴⁸³ Presumably, the excitement surrounding the reopening would fuel some of these ambitious increases.

⁴⁸¹ Strategic Plan FY 2001–FY 2005, Box 44 Jim Shea Management Files, Folder: LONG Program Schedule for 1999–2000 Strategic Plan 200–2005, in the LONG Resource Management Records (uncatalogued), LONG MSS, 6. The effort to increase ANCS+ entries of "museum objects" is curious, since today the collection, fully cataloged, numbers about 127,000 items. Since the plan was prepared by the park, it seems most likely that the number is not in error but reflected poor understandings of the number of items needing to be entered, but this is not clear from existing documentation.

⁴⁸² Strategic Plan FY 2001–FY 2005, Box 44 Jim Shea Management Files, Folder: LONG Program Schedule for 1999–2000 Strategic Plan 200–2005, in the LONG Resource Management Records (uncatalogued), LONG MSS, 12.

⁴⁸³ Strategic Plan FY 2001–FY 2005, Box 44 Jim Shea Management Files, Folder: LONG Program Schedule for 1999–2000 Strategic Plan 200–2005, in the LONG Resource Management Records (uncatalogued), LONG MSS, 16.

Goal Category II, concerning visitor use, enjoyment, and education, had particularly important action items for the park. In Goal Category II, LONG staff set the goals that 90 percent of visitors would be satisfied with park facilities and services, that they would retain a zero accident rate, and that 85 percent of visitors would understand the significance of the park. A large part of these hopes hinged on expected changes in interpretation. While staff made various efforts to keep some level of programming going during construction, construction effectively ended most of the public programs. Interpretive and management staff seem to have viewed this period as an opportunity to re-evaluate interpretation, create new standards for guides, and perhaps put an end to some less professional interpretation practices as hinted at in the introduction of the FY 2001–FY 2005 Strategic Plan. Interest in professionalizing the interpretive program appears as early as 1994 work planning, likely reflecting Jim Shea’s focus on improving the quality of interpretation and diversifying the interpretive topics. Key items for FY 1994 included developing “minimum content standards and presentation/procedural methods for tours,” creating a new employee handbook, and developing a formal training program for new employees.⁴⁸⁴

Budget

While studies and planning continued, LONG staff worked to get the budget increases and supplemental funding necessary to make the badly needed construction, preservation, and conservation work possible. It was not an easy time to be looking for more funding. In the lead-up to LONG’s closure in 1998, the NPS faced a challenging budget climate. A memo from the Regional Director of North Atlantic Region, Marie Rust, to superintendents preparing for the 1995 FY, painted a dispiriting picture. Rust wrote that “while the Region’s resources are unsurpassed in scale and significance, the struggle to preserve them is being lost. We simply cannot expect to effectively reduce a backlog of need approaching \$200 million through a program funded at \$5.5 million annually. Further, we recognize that the parks do not have sufficient resources to support regular maintenance of facilities to prevent them from becoming candidates for costly emergency stabilization and rehabilitation.”⁴⁸⁵

⁴⁸⁴ Longfellow National Historic Site Fiscal Year 1994 Work Plan Major Work Projects, Box 44 Jim Shea Management files, Folder: Goals, Strategic Plan FY 2001–FY 2005, in the LONG Resource Management Records (uncatalogued), LONG MSS.

⁴⁸⁵ Review of Fiscal Year 1995 Repair-Rehab, etc., Box 39 Rehabilitation Project Files, Folder: LONG–Assessment, Repairs and/or Upgrade of Longfellow House Systems and Collection Storage, in the LONG Resource Management Records (uncatalogued), LONG MSS.

Rust encouraged superintendents to recognize that General Management Plans were unlikely to ever be fully implemented and only resources essential to the park should be the focus of available funds. The memo concluded, “Bluntly stated, we should keep in mind that treatment is not the only option—closure, mothballing, and elimination of programs must also be considered.”⁴⁸⁶ LONG then faced a distinctly uphill battle, as it competed with other parks facing similar resource crises for a shrinking pool of funds.

The management team was likely already well aware of this, having had their project “Rehab Home Electric/HVAC/Storage Phase I-II” reduced in scope in FY 1994. In FY 1995, the park had received tentative project funding in the amounts of \$25,000 for collections care and \$25,000 for handicapped access to the visitor center. The tenuousness of the funding may have led an unknown commenter to add the following note at the end of the budget pages: “Meeting Sept. 2—Things are falling apart-comments to David Bitterman before.”⁴⁸⁷ While admittedly cryptic, Bitterman served as a historic architect for the regional office, and his role in project management and construction would suggest that this meeting was addressing how the project might be saved and pushed forward in a period of dwindling budgets.⁴⁸⁸ By FY 1999, the budget climate had not improved. Nonetheless, the NPS identified LONG as its number-one priority for LIC funding, and it was included in the President’s Budget Request. The request, for approximately \$1.6 million, was approved.⁴⁸⁹ LONG’s success in this case is best attributed to consistent, strong advocacy by staff and the Friends of Longfellow House, along with the cultivation of powerful supporters, especially David McCullough and Ted Kennedy.

⁴⁸⁶ Review of Fiscal Year 1995 Repair-Rehab, etc., Box 39 Rehabilitation Project Files, Folder: LONG–Assessment, Repairs and/or Upgrade of Longfellow House Systems and Collection Storage, in the LONG Resource Management Records (uncatalogued), LONG MSS.

⁴⁸⁷ Review of Fiscal Year 1995 Repair-Rehab, etc., Box 39 Rehabilitation Project Files, Folder: LONG–Assessment, Repairs and/or Upgrade of Longfellow House Systems and Collection Storage, in the LONG Resource Management Records (uncatalogued), LONG MSS.

⁴⁸⁸ David Bitterman is currently Chief, Design and Preservation Planning at Historic Architecture, Conservation and Engineering Center (HACE), Northeast Regional Office. His title in this period is not documented in park records, but the Superintendent’s Annual Report for SAIR FY 2006 and Friends of Fairsted fall 2009 newsletter both identify him as historic architect. See Salem Maritime National Historic Site, “Superintendent’s Annual Narrative Report, Fiscal Year 2006,” National Park Service History eLibrary, <http://www.npshistory.com/publications/sair/annual-reports/2006.pdf> (accessed November 28, 2020), and Friends of Fairsted, “Friends Host Hard Hat Sneak Preview of Fairsted,” in *Friends of Fairsted Newsletter*, Fall 2009, <https://friendsoffairsted.org/wp-content/uploads/2015/02/2009-Fall-Newsletter.pdf> (accessed November 28, 2020).

⁴⁸⁹ National Park Service Construction Program LONG 001–\$1,645,000 FY 1999, Box 39 Rehabilitation Project Files, Folder: Public Presentations-Neighbors, Longfellow Park Records (unprocessed), in the LONG Resource Management Records (uncatalogued), LONG MSS.



Figure 13: Image of park staff with Senator Edward Kennedy and First Lady Hilary Clinton, December 5, 1998.

A handwritten inscription from Senator Kennedy reads, “With my best wishes.”

Pictured: *Front row (left to right):* Senator Edward Kennedy, Liza Stearns, John Maounis, Nancy Jones, Jim Shea, Pat Laffey, Rolf Diamant.

Middle group (left to right): Michele Clark, Kelly Fellner, First Lady Hilary Clinton, Kathy Clippinger, Paul Blandford.

Top group (left to right): Lauren Malcolm, C. Sue Rigney, Carla Price, Dave Kratz, Scott Fletcher.

Courtesy of the National Park Service, Longfellow House-Washington’s Headquarters NHS/Official White House Photo.

In addition to the LIC funding, LONG was able to tap other significant sources of funding. The project had attracted the attention of the Clintons, who were promoting support for art, culture, and preservation through the Millennium Grants program, a \$30 million line in Clinton’s 1999 budget. First Lady Hillary Clinton traveled to Boston in December 1998 to recognize four SAT projects funded through the Millennium Grants, including LONG.⁴⁹⁰ She became the first First Lady to visit LONG during NPS management.⁴⁹¹ Accompanied by Sen. Edward Kennedy and NPS Director Robert Stanton,

⁴⁹⁰ “Hillary Clinton’s Visit,” *Longfellow House Bulletin*, June 1999.

⁴⁹¹ An astute reader of the *Longfellow Bulletin* responded to the December 1999 article declaring Hilary Clinton the first First Lady to visit by pointing out that Mrs. Hoover visited the house in 1929. *Longfellow Bulletin*, December 1999.

she toured the house with Jim Shea, gave a short speech, and listened to fifteen fifth graders recite “Paul Revere’s Ride.”⁴⁹² At LONG, she announced that the Fidelity Foundation of Fidelity Investments had donated \$75,000 for collections processing and that the foundation had offered another \$150,000 for conservation if the Friends of Longfellow could match it; matching federal funds with private donations was a hallmark of the program. At the time of the announcement, five donors had already pledged a combined total of \$80,000.⁴⁹³ LONG would eventually receive \$300,000 from a federal SAT grant.⁴⁹⁴ Especially in the case of these private funds and matching challenges, LONG would have never been able to accept these grants without the assistance of the Friends, who were able to accept these donations as a 501(c)3. Taken together, it is clear that the funds for the “Longfellow Rescue” were a mix of public and private, and that the project would not have been funded at necessary levels by either government funding or private philanthropy alone. While it is accepted as conventional wisdom today that every park needs a Friends group to help cover financial gaps in the federal budget, this was less the case in 1998. Longfellow, then, is an important case study in harnessing both the federal budget process and the dedicated support of park followers.

Despite this initial outpouring of funds, by March 2000, as the construction work was just beginning, it was clear that the LONG project would have a significant budget shortfall. Since NPS and congressional funding cycles have long lead times, the project was submitted several years prior to its receiving any funding, and despite some automatic adjustment for inflation, rising wages in the Boston area meant that funds were insufficient.⁴⁹⁵ New superintendent Myra Harrison wrote, “The bidding climate was such that we had to cut out the rehabilitation of the Carriage Barn and some other project components in order to award the contract at budget.”⁴⁹⁶ The management team responded creatively by moving some of the work in-house. NPS maintenance staff took on tree work as well as significant carpentry, committing to the work in the house basement, from demolition to finishes; interior painting in the historic house; and construction of an exterior wooden ramp to the visitor center. The maintenance division also took on work

⁴⁹² In addition to “Paul Revere’s Ride” being among the better-known Longfellow poems to modern readers, Edward Kennedy had given a passionate speech to the Senate in support of the funding that included reciting portions of the poem from memory. “Hillary Clinton’s Visit,” *Longfellow House Bulletin*, June 1999.

⁴⁹³ ““Save America’s Treasures’ Gifts Announced,” *Longfellow House Bulletin*, June 1999.

⁴⁹⁴ Myra Harrison to Barclay Henderson, President, Friends of the Longfellow House, August 31, 2001, Box 50, LONG Curatorial, 1998–2006, Folder: LONG Conservation–Save America’s Treasures Grant (FY99)–Fidelity Foundation Challenge Grant \$, in LONG Resource Management Records (uncatalogued), LONG MSS.

⁴⁹⁵ David Bitterman to Jim Shea et al., April 16, 1999, Box 39 Rehabilitation Project Files, Folder: Longfellow NHS House Rehab–1999–2000 emails–Jim Shea copies, in LONG Resource Management Records (uncatalogued), LONG MSS.

⁴⁹⁶ Richard Chilcoat to Steven Pendery et al., March 13, 2000, Box 39 Rehabilitation Project Files, Folder: Longfellow NHS House Rehab–1999–2000 emails–Jim Shea copies, in LONG Resource Management Records (uncatalogued), LONG MSS.

associated with the carriage house.⁴⁹⁷ The contractor was instructed to only complete the work in the carriage house that was necessary for installing the mechanical system and insulation. Upgrades like adding new toilets and a kitchen to the carriage house were taken out of the contract. New ornamental plantings, a new chainlink fence, and an attic ventilation system in the main house were scrapped, though the NPS project team engaged in negotiation throughout the construction process with the contractor to get as much done as possible.⁴⁹⁸ Ultimately, the park was able to use project contingency funds to pay for the attic ventilation in the main house.⁴⁹⁹ The carriage house work would require additional funding.

It seems that at least some staff involved with the project thought that the carriage house as an independent project might actually be more persuasive to funders.⁵⁰⁰ Emails between Sen. Edward Kennedy’s office, Myra Harrison, and regional office staff, including Alexa Molnar, James Pepper, and Pat Phelan, document an interest from Senator Kennedy in making the LONG project “whole.” Internal calculations showed it would require an additional \$487,000 in funding.⁵⁰¹ Simultaneously, Harrison seemed to be working with the Friends of Longfellow House to pitch a larger, \$1.5 million project to Kennedy’s office. Extant records suggest that while Harrison expressed doubts that the project “will have legs,” she worked closely with the Friends to develop materials in support of their funding request.⁵⁰² The currently available records do not reveal if either request gained traction. Later records show that the carriage house was successfully submitted as a separate project and funded through a combination of PMIS (Project Management Information System)

⁴⁹⁷ Stephen Spaulding to Mike Adlerstein et al., December 20, 1999, Box 39 Rehabilitation Project Files, Folder: Longfellow NHS House Rehab–1999–2000 emails–Jim Shea copies, in LONG Resource Management Records (uncatalogued), LONG MSS.

⁴⁹⁸ Stephen Spaulding to Mike Adlerstein et al., December 20, 1999, Box 39 Rehabilitation Project Files, Folder: Longfellow NHS House Rehab–1999–2000 emails–Jim Shea copies, in LONG Resource Management Records (uncatalogued), LONG MSS.

⁴⁹⁹ Lumus Hahs Corporation Job Meeting Notes, July 28, 2000, Box 39 Rehabilitation Project Files, Folder: Longfellow NHS-Rehab. Project, March 2000–current, in LONG Resource Management Records (uncatalogued), LONG MSS.

⁵⁰⁰ Richard Chilcoat to Steven Pendery et al., March 13, 2000, Box 39 Rehabilitation Project Files, Folder: Longfellow NHS House Rehab–1999–2000 emails–Jim Shea copies, in LONG Resource Management Records (uncatalogued), LONG MSS.

⁵⁰¹ Richard Chilcoat to Steven Pendery et al., March 13, 2000, Box 39 Rehabilitation Project Files, Folder: Longfellow NHS House Rehab–1999–2000 emails–Jim Shea copies, in LONG Resource Management Records (uncatalogued), LONG MSS.

⁵⁰² Richard Chilcoat to Steven Pendery et al., March 13, 2000, Box 39 Rehabilitation Project Files, Folder: Longfellow NHS House Rehab–1999–2000 emails–Jim Shea copies, in LONG Resource Management Records (uncatalogued), LONG MSS.

Repair and Rehabilitation fund sources and additional, unused contingency funds from the main project. As a result, the carriage house was completed during the main construction project.⁵⁰³

Budget challenges extended beyond construction funding into operating funds. A timeline for FY 1999 provides a detailed budget breakdown for FRLA, LONG, and JOFI for staffing, and other costs like leases and utilities. For FY 1999, LONG and JOFI were over budget by \$89,373.64 and \$4,365.31, respectively; meanwhile, FRLA had a \$118,351.52 surplus. As the three sites were co-managed, the surplus at FRLA could go to cover the other budget needs, showing one of the positive aspects of shared management. After covering shortfalls, there remained \$24,612.57, which appeared to be earmarked for anticipated construction needs of about \$24,000.⁵⁰⁴ These outlays were likely related to the LONG projects, though it is possible that they were related to FRLA restoration work that was also happening in this period. In 2001, during construction, budget planning for FY 2002 made it clear that the budget difficulties extended beyond the construction project:

The Longfellow NHS budgeted is \$300K + below its minimal operating needs. This annual shortfall has been supplemented by the budget for Olmsted NHS. As a consequence, both sites are operating at a minimally acceptable level. It is our hope that a budget increase request of Longfellow, submitted for FY02, will be successful. That year, the site will reopen after several years' closure for rehabilitation, and its public expects that it will be operating enhanced programs after such a long hiatus.⁵⁰⁵

Additional budget planning documents show that LONG had already received two smaller base increases, one of which covered the additions in museum staffing described earlier. The park now hoped that their strategy of “NOT TO GO FOR THE BIG ONE”—that is, spreading requests for base operating increases between three requests—would pay off.⁵⁰⁶

⁵⁰³ “PMIS Project Status Longfellow NHS as of 11/14/02” and Email from David Bitterman to Tim Mullins, 6/21/01, Box 44 Jim Shea Management Files, Folder Carriage House Rehab FY 2002, in LONG Resource Management Records (uncatalogued), LONG MSS.

⁵⁰⁴ Longfellow National Historic Site, Site Closure Workplan Schedule, Box 44 Jim Shea Management Files, Folder Site Closure Workplans and Schedule, in the LONG Resource Management Records (uncatalogued), LONG MSS.

⁵⁰⁵ Strategic Plan FY 2001–FY 2005, Box 44 Jim Shea Management Files, Folder: LONG Program Schedule for 1999–2000 Strategic Plan 2000–2005, in the LONG Resource Management Records (uncatalogued), LONG MSS.

⁵⁰⁶ C. Sue Rigney to Myra Harrison et al., Box 44 Jim Shea Management Files, Folder Workplanning FY 2002, in the LONG Resource Management Records (uncatalogued), LONG MSS. Emphasis in the original.

Construction Process

Despite this outpouring of financial support, the Longfellow construction project faced significant logistical challenges from the beginning. It was the largest and most complex renovation of the historic house ever undertaken and also sought to use new technologies like geothermal heating and cooling. The core aspects of the project were listed as follows:

- Resolve heating and cooling problems in the historic house through a new geo-thermal heating and cooling system using existing ductwork
- Add ventilation to the attic to assist with summertime temperature and humidity management
- Installation of fire suppression system and upgraded security system
- Improvements to and expansion of collections storage
- Establishment of a formal reading room for researchers
- Conversion of the carriage house from a maintenance shop to a multi-use space, including a staff kitchen and area for public programs.
- Restoration and repair of historic finishes, including paint, wallpaper, drapes, floor coverings, etc.
- Conservation assessment and treatment on objects and books⁵⁰⁷

To accomplish this work, park collections needed to be moved off-site or safely stored on-site during construction. The park began planning for the challenging task of packing up the entire house for the first time since the Longfellows took ownership in 1998. Perhaps in recognition of the work ahead, the 1999 work plan called for filling the GS-09 Archives Specialist and GS-05 museum tech, which had been funded in FY 1997.⁵⁰⁸ In addition, they planned to use the Fidelity grant to fund a temporary full-time cataloging position.⁵⁰⁹ Work plans developed for 1999 provide a glimpse into the scope of preparation for construction, which mobilized staff across all divisions, who found themselves applying a curatorial mindset to their work.

⁵⁰⁷ FY 1999 Line-Item Construction Package: LONG #001, Box 36 Line Item Construction, Folder Binder titled LONG LIC, in the LONG Resource Management Records (uncatalogued), LONG MSS.

⁵⁰⁸ Operation Funding Increase for Longfellow National Historic Site Proposal by Jim Shea, Box 44 Jim Shea Management Files, Folder Longfellow Budget Increase Jim Shea, in the LONG Resource Management Records (uncatalogued), LONG MSS, and James M. Shea, interviewed by Sara Patton Zarrelli, May 27, 2020, supplementary materials provided at interview, in the LONG Resource Management Records (uncatalogued), LONG MSS.

⁵⁰⁹ Schedule for Major Work Projects: March-June, Box 44 Jim Shea Management Files, Folder Site Closure Workplans and Schedule, in the LONG Resource Management Records (uncatalogued), LONG MSS.

The March–June work plan demonstrates the complexities of boxing up a historic house and the coordination needed to succeed in the endeavor. In March, planned work included completing room photography, packing up second-floor exhibit rooms, and having fine art crate framed. Complementing these tasks done by museum and interpretive staff were tasks done by maintenance staff, such as the preparation of the carriage house as a staging area for fine art crate framing and the preparation of space at the Charlestown Navy Yard, loaned by BOST, for collections cleaning and constructing shelving. April’s plan called for the full transfer of the collections to the Navy Yard, while maintaining researcher access to the archive; May brought the removal of light fixtures from the house as well as documenting historic features like the coal bin partition and granite markers on the driveway. In June, the archives were moved to the Charlestown Navy Yard, and with the establishment of a temporary research room, the collections move was complete. The final task was to set up “exhibit barriers” inside the historic house. These were plywood partitions built around the collections remaining inside the house and were also set up to restrict access to portions of the rooms. These were fully enclosed and designed to protect from dust, water, light, and impact.⁵¹⁰



Figure 14: Plywood partitions protect collections remaining in place at LONG.
Courtesy of the National Park Service, Longfellow House-Washington’s Headquarters NHS.

⁵¹⁰ Schedule for Major Work Projects: March-June, Box 44 Jim Shea Management Files, Folder Site Closure Workplans and Schedule, in the LONG Resource Management Records (uncatalogued), LONG MSS.

With collections safely stored off-site or sequestered inside the house, the project waited for final funding and construction documents.

Staff were also scattered to the winds, relocating their offices to a variety of new locations, including a new maintenance facility (a leased building in Brighton), JOFI, FRLA, Charlestown Navy Yard, and the Episcopal Divinity School–Burnham Hall.⁵¹¹ Jim Shea remained on-site as the COTR, and Nancy Jones also appears regularly in the documentary and photo record of construction.⁵¹² It was not a pleasant work environment. Beyond construction noise, delays in progress meant that the house would be unheated for the winter. Construction reports note concerns about keeping the office space warm enough and state that NPS determined it would bring in additional “unit heaters” for the office space.⁵¹³ Documentary photos from construction show Nancy Jones working in an area surrounded by plastic sheeting to keep heat from escaping.⁵¹⁴ Review of construction reports also indicate that the relationship between site staff and workers was tenuous—there were frequent complaints about how workers conducted themselves, and staffed worried about protection measures, such as temporary carpeting literally wearing thin.⁵¹⁵

⁵¹¹ Schedule for Major Work Projects: March-June, Box 44 Jim Shea Management Files, Folder Site Closure Workplans and Schedule, in the LONG Resource Management Records (uncatalogued), LONG MSS. While this record set indicates that some staff members had offices at the Episcopal Divinity School, there are no records pertaining to the arrangement. Oral history interviews did not offer clarity on this subject.

⁵¹² James M. Shea, interviewed by Sara Patton Zarrelli, May 27, 2020, in the LONG Resource Management Records (uncatalogued), LONG MSS.

⁵¹³ Lumus Hahs Corporation Job Meeting Notes, July 28, 2000, Box 39 Rehabilitation Project Files, Folder: Longfellow NHS-Rehab. Project, March 2000–current, in LONG Resource Management Records (uncatalogued), LONG MSS.

⁵¹⁴ 3x5 color print, untitled, Box 33 Photographs Rehab Projects, 1998–2005 (incl. garden project), Folder LONG 4108/25 LONG, in the LONG Resource Management Records (uncatalogued), LONG MSS.

⁵¹⁵ Lumus Hahs Corporation Job Meeting Notes, July 28, 2000, Box 39 Rehabilitation Project Files, Folder: Longfellow NHS-Rehab. Project, March 2000–current, in LONG Resource Management Records (uncatalogued), LONG MSS.



Figure 15: Ranger Nancy Jones works behind plastic sheeting during construction. Courtesy of the National Park Service, Longfellow House-Washington's Headquarters NHS.

With staff and collections relocated, the construction process could begin. The pre-construction meeting took place on March 29, 2000. Lumus Hahs Corporation (LHC), the construction management firm that won the project, ran highly structured meetings that tracked issues until they were resolved through detailed meeting records. As a result, we are able to see in significant detail the construction process and the challenges faced. As anticipated with any project of this size, there were several aspects that caused delays. The first, though not entirely unexpected, was the need for asbestos removal in the basement. This added cost to the project and was subcontracted out.⁵¹⁶ The need for asbestos removal

⁵¹⁶ Lumus Hahs Corporation Job Meeting Notes, March 29, 2000, Box 39 Rehabilitation Project Files, Folder: Longfellow NHS-Rehab. Project, March 2000–current, in LONG Resource Management Records (uncatalogued), LONG MSS.

set back some of the basement tasks, like furnace removal, at least some of which were led by NPS maintenance staff. LHC also had to wait for additional archeological work to allow utility work related to the installation of the geothermal system to proceed.



Figure 16: View of the geothermal well drilling rig from the roof.
Courtesy of the National Park Service, Longfellow House-Washington's Headquarters NHS.

At the same time that this additional archeology took place, NPS negotiated with LHC about the subcontractor who would drill the wells for the new geothermal system. For reasons that are not entirely clear from contracting documents, the first subcontractor put forward did not meet NPS standards, and the second contractor required several additional submittals of information to be approved.⁵¹⁷ In combination, these delays made it likely that the geothermal system would not be operational by fall, and in July, LHC and NPS began planning for alternative heating for the house to prevent structural damage and allow for staff occupancy.⁵¹⁸ Once well drilling did commence, several new challenges arose. First, testing of the wells revealed that one was fresh water while the other was brackish; regulations prohibited mixing the two, which meant that the wells would have to serve separate systems.⁵¹⁹ Further, bacteria in the wells upset testing, and they had to be disinfected twice.⁵²⁰ Following lengthy discussion with the EPA and further testing, it was determined that the two wells could work together as planned and did not need to be segregated.⁵²¹ Second, LHC's contractor recommended changing the piping for the heat pumps from copper (as designed) to PVC. NPS initially said no, but concurred after receiving more information. As LHC had already installed some copper piping, the change meant that work had to be removed and installed.⁵²² In September, another unspecified change in piping size required the reinstallation of heat pump piping in the Visitor Center.⁵²³ The result was that LHC had to remove and reinstall piping (in some cases twice) before it was correct.

Finally, once the geothermal system was up and running, new problems developed. As the construction report dryly noted, "Since a geothermal heating system that uses existing ductwork is a unique application," the system continued to experience problems,

⁵¹⁷ Lumus Hahs Corporation Job Meeting Notes, May 15, 2000, Box 39 Rehabilitation Project Files, Folder: Longfellow NHS-Rehab. Project, March 2000–current, in LONG Resource Management Records (uncatalogued), LONG MSS.

⁵¹⁸ Lumus Hahs Corporation Job Meeting Notes, July 28, 2000, Box 39 Rehabilitation Project Files, Folder: Longfellow NHS-Rehab. Project, March 2000–current, in LONG Resource Management Records (uncatalogued), LONG MSS.

⁵¹⁹ Lumus Hahs Corporation Job Meeting Notes, October 11, 2000, Box 39 Rehabilitation Project Files, Folder: Longfellow NHS-Rehab. Project, March 2000–current, in LONG Resource Management Records (uncatalogued), LONG MSS.

⁵²⁰ Lumus Hahs Corporation Job Meeting Notes, December 6, 2000, Box 39 Rehabilitation Project Files, Folder: Longfellow NHS-Rehab. Project, March 2000–current, in LONG Resource Management Records (uncatalogued), LONG MSS.

⁵²¹ Lumus Hahs Corporation Job Meeting Notes, August 23, 2000, Box 39 Rehabilitation Project Files, Folder: Longfellow NHS-Rehab. Project, March 2000–current, in LONG Resource Management Records (uncatalogued), LONG MSS.

⁵²² Lumus Hahs Corporation Job Meeting Notes, August 23, 2000, Box 39 Rehabilitation Project Files, Folder: Longfellow NHS-Rehab. Project, March 2000–current, in LONG Resource Management Records (uncatalogued), LONG MSS.

⁵²³ Lumus Hahs Corporation Job Meeting Notes, September 11, 2000, Box 39 Rehabilitation Project Files, Folder: Longfellow NHS-Rehab. Project, March 2000–current, in LONG Resource Management Records (uncatalogued), LONG MSS.

including balancing and noise issues that were difficult to resolve as most technicians had never experienced a system operating in this way.⁵²⁴ The system produced so much noise that the NPS was forced to retain a noise consultant. The consultant confirmed that the noise levels were indeed unacceptable and suggested several fixes. At the end of March 2002, another round of contracting worked to accomplish the following goals:

- Achieve the lowest workable air flow for the heat pumps
- Install hospital grade Buck Duct Aluminum silencers at all possible locations (8 minimum)
- Install register liners in all location possible
- Johnson Controls [The new Sensormatic control system installed was suspected to be part of the problem; therefore the consultant recommend a new system.]
- Rebalancing⁵²⁵

These efforts evidently brought the noise to within more acceptable levels, though the system would continue to provide management challenges. The geothermal system is an excellent symbol of the challenges of working within a historic fabric dating to the 1700s and governed by stringent preservation guidelines—nothing is ever simple.

While less dramatic than the geothermal system, the fire suppression system was also a source of conflict. The system designed by NPS did not meet the requirements of LHC's engineer, who was also of the opinion that it would not pass muster with the local fire inspector because it did not provide full house coverage.⁵²⁶ Full house coverage would require exposed pipes, and the NPS was at first unwilling to compromise, suggesting that they might agree to provide additional information or waivers if necessary for the approval stamp, and then pivoted to accept most of the engineer's recommendations, including the possibility for expansion of the system.⁵²⁷ The installation of fire sprinkler heads was also a source of conflict, with LHC expressing annoyance at how the NPS's pickiness concerning their location was slowing down the process, while the NPS maintained that the heads needed to

⁵²⁴ Lumus Hahs Corporation Job Meeting Notes, February 14, 2001, Box 39 Rehabilitation Project Files, Folder: Longfellow NHS-Rehab. Project, March 2000–current, in LONG Resource Management Records (uncatalogued), LONG MSS.

⁵²⁵ Jim Shea to Janice Hodson, March 26, 2002, Box 50 LONG Curatorial 1998–2006, Folder LONG Line Item Construction Project-House systems rehab FY 2000–2001, in LONG Resource Management Records (uncatalogued), LONG MSS.

⁵²⁶ Lumus Hahs Corporation Job Meeting Notes, May 31, 2000, Box 39 Rehabilitation Project Files, Folder: Longfellow NHS-Rehab. Project, March 2000–current, in LONG Resource Management Records (uncatalogued), LONG MSS.

⁵²⁷ Lumus Hahs Corporation Job Meeting Notes, July 28, 2000, Box 39 Rehabilitation Project Files, Folder: Longfellow NHS-Rehab. Project, March 2000–current, in LONG Resource Management Records (uncatalogued), LONG MSS.

be placed as unobtrusively as possible. In the end, David Bitterman went through the house and marked the placement of each fire sprinkler on the walls and ceiling, which proved to be a method agreeable to both parties, and the work proceeded much more quickly.⁵²⁸

NPS facilities staff were also eager to begin work dropped out of the basement contract, mostly related to the creation of the vault and new research area. Once asbestos remediation and furnace removal were completed, the NPS prepared Cellar Room 010 for the installation of a concrete slab that would support the vault. While previous archeological work had found nothing significant in this area, since the entire area would be disturbed and covered in concrete, the archeologist determined further excavations necessary. These excavations uncovered an unexpected archeological feature that contained “wine or spirits bottles (including two necks with the corks intact).”⁵²⁹ Today, the feature is interpreted as a space that may have been used for wine storage during George Washington’s occupation of the house. The discovery of the feature delayed the pouring of a concrete slab on which to site new collections storage for approximately ten months.⁵³⁰



Figure 17A: Close-up image of the bottles contained within the feature in the cellar.
Courtesy of the National Park Service, Longfellow House-Washington’s Headquarters NHS.

⁵²⁸ Lumus Hahs Corporation Job Meeting Notes, September 11, 2000, Box 39 Rehabilitation Project Files, Folder: Longfellow NHS-Rehab. Project, March 2000–current, in LONG Resource Management Records (uncatalogued), LONG MSS.

⁵²⁹ Haynie, *Archeological Overview and Assessment*, 36.

⁵³⁰ Janice Hodson to Nancy Tansino, April 9, 2003, Box 50, LONG Curatorial, 1998, 2006, Folder LONG Conservation-NEDCC Co-operative Agreement (SAT Millennium Grant funds) FY 2000, in LONG Resource Management Records (uncatalogued), LONG MSS.



Figure 17B: Bottles after excavation and cleaning.
Courtesy of the National Park Service, Longfellow House-Washington's Headquarters NHS.

Beyond these significant problems, there were other, more mundane (if no less annoying), issues that led to delays. Both LHC and the NPS noted that visitors were quite determined to visit the site, and the discovery of visitors on the grounds or on occasion inside the house was concerning to both parties.⁵³¹ When improved gate and fencing practices were not enough, LHC dropped the driveway below grade, which seemed to deter most would-be visitors. The driveway also had significant drainage issues during construction, which proved irksome to staff trying to navigate the area, which became something like a frozen pond. Documentary photographs from the period show Nancy Jones taking a break to ice skate on the driveway, proving a point and undoubtedly providing a little levity to the staff on-site. Beyond these physical inconveniences, the construction workers and subcontractors proved to be challenging for site staff to work with. NPS staff made regular requests for better disposal of food outside of the house, to avoid both real and feared rodent and insect problems, and for proper disposal of cigarette butts.⁵³² At other times, workers left their radios on, disrupting the staff, or failed to properly sign in additional contractors, which irked staff members who were trying to keep the building secure.⁵³³ In at least one instance, sloppy practices from LHC resulted in more serious issues—a handwritten note on a meeting agenda reads, “One window broken—car towed last Saturday from Driveway.”⁵³⁴ Despite these challenges, the last documented construction meeting was April 26, 2001. With final punch lists complete, LONG was ready to return collections to the house and to begin the process of determining which objects would receive additional conservation treatments.

⁵³¹ Lumus Hahs Corporation Job Meeting Notes, April 26, 2000, Box 39 Rehabilitation Project Files, Folder: Longfellow NHS-Rehab. Project, March 2000–current, in LONG Resource Management Records (uncatalogued), LONG MSS.

⁵³² Lumus Hahs Corporation Job Meeting Notes, May 31, 2000, Box 39 Rehabilitation Project Files, Folder: Longfellow NHS-Rehab. Project, March 2000–current, in LONG Resource Management Records (uncatalogued), LONG MSS; Lumus Hahs Corporation Job Meeting Notes, August 9, 2000, Box 39 Rehabilitation Project Files, Folder: Longfellow NHS-Rehab. Project, March 2000–current, in LONG Resource Management Records (uncatalogued), LONG MSS.

⁵³³ Lumus Hahs Corporation Job Meeting Notes, September 11, 2000, Box 39 Rehabilitation Project Files, Folder: Longfellow NHS-Rehab. Project, March 2000–current, in LONG Resource Management Records (uncatalogued), LONG MSS.

⁵³⁴ Lumus Hahs Corporation Job Meeting Notes, October 25, 2000, Box 39 Rehabilitation Project Files, Folder: Longfellow NHS-Rehab. Project, March 2000–current, in LONG Resource Management Records (uncatalogued), LONG MSS.



Figure 18: Ranger Nancy Jones holds up her skates after she went skating on the frozen driveway at LONG. Courtesy of the National Park Service, Longfellow House-Washington's Headquarters NHS.

Cultural Resources

Structures

The LONG renovation work was not primarily concerned with the structure of the house, though the change in the heating system and changes in the basement to accommodate the reading room and vault did impact the structure. Park staff also placed a great deal of emphasis on protecting the house from the construction crews, placing boards and carpeting over historic finishes and even covering stair railings with Sonotubes.



Figure 19: Sonotubes protect railings during construction.

Courtesy of the National Park Service, Longfellow House-Washington's Headquarters NHS.

Still, a major aspect of the renovation was restoring interior finishes and/or returning them to their historic appearance. As systems construction was completed, NPS maintenance staff began the next phase of internal work—the painting and plaster repair within the historic house, which had been delegated to NPS staff following funding shortfalls. The New England Document Conservation Center (NEDCC) began work on wallpaper conservation in stages, as painting and plaster repair were completed. Wallpaper conservation efforts focused on the parlor, second-floor staff area (gothic wallpaper),

dining room, and “Japan Room.” In the Japan Room, and in areas with the gothic wallpaper, necessary plaster repairs slowed the process; NEDCC standards required at least six months between plaster repair and reinstallation or restoration of wallpaper in that area. The gothic wallpaper conservation was completed in April 2002. The wallpaper in the Japan Room took considerably longer and was completed at the end of 2003.⁵³⁵



Figure 20: Anita Israel and David Daly remove books from shelves following a water leak in the second-floor office area. NEDCC helped restore this wallpaper. Courtesy of the National Park Service, Longfellow House-Washington’s Headquarters NHS.

In contrast to the main house, the carriage house was subject to a significant renovation effort, designed to transform it from a maintenance facility into a space to accommodate staff needs, including a kitchenette, bathrooms, flexible space for storage or temporary office use in former horse stalls, and a larger multi-purpose room for meetings and public events.⁵³⁶ The renovation made efforts to be sensitive to the structure’s past uses—the extant stalls were maintained, and some aspects of the car wash that Alice Longfellow had later installed were maintained in the meeting room space, which had once

⁵³⁵ Janice Hodson to Nancy Tansino, April 9, 2003, Box 50, LONG Curatorial, 1998, 2006, Folder LONG Conservation-NEDCC Co-operative Agreement (SAT Millennium Grant funds) FY 2000, in LONG Resource Management Records (uncatalogued), LONG MSS.

⁵³⁶ Chris Beagan, personal communication with the author, October 16, 2020.

been her garage. The resulting structure offered the park much-needed space, and also acknowledged the diversity of practical purposes that the space had been used for by the Longfellow family.

Collections

Policy and Planning

In this period, the park did not conduct planning exercises or make changes to any policies. This is in part because collections were in storage, but also because they were implementing the results of prior planning processes, such as collection storage, through the construction work. Collection policy and planning would occur at the conclusion of the construction process.

Research Use

During construction, the archives relocated to the Charlestown Navy Yard (Boston NHP), where a temporary reading room was also set up. While not all collection materials were available, many research requests were handled during this time. It is also worth noting the intense staff use of archives in this period. Shea, who recalled dedicating time for himself every Friday to research in collections and archives, encouraged similar exploration by staff at all levels, going so far as to schedule them time for research.⁵³⁷ Along with Shea's personal commitment to research, he was dedicated to reshaping the interpretive program, which was evident both in his determination to tell the Washington story and in his encouragement to staff to develop specialty tours on a wide range of topics.⁵³⁸ In most cases, this was supported with material from the site's own archives. Notable publications from this period include the most compressive volume of Longfellow's works, edited by J. D. McClatchy, and regular publications based on research at the house in *Old-Time New England*, the *New England Quarterly*, and other journals, as well as articles in more popular periodicals. Each issue of the *Longfellow Bulletin* documented especially interesting researchers, highlighting two to four in each issue between 1999 and 2002.

⁵³⁷ James M. Shea, interviewed by Sara Patton Zarrelli, May 27, 2020, in LONG Resource Management Records (uncatalogued), LONG MSS.

⁵³⁸ James M. Shea, interviewed by Sara Patton Zarrelli, May 27, 2020, in LONG Resource Management Records (uncatalogued), LONG MSS.

Archives

Significant archival processing also took place during this period. According to Shea, the site received approximately \$70,000 per year for archives processing, beginning in 1993.⁵³⁹ In addition, in 2001, LONG used the \$75,000 grant from the Fidelity Foundation to fund a cooperative agreement with SPNEA to process photographs in the Longfellow, Appleton, and Dana family archives. Staff anticipated that this work would be completed in 2002. In the meantime, the Friends of Longfellow House were actively raising funds to unlock an additional \$150,000 in matching funds from the Fidelity Foundation.⁵⁴⁰ A detailed project report shows that the matching funds were targeted for object, fine art, and textile conservation. By 2003, the LONG collections had received extensive conservation and were almost completely cataloged; the SOCS completed in 2003 stated that only 15 percent of the archival collection remained unprocessed.⁵⁴¹

Museum Collections

Cataloging and conservation of collections proved to be significant aspects of the restoration project. Luckily, much of the funding for collection conservation work came from an SAT grant, which was not impacted by the budget shortfalls elsewhere. The grant, combined with a match raised by the Friends and funding from the state, totaled about \$900,000.⁵⁴² With nearly \$1 million in hand, staff embarked on the task of determining which items would benefit from the largest conservation fund ever dedicated to collections.⁵⁴³

⁵³⁹ James M. Shea, interviewed by Sara Patton Zarrelli, May 27, 2020, in LONG Resource Management Records (uncatalogued), LONG MSS.

⁵⁴⁰ Myra Harrison to Barclay Henderson, President, Friends of the Longfellow House, August 31, 2001, Box 50, LONG Curatorial, 1998–2006, Folder: LONG Conservation–Save America’s Treasures Grant (FY99)–Fidelity foundation challenge Grant \$, in LONG Resource Management Records (uncatalogued), LONG MSS.

⁵⁴¹ National Park Service, *Longfellow House National Historic Site Scope of Collection Statement*, 2003, in LONG Resource Management Records (uncatalogued), LONG MSS.

⁵⁴² Longfellow National Historic Site Where We’ve Been, Box 44 Jim Shea Management Files, folder FY 2002 Work Plan, in LONG Resource Management Records (uncatalogued), LONG MSS. Exactly where all the money came from is harder to ascertain. The Strategic Plan (FY01–05) states that the park received \$300,000 as Millennium Grant from SAT (object conservation). \$75,000 plus a \$150,000 matching grant from Fidelity (archives processing and conservation), reproduction textiles from Scalandre Mill and Art Studio valued at approximately \$30,000, and more than \$50,000 in private donations to the Friends of Longfellow house. This totals approximately \$755,000, suggesting that state funds may have been as high as \$150,000. Longfellow Park Records (unprocessed), Strategic Plan FY 2001–FY 2005, Box 44 Jim Shea Management Files, Folder: LONG Program Schedule for 1999–2000 Strategic Plan 2000–2005, in the LONG Resource Management Records (uncatalogued), LONG MSS, 8. Correspondence from the Friend’s Group to the Fidelity Foundation dated August 31, 2001, state that a grant agreement with the Commonwealth of Massachusetts had begun which would bring in an additional \$300,000. Barclay Henderson, President Friends of Longfellow House to Anne-Marie Soulliere Fidelity Investments Foundation Director, August 31, 2001, Box 44 LONG Curatorial, 1998–2006, Folder LONG Conservation-Save America’s Treasures Grant (FY99)–Fidelity Foundation Challenge Grant \$, in LONG Resource Management Records (uncatalogued), LONG MSS.

⁵⁴³ James M. Shea, interviewed by Sara Patton Zarrelli, May 27, 2020, in LONG Resource Management Records (uncatalogued), LONG MSS.

Museum staff had identified items of high priority prior to construction. These items included the historic book collection, Japanese screens and fans, historic wallpapers, glass plate negatives, and selected furniture and fine art frames.⁵⁴⁴ While some of the work had already been set up for these items, due to staff turnover, collections (even those marked for conservation) slumbered during this period, encased in plywood if they remained inside the house, or in storage at the Charlestown Navy Yard. Janice Hodson, who began as curator in the midst of the collections move, noted in 2003 that the agreement with NEDCC, who handled much of the conservation work, signed in 2000, did not “reflect the real time needed to complete conservation treatment of this magnitude under circumstances which did not allow staff ready access to the collections.”⁵⁴⁵ SAT concurred, extending the grant period from the initial two-year period.⁵⁴⁶

Meanwhile, collections began to return to the house in stages beginning in November 2001, and staff efforts were consumed by reinstallation.⁵⁴⁷ Early timelines suggest that staff had hoped for an earlier return of collections since the anticipated reopening was May 2002, but the discovery of the archeological feature in the basement had delayed the completion of the vault by ten months, which was necessary to house the returning collections.⁵⁴⁸ The feature was excavated in February 2002, followed by the pouring of the floor and interior finishes. Tile was finally installed, and with the arrival of high density, mobile storage from Spacesaver shelving in April 2002, collections could begin to return to storage. The late arrival meant the staff now had only two months to unpack what had taken a full year to pack. Since the staff was focused on readying the house for reopening, no consistent work on moving collections into the new storage took place until July.⁵⁴⁹ As NPS staff moved collections into the new improved storage vault, collections not on display were generally centralized for the first time. Beyond finally

⁵⁴⁴ Janice Hodson to Nancy Tansino, April 9, 2003, Box 50, LONG Curatorial, 1998, 2006, Folder LONG Conservation-NEDCC Co-operative Agreement (SAT Millennium Grant funds) FY 2000, in LONG Resource Management Records (uncatalogued), LONG MSS. While these files refer to “Japanese Fans,” these pieces are better described as fan-shaped paintings.

⁵⁴⁵ Janice Hodson to Nancy Tansino, April 9, 2003, Box 50, LONG Curatorial, 1998, 2006, Folder LONG Conservation-NEDCC Co-operative Agreement (SAT Millennium Grant funds) FY 2000, in LONG Resource Management Records (uncatalogued), LONG MSS.

⁵⁴⁶ Janice Hodson to Nancy Tansino, April 9, 2003, Box 50, LONG Curatorial, 1998, 2006, Folder LONG Conservation-NEDCC Co-operative Agreement (SAT Millennium Grant funds) FY 2000, in LONG Resource Management Records (uncatalogued), LONG MSS.

⁵⁴⁷ Janice Hodson to Nancy Tansino, April 9, 2003, Box 50, LONG Curatorial, 1998, 2006, Folder LONG Conservation-NEDCC Co-operative Agreement (SAT Millennium Grant funds) FY 2000, in LONG Resource Management Records (uncatalogued), LONG MSS.

⁵⁴⁸ Janice Hodson to Nancy Tansino, April 9, 2003, Box 50, LONG Curatorial, 1998, 2006, Folder LONG Conservation-NEDCC Co-operative Agreement (SAT Millennium Grant funds) FY 2000, in LONG Resource Management Records (uncatalogued), LONG MSS.

⁵⁴⁹ Janice Hodson to Nancy Tansino, April 9, 2003, Box 50, LONG Curatorial, 1998, 2006, Folder LONG Conservation-NEDCC Co-operative Agreement (SAT Millennium Grant funds) FY 2000, in LONG Resource Management Records (uncatalogued), LONG MSS.

providing appropriate storage and management for the collection, the reinstallation was also significant because it reflected the most recent furnishing plans. These plans, as discussed in Chapter Five, demonstrated an evolved view of the significance of the house from 1975, when the first furnishings plans were completed.

As collections were unpacked, Hodson worked to allocate additional money for conservation. Later documents written by Hodson suggest that conservation work on sixteen pieces of furniture, one Japanese screen, and six gilded frames occurred either during or immediately following construction, for a total cost of approximately \$150,000, leaving a balance of about \$450,000 received from the SAT grant.⁵⁵⁰ By May 2002, about \$351,812 of the available funds had been spent on about forty-one museum objects.⁵⁵¹ With reinstallation complete, the curatorial team focused on book and photograph conservation. NEDCC undertook the conservation on about 10 percent of the book collection deemed most in need, thirty pieces of the Japanese fan collection, and a glass plate negative survey that resulted in transport for treatment and archival copying. This conservation work took most of 2003 to complete.⁵⁵² In addition to the work funded through SAT and others, LONG received funding from the NPS Backlog Cataloging fund in FY 1998 and FY 1999 for processing “thousands of historic objects and items in the Longfellow and Dana family collections.” The NMSC completed this processing work.⁵⁵³

For the first time since acquiring LONG, NPS was close to attaining the gold standard of collection management—both intellectual and physical control of collections. This was no small feat. The reinstallation thus was a critical part of the groundwork for not only the reopening but to set the stage for what staff hoped would be a new chapter in the interpretation and professionalization of the Longfellow House.

⁵⁵⁰ This work was done by a variety of conservators, detailed in records related to the Fidelity Grant. While Hodson states that this work was completed with SAT funds, grant reports submitted to Fidelity suggest that at least some of the Fidelity matching funds were also applied to this work. There is significant conflict in existing documentation of how much money was received and how it was spent. Janice Hodson to Nancy Tansino, April 9, 2003, Box 50, LONG Curatorial, 1998, 2006, Folder LONG Conservation-NEDCC Co-operative Agreement (SAT Millennium Grant funds) FY 2000, in LONG Resource Management Records (uncatalogued), LONG MSS. Marie Soulliere Fidelity Investments Foundation Director, August 31, 2001, Box 44 LONG Curatorial, 1998–2006, Folder LONG Conservation–Save America’s Treasures Grant (FY99)–Fidelity Foundation Challenge Grant \$, both in LONG Resource Management Records (uncatalogued), LONG MSS.

⁵⁵¹ Janice Hodson to Nancy Tansino, April 9, 2003, Box 50, LONG Curatorial, 1998, 2006, Folder LONG Conservation-NEDCC Co-operative Agreement (SAT Millennium Grant funds) FY 2000, in LONG Resource Management Records (uncatalogued), LONG MSS.

⁵⁵² Janice Hodson to Nancy Tansino, April 9, 2003, Box 50, LONG Curatorial, 1998, 2006, Folder LONG Conservation-NEDCC Co-operative Agreement (SAT Millennium Grant funds) FY 2000, in LONG Resource Management Records (uncatalogued), LONG MSS.

⁵⁵³ Strategic Plan FY 2001–FY 2005, Box 44 Jim Shea Management Files, Folder: LONG Program Schedule for 1999–2000 Strategic Plan 2000–2005, in the LONG Resource Management Records (uncatalogued), LONG MSS, 8. As NMSC is located in the Charlestown Navy Yard, this suggests that some collections going to the Navy Yard went to NMSC instead of the Navy Yard warehouse for processing in this period.

Archeology

LONG had a mixed track record of conducting archeology when it would have been required by Section 106, and at least four projects recalled by staff did not have appropriate compliance archeology completed.⁵⁵⁴ Even when archeology was completed, it was often poorly executed and reported, such as the excavations completed in 1996 for the visitor center ramp.⁵⁵⁵ Recognizing that a comprehensive archeological survey of the site had never been completed and that a construction project on the scale proposed would require archeological review and supervision, LONG arranged for regional archeologists Steve Pendery and William A. Griswold to conduct a review of past archeology and assess how archeological resources would be impacted by the proposed carriage house restoration in 1998.⁵⁵⁶ The team dug nine test pits, with a focus on the areas north and west of the carriage house. The resulting report concluded that creating a parking lot west of the carriage house would be acceptable, as long as it required minimal grading, used gravel, and introduced no drainage features. North of the carriage house, where the team uncovered a manure pit constructed in the 1890s as well as a paving feature possibly connected to the barn, which burned in 1840, the report allowed for the construction of a chiller (provided it avoided these features). The report also recommended additional test pits for a proposed “utility corridor” to support the installation of a geothermal system in the driveway, which the team completed in 1999.⁵⁵⁷ This subsequent work recommended an area for a utility corridor and accepted the placement of the geothermal wells as proposed. While few artifacts were found, the team still recommended archeological supervision during the construction of the trench.⁵⁵⁸ Inadvertent finds unearthed during construction caused complications and delays as the work continued.

During construction in 2000, the archeology team conducted a supplementary study to determine a location for lightning protection and the transformer pad, as well as monitoring the removal of lilacs near the laundry yard. The team used the previous work on the carriage house and dug eleven new test pits. From this work, they approved the location of the transformer pad north of the carriage house and the lightning protection system as designed. During the temporary removal of the lilacs, the team revealed a brick cistern, which was uncovered and excavated by the archeological team monitoring the work. The archeologists postulated it was abandoned in the 1860s with the introduction of a public water system and recommended it be protected in situ during construction.⁵⁵⁹

⁵⁵⁴ Haynie, *Archeological Overview and Assessment*, 19.

⁵⁵⁵ Haynie, *Archeological Overview and Assessment*, 19.

⁵⁵⁶ Haynie, *Archeological Overview and Assessment*, 19.

⁵⁵⁷ Haynie, *Archeological Overview and Assessment*, 25.

⁵⁵⁸ Haynie, *Archeological Overview and Assessment*, 27.

⁵⁵⁹ Haynie, *Archeological Overview and Assessment*, 29.

Monitoring continued during the major utility construction phase, March–June 2000.⁵⁶⁰ This work documented Native American hearths dating to 4500 BP and 1690 BP, respectively.⁵⁶¹ The remainder of the finds dated primarily to the Vassall and Craigie periods and likely reflected ongoing construction on the house and landscape by previous owners.

Once the asbestos remediation and furnace removal were completed, one more archeological wild card awaited during the preparation of Cellar Room 010 by NPS staff, in the form of the installation of a concrete slab that would support the vault. While previous work had found nothing significant, since the entire area would be disturbed and covered in concrete, the archeologist determined further excavations necessary. These excavations uncovered an unexpected archeological feature that contained “wine or spirits bottles (including two necks with the corks intact).”⁵⁶² The feature was fully excavated before the installation of the slab. Today, the feature is interpreted as a space that may have been used for wine storage during George Washington’s occupation of the house. The discovery of the feature delayed the pouring of a concrete slab on which to site the reading room for approximately ten months.⁵⁶³

In addition to these digs, Timothy Bechtel conducted a geophysical survey (non-invasive remote sensing that provides an image map of belowground features) at LONG to “identify colonial and 19th century outbuilding foundations, fences, and activity areas expected across the full extent of the property” in 2001.⁵⁶⁴ The study did not lead to the identification of unknown garden or foundation features. Following this work, an additional archeological dig of the garden area investigated if any intact features identified in the geophysical survey survived, established stratigraphy for the area, and collected additional archeological information that could assist in the implementation of the garden rehabilitation treatment plan.⁵⁶⁵ While the garden rehabilitation would occur after LONG had reopened to the public, this work demonstrates the scope and intensity of archeology that occurred before, during, and after closure, leading to a high degree of documentation. Beyond the archeological resources documented, this work is another example of the growing professionalism and approach to professional standards at LONG, which was also part of a nationwide trend toward improved care and management of historic resources of all kinds.

⁵⁶⁰ Haynie, *Archeological Overview and Assessment*, 30.

⁵⁶¹ Haynie, *Archeological Overview and Assessment*, 33.

⁵⁶² Haynie, *Archeological Overview and Assessment*, 36.

⁵⁶³ Janice Hodson to Nancy Tansino, April 9, 2003, Box 50, LONG Curatorial, 1998, 2006, Folder LONG Conservation-NEDCC Co-operative Agreement (SAT Millennium Grant funds) FY 2000, in LONG Resource Management Records (uncatalogued), LONG MSS.

⁵⁶⁴ Haynie, *Archeological Overview and Assessment*, 39.

⁵⁶⁵ Haynie, *Archeological Overview and Assessment*, 41.

Public Operations Overview

During this period, LONG was closed to the public and canceled special events, including the Summer Festival and the Christmas Open House. Interpretive staff offered a limited schedule of walking tours departing from Harvard Square during this period, as well as off-site programming, including presentations at local libraries. Even if few public programming were occurring, a great deal of staff energy and creativity was directed to planning processes for the kinds of programming and interpretation that could take place after reopening.

Interpretation

In 1998, education specialist Liza Stearns led an effort to make LONG into a nationally recognized poetry center. Stearns sought to capitalize on the interest and funding that LONG was receiving at both local and national levels, especially from President Clinton, the First Lady, and Senator Edward Kennedy. Her files show that she sought to aggressively fundraise through requests to the Friends to make fundraising for education a priority and through special federal funds.⁵⁶⁶ Carefully annotated copies of speeches from Bill and Hilary Clinton on the arts and millennium initiatives show Stearns actively noting and reusing language from these documents in her own planning and appeals. Stearns's efforts attracted the attention of Senator Kennedy's office, though his office "made clear the need to bring these things into focus. Questions have been raised about what we are doing, proposing to do, etc. Raised the need to heighten clarity of mission and special program area and development plans."⁵⁶⁷

The poetry center appears on early, public-facing documents listing the funding needs for restoration. An undated sheet titled "Longfellow National Historic Site: Rehabilitation | Recovery | Education" listed "Establish Center for Poetry and the Imagination, proposed multi-year start-up costs: \$891,000," alongside three other projects:

- Rehabilitate Longfellow House and Carriage House building and systems, Line Item Construction Program, \$1,645,000, Funded FY 1998.
- Complete the Recovery of the Longfellow Museum Collections, Proposed Total One-Time Appropriation or Donation, \$690,000.

⁵⁶⁶ Longfellow Center for Education in Poetry and the Arts, Planning Meeting 3 September 1998, Box Education Specialist's Records, Folder, Planning Mtrgs. 1998 Longfellow Center for Poetry, in LONG Resource Management Records (uncatalogued), LONG MSS.

⁵⁶⁷ Longfellow Center for Education in Poetry and the Arts, Planning Meeting 3 September 1998, Box Education Specialist's Records, Folder, Planning Mtrgs. 1998 Longfellow Center for Poetry, in LONG Resource Management Records (uncatalogued), LONG MSS.

- Complete the recovery of Longfellow Landscape, Proposed total one-time appropriation or donation, \$295,000.

The Center's goals included promoting the teaching of poetry through conferences and workshops for teachers, engaging students in poetry through workshops with poets, and hosting readings and festivals that would engage a broad public in poetry.⁵⁶⁸ Stearns began to consult with poets and other stakeholders, including then US poet laureate and Boston University professor Robert Pinsky, who had just established the National Favorite Poem program, designed to illuminate the importance of poetry in daily life.⁵⁶⁹ Initial meetings with poets and other stakeholders, however, revealed some ambivalence. Some were concerned that the center would duplicate work already being done well by others, including the New England Poetry Club, while others thought that teaching poetry writing would be out of place in schools.⁵⁷⁰ Internal meetings also did not generate support; both tri-site management and site staff balked at the price tag and wondered if it was the highest and best use of limited resources. Challenges of housing the OCLP at FRLA were also fresh in minds of tri-site management, and they openly expressed concern about having another center.⁵⁷¹ Stearns's files include a Scope of Work with Contractor Dorrie Bonner Kehoe, who was tasked with "conducting a series of focus group discussions with teachers, librarians, school administrators, university representatives, and poets to determine the feasibility of launching the Longfellow Center for Poetry and the Imagination." The scope called for the work to be completed between March and July 2001, with a final report in October 2001.⁵⁷² If it was produced, no copies appear to survive, and the center disappears from the record shortly thereafter. It seems most likely that the funds needed were never realized, and combined with indifferent support from staff and stakeholders, the idea was abandoned.⁵⁷³

Beyond the aspirational effort of the poetry center, interpretation staff was active, even if the house was unavailable and much of the interpretive staff's time was redirected to packing the house. The 1999 work plans show interpretive staff were also tasked with

⁵⁶⁸ "Longfellow National Historic Site: Rehabilitation | Recovery | Education," no date, Box Education Specialist's Records, Folder, Planning Mtrgs. 1998 Longfellow Center for Poetry, in LONG Resource Management Records (uncatalogued), LONG MSS.

⁵⁶⁹ Boston University Creative Writing, "Robert Pinsky," Boston University, <https://www.bu.edu/creativewriting/people/faculty/robert-pinsky/> (accessed November 20, 2020).

⁵⁷⁰ Scoping Discussion, 17 November 1999, Box Education Specialist's Records, Folder Planning Mtgs. 1999 Long Ctr for Poetry, in LONG Resource Management Records (uncatalogued), LONG MSS.

⁵⁷¹ Scoping Discussion, 17 November 1999, Box Education Specialist's Records, Folder Planning Mtgs. 1999 Long Ctr for Poetry, in LONG Resource Management Records (uncatalogued), LONG MSS.

⁵⁷² Scope of work for Longfellow National Historic Site, Contractor Dorrie Bonner Kehoe, Box Education Specialist's Records, Folder: Longfellow Center for Poetry and Imagination, in LONG Resource Management Records (uncatalogued), LONG MSS.

⁵⁷³ Jim Shea, personal communication with the author, November 3, 2020.

designing and implementing outreach plans, as well as continuing work on the interpretive plan and the park website. Outreach activities for 1999 included public slide lectures (beginning in March), off-site education programs (April and May), Poetry Month Programs at the public library (April), neighborhood walking tours offered at least two days per week (June–October), and a one-day Summer Festival in Longfellow Park (July 17).⁵⁷⁴ In 1999, staff embarked on a new Comprehensive Interpretive Plan (CIP).⁵⁷⁵ This effort was closely tied to GPRA goals and was also connected to other efforts to better understand, in a phrasing still popular with NPS today, “untold stories.”⁵⁷⁶ Other funding requests, particularly a request to the Cultural Resources Preservation Program fund source, show that staff believed that that the interpretive scope should be widened. A request for funds for FY 2001 written by Jim Shea proposed an HRS “that will provide the Longfellow National Historic Site with a historical overview and assessment of the Vassall/Craigie (Longfellow) House and its [*sic*] occupants from 1759 to 1836.”⁵⁷⁷ The proposal also noted that while part of the enabling legislation, this period was not routinely interpreted. Compounding the problem was that most of what staff knew about the house in this period came from secondary sources, and that “with the 1999 bicentennial anniversary of George Washington’s death and 225th anniversary of the American Revolution, it is time to conduct research that focuses on this important period of the house’s history and its broader local, regional, and national significance.”⁵⁷⁸

Shea led these early efforts to change interpretation at LONG. However, the CIP process begun in June 1999 was directed by the tri-site education specialist, Liza Stearns, with the help of interpretive planning consultant Jayne Gordon. The shift in interpretive leadership would have important implications for the process.⁵⁷⁹ A progress report prepared in September 1999 offers an overview of the process, which began with a full staff review of the mission statement. Together, the staff adopted the following mission statement to guide interpretive planning:

⁵⁷⁴ Schedule for Major Work Projects: March-June, Box 44 Jim Shea Management Files, Folder Site Closure Workplans and Schedule, in LONG Resource Management Records (uncatalogued), LONG MSS.

⁵⁷⁵ Longfellow National Historic Site 1999 Workplanning/GPRA Project List, Box 44 Jim Shea Management Files, Folder Site Closure Workplans and Schedule, in LONG Resource Management Records (uncatalogued), LONG MSS.

⁵⁷⁶ Untitled Sheet, GPRA Mission Goal 1B, Box 44 Jim Shea Management Files, Folder Site Closure Workplans and Schedule, in LONG Resource Management Records (uncatalogued), LONG MSS.

⁵⁷⁷ Untitled Sheet, GPRA Mission Goal 1B, Box 44 Jim Shea Management Files, Folder Site Closure Workplans and Schedule, in LONG Resource Management Records (uncatalogued), LONG MSS.

⁵⁷⁸ Untitled Sheet, GPRA Mission Goal 1B, Box 44 Jim Shea Management Files, Folder Site Closure Workplans and Schedule, in LONG Resource Management Records (uncatalogued), LONG MSS.

⁵⁷⁹ Jayne Gordon had a long career as a museum manager, educator, and interpretive planner that spanned the Massachusetts Historical Society, LONG, (seasonal interpreter) MIMA, the Old Manse, Orchard House, Concord Museum, Walden Pond, and many others. Email records suggest that Jayne was still at least partially working at MIMA during this period, as she requests some documents be sent to that email. Gordon’s status as both an insider and outsider probably informed her approach to interpretive planning.

Longfellow National Historic Site, managed by the National Park Service, has as its mission to: *Preserve and interpret the historically and culturally significant buildings, grounds, and collections, which reflect the values and idea of its occupants. As home and headquarters to General George Washington during the Siege of Boston (1775–1176), home to poet Henry Wadsworth Longfellow and family (1837–1950), and one of the country’s finest examples of mid-Georgian architecture, the site offers insight into the many themes related to the country’s birth and evolving national identity.*⁵⁸⁰

At a second June meeting, the staff identified six initial themes:

1. Preservation (site as repository/depository)
2. Arts, Literature, and Creative Process
3. History: National Identity (social, political, and cultural history)
4. International Connection
5. House as Biography (place of inspiration; gathering place)
6. Cultivation of Human Sensibility/Conscience

These themes would be discussed as part of “Charrette with Scholars and Museum Professionals” to be held in August.⁵⁸¹

The primary goals of the August session were to establish a shared understanding of NPS interpretive planning and standards, and develop thematic areas for interpretation at LONG.⁵⁸² Perhaps in part because the staff used the interpretive themes they had developed as a starting point, this group was generally in concurrence with those six themes. Meetings continued through 1999, and by August 2000, staff had identified five “futures” that detailed their goals for interpretation and the visitor experience. A final meeting at the end of August established an implementation plan that assigned aspects of each desired future to a team (for example, museum management), and provided both timelines and budgets for each item.⁵⁸³ At this point in the process, the plan went off course. For reasons that are unclear, the CIP was never approved—despite the clear path for implementation. It seems plausible that the lack of implementation was a direct result of diverging views between Stearns, who led the process, and Shea, who would have implemented it. As the CIP process began, Stearns was concurrently investigating the potential of using Longfellow as a poetry center with a significant education outreach

⁵⁸⁰ Longfellow Comprehensive Interpretive Plan, Progress Report, September 1999, Box 2 LONG CIP, 2004–2005, in LONG Resource Management Records (uncatalogued), LONG MSS. Emphasis in the original.

⁵⁸¹ Longfellow Comprehensive Interpretive Plan, Progress Report, September 1999, Box 2 LONG CIP, 2004–2005, in LONG Resource Management Records (uncatalogued), LONG MSS.

⁵⁸² Longfellow Comprehensive Interpretive Plan, Progress Report, September 1999, Box 2 LONG CIP, 2004–2005, in LONG Resource Management Records (uncatalogued), LONG MSS.

⁵⁸³ Longfellow Comprehensive Interpretive Plan, Progress Report, September 1999, Box 2 LONG CIP, 2004–2005, in LONG Resource Management Records (uncatalogued), LONG MSS.

component, while Shea’s vision for LONG focused on restoration and preservation of the historic house as a museum and research center. Notably, Shea also had achieved, for the most part, the funding to make his vision a reality, and the restoration work, as he would put it later, “demanded” his attention and that of the staff.⁵⁸⁴ Seen from this perspective, the staff in some ways had little time to invest in implementing the plan, regardless of their views of its merits. While the plan was never fully implemented, it is still reasonable to conclude that interpretation was very fluid in this period as staff experimented with additional off-site programming and then learned new patterns following the reopening. New spaces, especially the reconfigured visitor center, probably changed guides’ habits for tours, and conservation work in the house likely impacted what items and stories guides chose to use in their presentations. Lack of formal approval kept the document in limbo, though it persisted in some later planning documents, such as the 2003 SOCS statement, before the park attempted to revive it in 2004.⁵⁸⁵

Community Relations/Outreach

Preparations for the 1998 closure indicate a clear sense of the groups that needed outreach, revealing the role that LONG had in the Cambridge community. A clear concern was the Summer Festival and Christmas Open House, which would be canceled because of the construction. Interpretive documents from this period indicate that while few Summer Festival attendees came inside the house, the closure would mean a temporary end to the festival that brought many people to experience the grounds, if not the house, for the first time.⁵⁸⁶ Just as important, the festival was the product of partnerships with the New England Poetry Club and the Longy School of Music, which the park was eager to maintain. Interpretive staff had also developed successful on-site education programs, and teachers needed to know about the new, off-site options. And of course, outreach needed to be undertaken with the neighbors who would be directly impacted by the significant construction project.

Superintendent Rolf Diamant wrote to neighbors on June 26, 1998, inviting them to an open house on July 7th to discuss upcoming work:

The most comprehensive preservation project of its kind since the Longfellow House was first constructed 240 years ago. This project will involve critical upgrades to building systems including fire protection, security, electrical, and

⁵⁸⁴ James M. Shea, personal communication, November 3, 2020.

⁵⁸⁵ National Park Service, *Longfellow National Historic Site Scope of Collections Statement*, 2003, in LONG Resource Management Records (uncatalogued), LONG MSS.

⁵⁸⁶ C. Sue Rigney to Myra Harrison et al. November 30, 2001, Box 44 Jim Shea Management Files, Folder FY 2002 Workplan 001, in LONG Resource Management Records (uncatalogued), LONG MSS.

environmental control systems. Additional museum storage will be created to consolidate and house thousands of fragile books and artifacts, giving our many researchers greatly enhanced access to these collections. Extensive rehabilitation of the Longfellow Carriage House will provide us with adequate space for public meetings, workshops, and our popular school programs. Finally, we will undertake restoration of the Longfellow gardens and grounds – a cultural landscape which has inspired visitors and townspeople for generations and which deserves our utmost attention and care.

Diamant noted that the house would be completely closed to visitors and there would be no programming, including the Summer Festival.⁵⁸⁷ These communication efforts were evidently successful, as there are no written documents describing complaints from the neighbors about the process.

In many ways, the closure was transformative. Not only did the physical structures and museum collections receive much-needed and long-deferred attention, but staff also used this as a chance for introspection and interrogation about the stories and methods of interpretation at Longfellow that would “reset” interpretation by rooting out old habits and practices. The years of closure were undeniably years that charted a new course for LONG. In a vision shared by Shea and the Friends, the site would literally blossom as the landscape was restored, and public programs would grow in the newly restored carriage barn. The efforts to achieve this vision demonstrate the tremendous success of this partnership. The restoration of the garden—a complex, stand-alone project that also leveraged a similar mix of federal, public, and private funding as the construction project—would be completed in 2007, bringing to a close the holistic restoration and, indeed, transformation of the site inside and out that had been envisioned but never achieved by the NPS acting alone.

⁵⁸⁷ Rolf Diamant to Neighbors of Longfellow National Historic Site, June 26, 1998, Box 36 Line Item Construction, Folder Longfellow Park Rehab, in LONG Resource Management Records (uncatalogued), LONG MSS. Note that this was almost certainly misfiled and will likely be moved when these papers are processed.

CHAPTER SEVEN

FROM THE REOPENING TO 2015

“My goal was to build upon the firm foundation that Jim Shea and his team had created, and continue with solid programming, but also venturing out into more diverse realms to . . . broaden the reach into the community, to be able to make people feel welcome at this big mansion. . . . We wanted it to be an approachable site, where people in the community just felt like it was a part of their rich fabric of resources.”

—BETH LAW, INTERVIEW BY SARA PATTON ZARRELLI, NOVEMBER 25, 2020,
IN LONG RESOURCE MANAGEMENT RECORDS (UNCATALOGUED). LONG MSS.

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As Longfellow House reopened its doors to the public in June 2002, it entered a new era. For the first time under NPS management, both the historic structure and its collections had received the intensive and sustained attention that they had required from the start. And, with the newly converted carriage house space, the park finally had space for programming, even if office space remained inside the historic house. The years ahead would bring the hoped-for professionalization of interpretation and renewed recognition of the Washington era when the site was redesignated Longfellow House-Washington’s Headquarters NHS. This period saw a reconsideration of what stories and people the park should be interpreting, as well as the best interpretive methods to bring these stories to life. While formal interpretive planning efforts did not result in finalized, approved documents, the topics presented to the public greatly increased, and some aspects of the plans were informally implemented. Some of this diversity can be attributed to the change of the site’s name in 2010 and joining the Underground Railroad Network to Freedom in 2006; however, much of the expansion in interpretation through house tours and other programs came from the tremendous combined energy of the staff and the Friends. Through a strong partnership with the Friends of Longfellow House, nearly \$1 million was invested in restoring the formal garden. Overall, this period is marked by a clear commitment to partnership, community engagement, and expanding the stories told at LONG. The close of 2012 marked the end of an important era in both staffing and budgets that offer important insights into the value of the tri-site management model.



Figure 21: Site Manager Jim Shea, Senator Edward Kennedy, and Superintendent Myra Harrison at the Reopening Ceremony for Longfellow House, September 14, 2002.
Courtesy of the National Park Service, Longfellow House-Washington's Headquarters NHS.

Management, Administration, and Staffing

Myra Harrison continued as superintendent and worked to harness the resources of all three sites for their mutual benefit. One example was the addition of five career-seasonal staff in 2011. These positions included a GS7/9 ranger position each of the tri-sites, and an additional education position and a maintenance position intended to benefit all three sites.⁵⁸⁸ The process to add these positions illuminates the challenges and rewards of the shared management structure. First, the money was a pool of funds gathered from separate base increases awarded to LONG and JOFI, achieved between 2008 and 2010. Because all employees of the tri-site unit, regardless of duty station, are considered FRLA employees, and all three budgets roll up together, it was relatively easy to pool the funds.⁵⁸⁹ Second, while getting management from all three staff to agree upon the allocation of positions and to get those positions approved by the position review board was challenging, no one unit could have afforded to make those additional hires independently

⁵⁸⁸ Lauren Downing, tri-site administrative officer, phone call with the author, June 24, 2020.

⁵⁸⁹ Lauren Downing, tri-site administrative officer, phone call with the author, June 24, 2020.

and, at least ostensibly, two of the new positions would benefit all of the park units.⁵⁹⁰ While these conversations happened, there were also discussions about increasing pressure from HR to make more positions “career-seasonal” or subject-to-furlough, as well as other limits on staffing. The discussion of staff reductions through potential furlough or hiring fewer seasonals was especially concerning to Jim Shea and the Friends of Longfellow House, who viewed the site as already understaffed.⁵⁹¹ Their concerns may have influenced their responses to significant staff changes that began in 2012.

At LONG, staffing was, at first, relatively stable. David Daly began as collections manager; his position replaced the museum specialist. After the departure of Janice Hodson in 2003, the curator position was not filled, and Jim Shea continued to act as both curator and site manager. Anita Israel remained the archivist. Museum Technician Peggy Clarke was replaced by Lauren Malcolm. Longtime Ranger Nancy Jones succeeded Kelly Fellner in 2001; Jones’s ranger position was allowed to lapse. Park Guide Paul Blandford retired between 2010 and 2011. His position was not rehired, but in 2012, Garrett Cloer was hired into the new GS 7/9 career seasonal position. The net result was a clear decrease in administrative and interpretive staff dedicated to LONG, which was mirrored by a decrease in tri-site maintenance staff. As a result, some positions took on additional duties to address responsibilities previously held by positions now in lapse. The reduction in staff was felt strongly during a wave of retirements in 2012, which coincided with significant changes in the board of the Friends of Longfellow House. Supervisory Ranger Nancy Jones retired in February, and Jim Shea followed in April. Anita Israel and Lauren Malcom left later in the year. The departure of the site manager and curator, supervisory ranger, archivist, and museum technician all within about six months was a devastating blow from an operations and collective memory perspective.⁵⁹² While Jim Shea described his motivations for retiring as a sense that his work was done now that the site’s name change was complete, 2012 is also marked by an undercurrent of conflict.

While the above is likely a fair, broad-brush assessment of the significant changes in the staff and the Friends of Longfellow House in 2012, informal conversations with current and former staff and Friends members, and portions of oral history interviews requested to be off the record, paint a far more complex and often divisive picture. Even eight years later, it is clear that these events are still too fresh and, for some, perhaps too painful to commit to the historical record. As LONG looks to the future, the park is encouraged to take steps to collect these stories and papers in the years ahead. These events effectively

⁵⁹⁰ The maintenance position certainly benefited all three sites; there is some suggestion that personality conflicts between staff at LONG and the education division limited the impact of the new education position on LONG. Lauren Downing, tri-site administrative officer, phone call with the author, June 24, 2020.

⁵⁹¹ Beth Law, interviewed Sara Patton Zarrelli, November 25, 2020, in LONG Resource Management Records (uncatalogued), LONG MSS.

⁵⁹² Beth Law, interviewed Sara Patton Zarrelli, November 25, 2020, in LONG Resource Management Records (uncatalogued), LONG MSS.

created a break, in which an almost entire new group of staff and members of the Friends of Longfellow began to reflect on the remarkable work accomplished by their predecessors and determine how they would make their own mark on the site.

Myra Harrison began to address the staffing needs at LONG by assigning Management Assistant Beth (Wear) Law to the site, first as a detail and then in a permanent capacity. Law described the site's position when she arrived as "precarious," since of the six permanent staff positions at LONG, four were now vacant. Among her first priorities was to build a new staff.⁵⁹³ She oversaw hiring a new supervisory Ranger, Rick Jenkins, Archives Specialist Christine Wirth, and Museum Technician Kate Hanson Plass. The Museum Technician position was reclassified as a career-seasonal position, a change often used to allow parks more flexibility in hiring needed, permanent positions. Daly was promoted to curator; the park did not fill the collection manager position. With Jenkin's departure in 2014, Lead Ranger Garrett Cloer became the Supervisory Ranger. The park selected former SCA Intern and Seasonal Ranger Anna Christie as the new Lead Ranger. Under Law's leadership, the staff began to explore the best ways to interpret the site and connect with the community, based on the strong foundation created by Shea's team and the Friends of Longfellow House. Law's tenure is marked by considerable outreach, growth, and experimentation that significantly expanded the interpretive program.

Park Planning and National/Regional Directives

Underground Railroad Network to Freedom

An early indication that the site would begin to directly address aspects of its history beyond the life and work of Henry Wadsworth Longfellow came in 2006 when the site successfully applied to join the Underground Railroad Network to Freedom, an NPS program dedicated to preserving and promoting the "history of resistance to enslavement through escape and flight."⁵⁹⁴ LONG was admitted as a facility (not as a historic site) based on its archival resources, following extensive research in Longfellow's personal account books at the Houghton Library, which documented his contributions to abolitionist causes and direct aid to formerly enslaved people, both locally and nationally.⁵⁹⁵ Previously, scholarly consensus was that Longfellow was not engaged with politics, which contributed

⁵⁹³ Beth Law, interviewed Sara Patton Zarrelli, November 25, 2020, in LONG Resource Management Records (uncatalogued), LONG MSS.

⁵⁹⁴ National Park Service, "Network to Freedom," National Park Service, <https://www.nps.gov/orgs/1205/index.htm> (accessed April 20, 2020).

⁵⁹⁵ James M. Shea, interview by Sara Patton Zarrelli, May 27, 2020, supplementary documents provided by Shea at interview, in LONG Resource Management Records (uncatalogued), LONG MSS.

to later perceptions of the poet as popular and sentimental. This research changed that view and allowed the site to engage more deeply with a new and important facet of Longfellow's life. Interviews with individuals associated with the site in this period emphasized that they saw this research not as detracting from telling Longfellow's story but rather adding to it, because it both broadened and deepened their understanding of the family as a whole.⁵⁹⁶ The process also reflected the close relationship with the Friends and Shea's management style, which emphasized the importance of engaging in collaborative work with partners, including active scholars. These partnerships often expanded the site's understanding of its own stories. This work would continue as staff and the Friends worked together to change the park's name.

2012 Historic Resource Study and the Request for Redesignation

Jim Shea had believed that Washington's story was not being sufficiently interpreted, despite its inclusion in the enabling legislation, since his arrival in 1992. While he had gradually and successfully incorporated it into interpretation through standards for guides, by the early 2000s, members of the Friends group and Shea began to discuss more formal ways of bringing Washington's story to the fore. According to Superintendent Myra Harrison, the idea was not initially popular with descendants, and the process had to wait a few years, though Harrison was fully supportive.⁵⁹⁷ At that point, the first written record of action comes in April 2004, when a small group of staff (Myra Harrison, Jim Shea, and Management Assistant C. Sue Rigney) and key Friends group board members (including Robert Mitchell and Frances Ackerly) met to discuss the potential of changing the site's name to incorporate Washington in some way. While the only surviving written documentation of the meeting combines the results of three meetings held in April, May, and June, oral history interviews reveal that Jim Shea and certain members of the Friends group had begun making important exploratory contacts even before this first recorded meeting. Early in the meeting record is a note describing positive early contacts with Longfellow descendants Edith Bowers and Frances Wetherell. Wetherell was supportive and planned to "vet the subject" with other family members, and Bowers was "particularly concerned about budget issues and the future of the Longfellow House. She seemed more willing to go along with a name modification if it would help the house to receive more

⁵⁹⁶ James M. Shea, interview by Sara Patton Zarrelli, May 27, 2020, supplementary documents provided by Shea at interview and Lynne Spencer, interview by Sara Patton Zarrelli, June 5, 2020, both in LONG Resource Management Records (uncatalogued), LONG MSS.

⁵⁹⁷ Myra Harrison, interview by Hilary Iris Lowe, November 20, 2019, Kennedy NHS MSS.

operating dollars and increase visibility and visitation.”⁵⁹⁸ Despite these promising first discussions, the written record then falls silent.⁵⁹⁹ Oral history interviews suggest that the effort returned to one-on-one contacts and outreach to build support. Interviewees suggested that while most people had no objection to interpreting Washington, changing the name may have been a bit more sensitive.⁶⁰⁰ Still, no interviewees recalled any division within the Friends board or NPS leadership over the name change.

Supporting the name-change effort, LONG received project funding for an HRS focusing on Washington’s residence at the house in 2009. While not explicitly stated, Jim Shea recalled that it was intended to provide the historical context and information needed to support the efforts to change the site’s name as well as the implementation of new themes.⁶⁰¹ Per an undated scope of work:

Findings will be used to:

- Confirm national significance of the House’s association with GW [George Washington].
- Inform site planning and development of interpretive/educational programs and media.
- Establish solid documentation that can be built upon to inform studies of the later periods of site history.
- Assist with the development of programs and partnerships with other national, regional and local sites sharing Colonial and American Revolutionary War themes.⁶⁰²

The exceptionally thorough study, undertaken by historian John Bell, would not be completed until 2012.

Meanwhile, Myra Harrison began to move the redesignation process forward, hiring Clark Strategic Communications to draft a “Strategy and Action Plan,” completed

⁵⁹⁸ Name Modification Meeting, Longfellow House/Washington Headquarters National Historic Site, April 28, 2004, Jim Shea Digital files, top-level folder Headquarters–George Washington, second-level folder Name Change Info, in LONG Resource Management Records (uncatalogued), LONG MSS.

⁵⁹⁹ In the article in the *Longfellow House Bulletin* published following the name change, it is suggested that the time between 2004 and 2009 was spent developing support. This seems less likely, given other extant sources, and makes the choice of hiring a communications consultant in 2009 especially strange if such outreach was already complete. “Longfellow House-Washington’s Headquarters National Historic Site,” *Longfellow House Bulletin*, June 2011.

⁶⁰⁰ James M. Shea, interview by Sara Patton Zarrelli, May 27, 2020, and Lynne Spencer, interview by Sara Patton Zarrelli, June 5, 2020, both in LONG Resource Management Records (uncatalogued), LONG MSS.

⁶⁰¹ James M. Shea, interview by Sara Patton Zarrelli, May 27, 2020, in LONG Resource Management Records (uncatalogued), LONG MSS.

⁶⁰² Scope of Work-HRS, Longfellow National Historic Site Historic Resource Study; General George Washington’s Headquarters and Home–Cambridge-Scope of Services, ND, in Jim Shea Digital files, top-level folder Headquarters–George Washington, second-level folder Name Change Info, in LONG Resource Management Records (uncatalogued), LONG MSS.

on April 9, 2009.⁶⁰³ Dorie Clark recommended that the park start by talking to both expected allies and expected sources of opposition once the Friends group was on board. This statement is at odds with oral history interviews, which agree that the initiative was widely supported by the Friends board, and according to some, the idea in fact originated with the board.⁶⁰⁴ Nonetheless, it is interesting that no article discussing even the possibility of a name change was published in the bulletin until June 2011, when the name change was complete. Perhaps Dorie Clark's statement was simply pro forma, or perhaps it indicates a disconnect between the board and the superintendent. Clark also recommended that all tri-site staff needed to be well-versed in the reasoning behind the name change and that any ill will or sense that LONG was hogging the attention of management should be overcome so that all employees could respond to public questions and act as strong advocates for the park. Once this network of allies was developed and anticipated opposition understood, Clark believed that it would be reasonable to bring the request to Sen. Edward Kennedy in June or July of 2009.

Kennedy introduced the bill to the Senate in July 2009. However, he was gravely ill and used his remaining energy to push legislation for universal health care.⁶⁰⁵ In early August, Kennedy died, derailing any effort through his office. Fortunately, Massachusetts senators John Kerry and Paul Kirk (Kennedy's successor), took up the bill and co-sponsored the Longfellow House-Washington's Headquarters National Historic Site Designation Act, which was passed in the Senate in May 2010. The bill was signed into law on December 22, 2010.⁶⁰⁶ Throughout early 2011, the "George Washington's Headquarters Awareness Committee worked to continue outreach about the new name through partner organizations, a lecture series, and establishing an annual encampment by Revolutionary War reenactors, including George and Martha Washington."⁶⁰⁷ These activities were part of larger efforts to expand and diversify interpretive programming and invite more people to discover the site's history.

⁶⁰³ Memorandum from Dorie Clark, Clark Strategic Communications to Myra Harrison, re: Longfellow Strategy and Action Plan, April 9, 2009, in Jim Shea Digital files, top-level folder Headquarters-George Washington, second-level folder Name Change Info, in LONG Resource Management Records (uncatalogued), LONG MSS.

⁶⁰⁴ James M. Shea, interview by Sara Patton Zarrelli, May 27, 2020; Lynne Spencer, interview by Sara Patton Zarrelli, June 5, 2020; and Diana Korzenik, interview by Sara Patton Zarrelli, June 2, 2020, all in LONG Resource Management Records (uncatalogued), LONG MSS.

⁶⁰⁵ Edward M. Kennedy Institute for Study of the Senate, "Ninth Term: 2007-2009," Edward M. Kennedy Institute for Study of the Senate, <https://www.emkinstitute.org/timeline/2007-2009#term> (accessed June 29, 2020).

⁶⁰⁶ *Longfellow House-Washington's Headquarters National Historic Site Designation Act*, Public Law 111-333, 111th Cong., 2d sess. (December 22, 2010), and "Longfellow House-Washington's Headquarters National Historic Site!" Longfellow House Bulletin, June 2011.

⁶⁰⁷ George Washington Headquarters Committee Meeting-April 12, 2011-meeting notes, in Jim Shea Digital files, top-level folder Headquarter-George Washington, second-level folder Name Change Info, in LONG Resource Management Records (uncatalogued), LONG MSS.



Figure 22: Park Ranger Anna Christie stands with reenactors portraying Martha and George Washington during the 2016 encampment at the park.

Courtesy of the National Park Service, Longfellow House-Washington's Headquarters NHS.

Budget

The base increases that provided for the five career seasonal positions would be some of the last approved before NPS budget leadership formally stopped accepting new requests for base increases in 2012. The tri-sites had just gotten in under the wire, and the budget structure that allowed all three budgets to roll up into one meant that they were able to spread the benefit of the increase more equitably to all three parks.⁶⁰⁸ In 2006, the park received the opportunity to apply for a one-year appropriation for education, a direct result of advocacy from Friends President Heather Moulton, who called her brother-in-law David Moulton (Chief of Staff for Massachusetts Senator Edward Markey’s office). Markey offered to tag on a request to the “Labor HHS [Health and Human Services] Education Bill for FY06, a place where people “tend to ask for \$200–300K for education programs etc.”⁶⁰⁹ It appears that the park at minimum prepared a request, and limited documentation suggests that funding was received in support of early Historic House Explorers web development, which began in FY 2006.⁶¹⁰

While the base increases were good news for the park, other aspects of the budget, particularly at the federal level, proved difficult. Beginning in the early 2000s, the federal budget processes had an especially large impact on operations, as each year brought new congressional squabbles over funding, creating a great deal of budgetary uncertainty for all federal agencies. One aspect of this was the sequester, a law designed to force cuts in federal budgets by requiring “a series of annual spending cuts to the federal government, from FY 2013 to FY 2021. Divided evenly between defense and non-defense funding, it cuts \$85 billion from public programs, projects, and activities this year [2013] before ballooning up to \$109 billion next year in FY 2014—and every year, until it finally expires.”⁶¹¹ While this did not necessarily impact base budgets, it did have a significant impact on the funding available for PMIS projects, which the tri-sites relied on to fund many initiatives, especially within education.

⁶⁰⁸ Lauren Downing, tri-site administrative office, phone call with the author, June 24, 2020.

⁶⁰⁹ William B. Waston (Superintendent Harrison’s husband; she appears to have used a personal account to send these emails) to Jim Shea, C. Sue Rigney, and Liza Stearns (email), April 6, 2005. Subject: Funding Possibility via David Moulton, Box Education Specialist’s Records, Folder: LONG 2006 Appropriation, in LONG Resource Management Records (uncatalogued), LONG MSS.

⁶¹⁰ Unfolder documents, Box Education Specialist’s Records, Folder: LONG 2006 Appropriation, in LONG Resource Management Records (uncatalogued), LONG MSS.

⁶¹¹ Kevin Mahnken, “To Understand the Budget Debate, You Need to Understand the Sequester. Here’s a Quick Primer,” *The New Republic*, September 29, 2013, <https://newrepublic.com/article/114892/what-sequester-2013-sequestration-guide>. Note that at the time of this writing in 2020, the sequester will soon expire, which will introduce new budget possibilities.

In addition to the sequester, in almost every year from 2010 onward, the inability of Congress to pass a budget before the start of the new FY led to the threat of shutdown. Congress's lack of action was not new; under the current budget process, Congress has managed to pass a budget on time only four times.⁶¹² What was new was that shutdown was now typically averted by sometimes literal eleventh-hour continuing resolutions (CRs). As CRs simply fund the continued operation of the government at a specific level for a certain period, and may not be indicative of the final budget, agencies are instructed to spend at levels approximate to 10–20 percent of the prior year's funding for the same period, essentially hedging against significant reductions.⁶¹³ They have a particularly chilling effect on project funding. Some fund sources may not disburse funds at all under CRs, and others pool the limited amount of dollars available under the CR to fund only the top one or two projects authorized for use of the fund source. As a result, projects may be significantly delayed or not started at all for many parks that are anticipating funding. Worse, CRs can lead to the threat of government shutdowns, which divert staff, especially at the management level, to begin the complex set of preparations for a shutdown.⁶¹⁴ The October 2013 shutdown, which closed LONG and other NPS units, was deeply disruptive to staff and park activities. While the tri-site structure offered LONG, FRLA, and JOFI some measure of resilience, or at least flexibility, the budgetary of optimism that guided the work in the early 2000s at LONG was at an end.

Cultural Resources

Following the significant conservation work undertaken as part of the closure and construction efforts, park staff worked to develop a new Scope of Collections Statement. This work was particularly important, as these SOCs were the first to approach the collection with the items fully cataloged and the archives almost completely processed. As such, these SOCs reflect the first full understanding of what the park had and how it should be appropriately managed. The major conservation effort in this period came in the form

⁶¹² In this case, “on-time” refers to the timetable laid out by the appropriations process adopted in 1977, which called for April 15 as a target date for the resolution. Therefore, failing to meet the April 15 deadline can still mean that a budget is ultimately passed on time. What is notable here is that Congress did not pass a single spending bill by October 1, the start of the new fiscal year, for FY 2011–2016. Therefore, continuing resolutions and the threat of shutdown had an outsized or unusual impact on these years. FactTank: News in the Numbers, “Congress Has Long Struggled to Pass Spending Bills on Time,” Pew Research Center, <https://www.pewresearch.org/fact-tank/2018/01/16/congress-has-long-struggled-to-pass-spending-bills-on-time/> (accessed November 1, 2020).

⁶¹³ Lauren Downing, tri-site administrative office, phone call with the author, June 24, 2020.

⁶¹⁴ Lauren Downing, tri-site administrative office, phone call with the author, June 24, 2020.

of restoration and archeological work to rehabilitate the Longfellow garden, marking a full commitment to the importance of an accurate historic landscape, which had not always characterized previous management planning and decisions related to the grounds.

Structures

The extensive investment in the historic house and carriage house meant that work on structures in this period centered around perennial tasks, such as repainting and repairs to the Chippendale fence and the piazzas. No new significant structure work was undertaken.

Collections

Policy and Planning

Between 2003 and 2015, LONG completed three distinct SOCS statements, the first to be formally approved since 1983.⁶¹⁵ The draft statement from 1993, as discussed in Chapter Five, was a departure from previous statements in its areas of significance and how it addressed collections. Likewise, the 2003 SOCS is distinct from the 1993 draft and the 1983 SOC. The 2003 SOCS drew on National Register areas of significance, as well as the 2000 draft interpretive themes from the CIP, as its organizing principles. Of note was the SOC's suggestion that the site might have a new area of National Register significance under Criterion A (events) for the Colonial Revival period, which might impact collection practices. The more critical consideration of the Colonial Revival period, which was apparent in the interpretive planning processes between 1999 and 2004, and the detailed discussion contained within the SOCS are both worth further consideration.

The SOCS argued that Longfellow House had always been considered one of the best examples of colonial architecture, representative of a larger, significant trend in American history by the NPS and others, but the impact of the Colonial Revival movement (1880–1930), essentially the period of Alice Longfellow's residency, had never been sufficiently studied or interpreted at the site.⁶¹⁶ Compounding matters, the park did not have updated National Register documentation. So, while an SOCS is an unusual place to consider this significance, it proved to be a workable instrument for park staff to research and evaluate significance. It is also possible that staff hoped that this work would later inform an update to the National Register documentation. As such, the SOCS tested the site's collections and stories against National Register Criteria for significance for the

⁶¹⁵ There is significant confusion on the date of this statement. The park archive list indicates that it was 1983, while some documents date it to the 1984 Collection Preservation Guide, and the 1993 draft SOCS dates it to 1985. This document consistently uses 1983 to refer to this document.

⁶¹⁶ This is evident in early recognition of the site from the National Parks Advisory board, NPS documentation, and the sites enabling legislation.

Colonial Revival period. After this review, which is described at length in SOC, the author rejected significance under Criterion C (design and construction) for Colonial Revival and under Criterion B (significant people) for Alice Longfellow as a preservationist. This finding rejected assertions that the house was significant for its role in the Colonial Revival movement. Similarly, the decision to reject significance under Criterion B highlighted an ongoing discussion concerning what, precisely, Alice Longfellow's significance was and thus her appropriate place in the interpretation and furnishing of LONG. Furnishing plans and garden plans had long grappled with Longfellow's changes and management of the interior of the house and grounds during the Colonial Revival. Often, these planning documents gave her choices considerable weight, as discussed in the Chapter Five. Therefore, while the SOCS dismisses (though reluctantly) Longfellow's significance as a preservationist, it also acknowledged that her decisions and efforts were critical to understanding LONG's collections, and indeed, per the furnishing plan, her choices were the foundation of much of the house's current interior experience. Still, the SOCS is clear that the park would not collect items related to Alice Longfellow unless they filled an identified gap in the furnishing plan. The document, then, is reflective of the park's long-running effort to recognize and use Longfellow's legacy while also repeatedly stating its limits. As much as the document seems to assert changes in significance, it is very important to recognize that these statements about National Register criterion were never formalized in an updated listing on the Register, meaning that they were not evaluated by state and national preservation staff, and should to some extent be treated as conjectural.

Beyond evaluating significance based on National Register criteria, the 2003 SOCS recognized the need for a new CMP, following the updates to the furnishing plan in 2000. This also reflected that while the types of collections outlined in the 2003 SOCS (archeology, history, and natural history) did not change from 1993, additional work such as the archeological excavations completed in the late 1990s and early 2000s related to construction added collections items, as did the OCLP Historic Plant Inventory, completed between 1992 and 1994. These items required different care and management. In addition to drafting a CMP, recommended actions included looking for records from Hill and Barlow, the law firm that managed the Longfellow Trust; the creation of a collections advisory committee; and developing a deaccessioning policy, especially for items cataloged in a 1998–99 spree that resulted in the cataloging of items not related to the site and modern items that were inappropriately accessioned.⁶¹⁷

In 2011, the park revised the SOCS again. This SOCS was the first to be drafted after the completion of archives processing in 2007. Even though it was the first to approach the collection fully cataloged, it differed little from the 2003 document. The document used the draft themes from the 2004 draft CIP, and also noted that in 2006,

⁶¹⁷ A large number of Hill and Barlow records came to the site as accession number 167 in 2014. Kathryn Hanson Plass, email message to author, June 23, 2020.

LONG was formally recognized by the National Underground Network to Freedom Program as a facility with archives and collections that have national value for research in this area. Notably, the management actions section remained the same as in the 2003 SOCS, demonstrating that the park had made little progress on these needs. As the 2011 SOCS was completed shortly after the name change, the SOCS stated, “It has not been determined to what extent, if any, the site will begin collecting Washington’s Headquarters related artifacts and papers.” Unsurprisingly, deaccessioning issues remained essentially the same, though for the first time, the preparers drew attention to the items that the Longfellow Trust acquired during the time they rented rooms like blankets, towels, and furniture, suggesting that these should be assessed and potentially deaccessioned, minus what would be needed to furnish one third-floor room, if that eventually became a priority for the park.

Research Use

The collection continued to be actively used by researchers during this period, though services were somewhat impacted by staff changes. Research topics include the park’s George Washington’s letters, Thomas Jefferson, Dante and Longfellow, women’s education, Longfellow in translation, domestic music making, marriage and courtship in New England, Samuel Longfellow, Sam Ward, eighteenth-century fireplaces, Charley Longfellow’s travel in India, the Longfellow House Trust, Mary King Longfellow, and more. Significant publications in this period include a new edition of Longfellow’s translation of Dante’s *Inferno* (2003), as well as Matthew Pearl’s novel, *The Dante Club* (2003), the first new biography of Longfellow since 1964; *Longfellow: A Rediscovered Life* by Charles C. Calhoun (2004); *Longfellow’s Tattoos: Tourism, Collecting, and Japan* (2004) by Christine Guth; and *Longfellow Redux* (2005) by Christoph Irmscher. Irmscher also published a catalog of the exhibit “Public Poet: Private Man,” which was on display at the Houghton Library.⁶¹⁸

Archives

The LONG archives were at long-last fully processed in 2007, using backlog cataloging funds and assistance from NMSC.⁶¹⁹ In addition to being fully processed, the archives now had appropriate storage on-site with the addition of the vault. The new research room offered researchers a dedicated space for the first time. Starting in 2009, curatorial staff sought to introduce the archives to an audience beyond academic researchers through the Cambridge Open Archives Program, which opens a range of archives around the city to the public on an open-house basis once a year. The park continues to be an active participant in the program.

⁶¹⁸ For a complete listing of publications and reach topics, see Longfellow House Bulletin, 2002–2014, accessible at <https://www.nps.gov/long/learn/news/newspaper.htm>.

⁶¹⁹ “Longfellow House Archives Cataloging Complete at Last.” Longfellow House Bulletin, December 2007.

Museum Objects

Besides the additional archival material, relationships begun by Shea and continued by Daly have brought a number of family objects back to the house. A highlight was the travel writing desk used by Frances (Fanny) Appleton as a teenager.⁶²⁰ In addition to these items, conservation of collections remains a priority as funding is available through the park budget or specific PMIS requests. Curatorial staff also experimented with temporary exhibits in the laundry room. Exhibits included “Tools of the Trade: Writing Implements of Henry Longfellow and His Family” and “Poetical Souvenirs.”

Archeology

In this period, archeological work supported the restoration of the gardens. Most of the work was done during the larger construction process, but a larger dig, described in the previous chapter, took place slightly later. The park’s approach to the landscape restoration work demonstrated that appropriate archeological documentation remained a priority, in contrast to the approach of the early 1990s and earlier.

Cultural Landscape

Between 1999 and 2005, the Friends of Longfellow House took on their most ambitious project to date. While non-necessary landscape work had been quickly stripped out of the contract for budget reasons during the LIC project, a great deal of enthusiasm remained for restoring the garden and grounds at LONG. Building on the success of leveraging both federal funds and private philanthropy that had supported earlier construction and restoration work, the Friends embarked on their first capital campaign to finance the rehabilitation of the garden. The successful completion of the restoration work in 2005 was a shared triumph of the park and the Friends.⁶²¹

Recognizing that gaining funding for the garden rehabilitation would be difficult for the NPS to do alone, founding board member Frances Ackerly took up the cause in 1999, believing that the Friends should embark on a fundraising campaign so that visitors could experience grounds that were as authentic as the house. Incoming president Barclay Henderson took up Ackerly’s call to action, and in 2000, a small group started regular breakfast meetings at Ackerly’s to strategize.⁶²² Working closely with the park, they determined that the necessary research to begin the rehabilitation had already been completed in the three-volume CLR produced in the 1990s.⁶²³ Jointly, the Friends and the

⁶²⁰ David Daly, personal communication with the author, June 19, 2020.

⁶²¹ While the Friends celebrated completion in 2005, NPS records show that planting efforts continued into 2007 and that some of the structural work in the garden continued into 2010. National Park Service, *Longfellow House-Washington’s Headquarters NHS Landscape Longfellow National Historic Site Cultural Landscape Inventory*, 2015, 84.

⁶²² “A Look Back at the Capital Campaign for the Garden,” *Longfellow House Bulletin*, June 2005.

⁶²³ “Martha Brookes Hutcheson,” *Longfellow House Bulletin*, June 2005.

park chose to use the treatment recommendations in volume 3, which (as noted in Chapter Five) had not received formal approval. Therefore, the decision to implement these recommendations, which would bring the garden back to its mostly documented appearance during Alice Longfellow's period, reflecting the work of Martha Brookes (Brown) Hutcheson, solidified two important conclusions of the 1999 CLR.

First, the decision marked ongoing support of the concept that the park's period of significance should extend through 1928 and that Alice Longfellow's decisions about preserving and maintaining the house should be used, especially when there was no evidence of conditions during Henry Wadsworth Longfellow's lifetime. Second, it provided at least tacit acknowledgment of the conclusion that Hutcheson's work likely qualifies as "work of a master" under National Register criteria and that changes to the garden removing Hutcheson's work could face legitimate and serious challenge. As discussed previously, Hutcheson's detailed plans or drawings did not survive in great detail in the historic record, and are to some extent understood through Ellen Shipman Biddle's work on reviving them in the 1920s. Therefore, restoring Hutcheson's designs was in fact a best guess based on surviving documentation, which is perhaps ironic since Hutcheson's plans could be argued to be a "best guess" combining Alice Longfellow's memories with what Hutcheson considered appropriate to the colonial period to recreate Henry Wadsworth Longfellow's garden. Still, these plans were distinct from what the Cambridge Plant and Garden Club had implemented in the 1970s, and the decision to restore Hutcheson's Colonial Revival-inspired plan codified the general trend of garden management since NPS received ownership of the site.

With a direction established, the group now needed to raise the funds. Reflecting later on the effort, Friends President Barclay Henderson recalled that "the five-year-old group had more enthusiasm than experience at conducting a capital campaign."⁶²⁴ Still, the group was determined, and with approximately \$60,000 donated by members of the committee, they hired a fundraising consultant and began making quiet appeals for funds.⁶²⁵ Part of these early fundraising efforts included presentations to select donors. NPS staff was asked to attend these gatherings to present the plans for rehabilitation. Extant emails from NPS staff show that they were uncomfortable with what they called "money talk" from the Friends, worried that they could run afoul of prohibitions on NPS staff members actively soliciting donations. They also expressed discomfort with the suggestion that these presentations were to gain public input, given the extensive research already completed

⁶²⁴ "A Look Back at the Capital Campaign for the Garden," *Longfellow House Bulletin*, June 2005.

⁶²⁵ "A Look Back at the Capital Campaign for the Garden," *Longfellow House Bulletin*, June 2005.

and their understanding that park staff and the Friends had agreed to follow these recommendations. In these emails, staff openly worried that inviting public comment could be dangerous because they felt that the decisions were already made.⁶²⁶

Staff was not entirely wrong in this respect. Lauren Meier, a landscape architect at OCLP who had prepared the third volume of the CLR, reported that there were at least some who were critical of the NPS's proposed approach, favoring the design Diane Maguire developed for the Cambridge Plant and Garden Club in the 1960s.⁶²⁷ While it is unclear from the record, it seems likely that those who still supported Maguire's plan were persuaded through a combination of education and diplomacy. A key aspect of this was likely Jim Shea's efforts to repair the relationship with Patricia Pratt, who he recalled meeting early on in his tenure. Shea's efforts were eventually successful, so much so that Pratt left her papers related to the club's work on the garden to LONG, and she probably helped influence others who preferred the Maguire plan to the NPS plan.

The Friends continued with targeted requests for advance gifts, and the campaign launched in 2002 during the celebration of the Longfellow House's thirtieth anniversary as an NPS unit. Notables in attendance included Ted Kennedy, Hillary Clinton, David McCullough, and Keith Lockhart. Bobbie Green, director of the SAT program, also attended and urged the Friends to apply for a grant.⁶²⁸ In 2003, the Friends received a grant of \$200,000 from the SAT program.⁶²⁹ As noted by the Cultural Landscape Inventory, the SAT grant was the first landscape project SAT funded, setting a new precedent for funding landscape conservation. When the campaign was officially launched in 2004, the Friends

⁶²⁶ Tom Woodward to Lauren Meier, January 31, 2000, Box 27 Garden, Grounds, and Pergola Rehabilitation 1981–2004, Folder: Landscape/Formal Garden Rehab, National Park Service, in LONG Resource Management Records (uncatalogued), LONG MSS.

⁶²⁷ Lauren Meier (landscape architect, OCLP) to C. Sue Rigney, Jim Shea, and Myra Harrison, June 12, 2000, Box 27 Garden, Grounds, and Pergola Rehabilitation 1981–2004, Folder: Landscape/Formal Garden Rehab, National Park Service, in LONG Resource Management Records (uncatalogued), LONG MSS.

⁶²⁸ It is important to note that neither park staff nor the Friends recalled applying for the SAT funds received during closure, and it seems likely based on their recollections that the funds, perhaps including the private match, were orchestrated through the intervention of Ted Kennedy and others, as suggested by Shea in his oral history interview. “‘Save America's Treasures’ Gifts Announced,” *Longfellow House Bulletin*, June 1999, and James M. Shea, interview by Sara Patton Zarrelli, May 27, 2020, in LONG Resource Management Records (uncatalogued), LONG MSS.

⁶²⁹ National Park Service, *Longfellow House-Washington's Headquarters NHS Landscape Longfellow National Historic Site Cultural Landscape Inventory*, 2015, 84.

had already raised \$400,000 of the \$1 million goal.⁶³⁰ Ultimately, the Friends raised \$800,000, including the SAT grant.⁶³¹ It was a remarkable achievement, celebrated in a special issue of the *Longfellow Bulletin* in June of 2005.

With sufficient funds in hand to begin construction, the park conducted outreach in the spring of 2003, recognizing that the project would bring both significant change and disruption. Outreach included briefing Charles Sullivan, executive director of the CHC, and meeting individually with the site's immediate neighbors. Sullivan was supportive of the reconstruction of the pergola, expanding the formal garden, and replanting the forecourt of elms, especially since the archeological work was in order with the Massachusetts Historical Commission, which held jurisdiction over any changes on the property that would trigger Section 106 compliance. Sullivan recognized that his Commission did not have legal jurisdiction over the work both because it related to landscape and because of its federal status, but he did express caution when it came to the removal of trees that were added later as screening plantings. Even though these plantings were not historically accurate, and by 2003 were considered overmature (that is, past their expected life span, with the potential to become hazardous), Sullivan warned that their removal could be controversial. He was no stranger to the challenges of tree removal. Since the 1980s, Sullivan had been working to restore Longfellow Park and return views to the Charles River as in Longfellow's day.⁶³² Despite some desire for the park to be better maintained, Sullivan faced an uphill battle, particularly when it came to the removal of trees. Based on this experience, he warned that the NPS might face strong public pushback regarding tree removal.⁶³³

Beyond Sullivan, email records show that the park did consult with their immediate neighbors at the Lincoln Institute and the Episcopal Divinity School. Neither was initially in favor of the tree removal, but eventually they were convinced to accept the work during

⁶³⁰ "The Garden Project: A Capital Campaign to Recover the Gardens and Grounds of Longfellow National Historic Site, Cambridge, Massachusetts," A Case Statement from the Friends of the Longfellow House, December 2002, Box 27 Garden, Grounds, and Pergola Rehab, 1981–2004, Folder: Longfellow Landscape–Garden Rehabilitation, in LONG Resource Management Records (uncatalogued), LONG MSS.

⁶³¹ National Park Service, *Longfellow House-Washington's Headquarters NHS Landscape Longfellow National Historic Site Cultural Landscape Inventory*, 2015, 84. The CLI does not provide a source for the number, and the *Longfellow Bulletin* only alludes to a million-dollar goal and being mostly successful.

⁶³² According to Sullivan, the City of Cambridge, who had been gifted the park in 1914 with the provision that they maintain views to the river, had planted elm trees that gradually obscured the view. In 1973, a woman was murdered in the park, and by the 1980s, the park was essentially a succession forest. Despite the park's derelict appearance, neighbors, led by a resident landscape architect, so despised the level of care that the Cambridge DPW provided that they are said to have chased off workers arriving to do maintenance. Sullivan began a careful campaign, slowly gaining the cooperation, if not trust, of the neighbors. Over the course of many years, Sullivan led the removal of more than sixty trees over three inches in diameter. He recalled that each year before removal, he and the neighbors would together flag the trees for removal. Charles Sullivan, interviewed by Sara Patton Zarrelli, June 8, 2020, in LONG Resource Management Records (uncatalogued), LONG MSS.

⁶³³ Jim Shea to Myra Harrison et al., March 28, 2003, Box 27 Garden, Grounds, and Pergola Rehabilitation 1981–2004, Folder: Garden Rehab Project Public Presentations, in LONG Resource Management Records (uncatalogued), LONG MSS.

meetings held in April, writing letters of support for the project. No other meetings or outreach was conducted, and the week of May 5th, the trees were removed, sparking the ire of neighbor Shanti Fry. Fry brought a complaint to the Cambridge City Council, who in turn directed the Historical Commission to conduct a meeting for the NPS to discuss their plans with the city manager and neighbors. As the NPS prepared for this meeting on June 5th, the decision to collect letters of support in advance from the Lincoln Institute and the Episcopal Divinity School was critical, as was the opportunity to contribute a piece to the *Cambridge Chronicle* explaining the work.⁶³⁴ While Sullivan did not recall much about the meeting, he noted that the Historical Commission does not have jurisdiction over landscapes in any substantive way, especially if they are not visible from a public way.⁶³⁵ In his view, it would not be appropriate for the Commission to rule on landscape decisions, especially those like the Longfellow garden that did not meet the criteria of being visible from a public way. While the meeting occurred, it was in many ways moot, since the trees were already taken down, and it became clear that the tree removal was the only aspect of the project that concerned citizens, both through the earlier letters of support and comments at the meeting. Ultimately, the remainder of the work received the green light to proceed with full community support. This episode reveals a high level of coordination between LONG staff, including Superintendent Harrison, and the Friends at all levels of planning and response.

Once the trees were removed, the park staff began to restore missing planting beds, boxwood hedges, and fencing. Especially important to restoring the garden to Hutcheson's design, several structures were reintroduced into the garden, including the pergola. Staff also returned fencing and gates to their original alignment, while also restoring the forecourt of American elms that was a significant feature of Henry Wadsworth Longfellow's residency.⁶³⁶ By 2005, the work was substantially complete, though planting in the garden would continue into 2007. In 2010–2011, work on the piazzas and balustrades, along with restoration of the arbor and trellis in the garden, completed the project.⁶³⁷ Of note is that tri-site carpentry and horticulture staff led this project, speaking to the significant skill and expertise within the park staff, as well as the benefits of the shared maintenance program that could harness more skill and experience in-house than LONG

⁶³⁴ Susan Wood, Friends Board Member to Barclay Henderson (Friends Board President) et al., May 21, 2003, Box 27 Garden, Grounds, and Pergola Rehabilitation 1981–2004, Folder: Garden Rehab Project Public Presentations, in LONG Resource Management Records (uncatalogued), LONG MSS.

⁶³⁵ Sullivan notes that the purpose of historic districts is primarily to preserve architectural character, and their legal authorization typically precludes them from making binding decisions on landscaping, though many are pleased to make recommendations to property owners. Charles Sullivan, interviewed by Sara Patton Zarrelli, June 8, 2020, in LONG Resource Management Records (uncatalogued), LONG MSS.

⁶³⁶ National Park Service, *Longfellow House-Washington's Headquarters NHS Landscape Longfellow National Historic Site Cultural Landscape Inventory*, 2015, 84.

⁶³⁷ National Park Service, *Longfellow House-Washington's Headquarters NHS Landscape Longfellow National Historic Site Cultural Landscape Inventory*, 2015, 84.

could have alone. Likewise, the support of the Friends group made possible a project that could not have been funded by LONG alone, even with the budgetary support of FRLA and JOFI.

The project contributed to the landscape receiving a “good” rating when evaluated in 2015 during a Cultural Landscape Inventory (CLI) conducted by the OCLP.⁶³⁸ CLIs are part of a national directive to improve landscape stewardship and are intended to describe site conditions and provide a means of tracking change and accountability, which in turn supports several NPS Centennial and “Call to Action” goals, as well as the Cultural Resource Challenge. Reviewing current conditions, the report concluded that the site had high integrity, despite the overall reduction in the size of the property. It viewed the core of the historic estate (i.e., the Vassall-Cragie-Longfellow house) as retaining significant integrity of setting, indicating that significant preservation and restoration work had either saved or returned key contributing features. The report assessed the condition as follows: “The landscape at Longfellow House-Washington’s Headquarters National Historic Site meets the current definition for ‘good’ condition: the landscape shows no clear evidence of major negative disturbance or deterioration by natural and/or human forces. The landscape’s cultural and natural values are as well preserved as can be expected under given environmental conditions. No immediate corrective action is required to maintain its current condition.”⁶³⁹ A very significant aspect of the CLI was that it effectively formalized the treatment strategy of “rehabilitation,” as described in the unpublished third volume of the CLR, and generally followed by the park in landscape restoration efforts that took place in the early 2000s. This recommendation was important, as it gave a formal stamp of approval to the completed rehabilitation efforts and would continue to formally guide maintenance of the garden and landscape going forward.⁶⁴⁰

⁶³⁸ The author of the report, Chris Beagan, became LONG’s site manager in 2019.

⁶³⁹ National Park Service, *Longfellow House-Washington’s Headquarters NHS Landscape Longfellow National Historic Site Cultural Landscape Inventory*, 2015, 112.

⁶⁴⁰ National Park Service, *Longfellow House-Washington’s Headquarters NHS Landscape Longfellow National Historic Site Cultural Landscape Inventory*, 2015, 112.



Figure 23: The restored garden, including the reproduction pergola.
Courtesy of the National Park Service, Longfellow House-Washington's Headquarters NHS.

Public Operations Overview

Both the site staff and the Friends group were very enthusiastic about the reopening. What would be the public response after three years of closure? What programs would be most interesting to the public? The staff worked quickly to pivot back to house tours, concluding what had been a successful but stand-in offering of walking tours through the Longfellow neighborhood.⁶⁴¹ The longtime favorite Summer Festival returned to the grounds, and an expanded series of public programs, including lectures, began in the carriage house. The reopening also saw a renewed commitment to after-hours specialty tours. Generally, in the years following the reopening, programming returned to previous levels of activity. Programming focused on generally tried-and-true approaches of house tours and lectures. Particularly following the redesignation and significant staff change in 2012, increasingly more programming focused on sharing the significance of the

⁶⁴¹ James M. Shea, interview by Sara Patton Zarrelli, May 27, 2020, in LONG Resource Management Records (uncatalogued), LONG MSS.

Washington period and reaching different audiences. The park continued to operate on a Wednesday to Sunday schedule, typically from May to October, with openings for special events and programs in November to April.

Interpretation

Efforts to revive the CIP developed between 1999 and 2000 began in 2003, and another draft CIP was completed in 2004. The document did not differ significantly from the final draft produced in 2000, though it did place more weight on George Washington's residency. Reflecting the shift in interpretive focus already happening under Shea's leadership, the report concluded: "The interpretive scope will expand to put more emphasis on George Washington's use of this house as his first headquarters in the early months of the American Revolution, on Longfellow's defining role in developing America's cultural independence, and on the efforts of Longfellow, his heirs, and subsequent stewards to preserve and promote the significance of this iconic place in American history."⁶⁴²

Despite the site staff's efforts to evaluate and expand the interpretive focus, the 2004 draft CIP was never approved. Site management continued to focus on their own efforts to expand interpretation and felt that a formal plan like the one produced was unnecessary.⁶⁴³ This reluctance to adopt the plan likely contributed to why it was not approved. The park would not have formally approved interpretive themes until the completion of its Foundation Document in 2017.

As the name of the site changed and more stories were discovered, the diversity of topics presented to the public exploded. This was fueled by several directives lead by Shea. He required that all tours contain certain information about Washington and Longfellow, but beyond that, interpreters were free to shape the tour to reflect their own interests. Combined with dedicated research time given to staff at all levels, interpreters were soon presenting a wider range of topics than ever before. Some staff developed special theme tours that were offered after-hours and tackled a specific topic in depth, such as Longfellow's relationship with Charles Dickens, or (for Halloween) "19th Century Notions of Death, Mourning, and Morbidity."⁶⁴⁴ Second, both staff and members of the Friends continued detailed and often collaborative research into the collections held at LONG and

⁶⁴² Longfellow House NHS Comprehensive Interpretive Plan, Draft, 2004, Box 2 CIP, Unfolded, in LONG Resource Management Records (uncatalogued), LONG MSS, 3.

⁶⁴³ James M. Shea, interview by Sara Patton Zarrelli, May 27, 2020, in LONG Resource Management Records (uncatalogued), LONG MSS.

⁶⁴⁴ 2005-11 pressreleaseDickens.doc, Digital Files, top folder 2005-2015 Public Use Docs, secondary folder 2005 Events, and 2008 HauntedHousesTour-version2.pdf, Digital Files, top folder 2005-2015 Public Use Docs, secondary folder 2008 Events, both in LONG Resource Management Records (uncatalogued), LONG.

at Harvard University. Many if not all of the founding board members came from academia or had significant historical training, and they were well-equipped to conduct research in concert with the staff. Finally, the completion of the structural restoration, collections documentation, and processing of the archives played an important role. While the synergy of the staff and friends group members cannot be denied as an important factor in this change, this group was also the first to have the luxury, by the early 2000s, of working in collections that were mostly processed, and thus to have a more complete understanding of the scope of the site's collections and the research potential contained therein. Equally important, staff, now freed from having to spend the majority of their time managing preservation or processing projects, engaged deeply with collections. The Longfellow House Bulletin served as a critical outlet for new scholarship resulting from their work. A review of the bulletin between 2002 and 2012 reveals that staff and board members worked closely to explore new discoveries and areas of interpretation they suggested.

Unsurprisingly, the stories told within house tours and public programs expanded, and this period marks the first significant steps away from the 1978 Interpretive Prospectus.

Programming shifted again in 2012 following a significant staff changeover. Under the leadership of Site Manager Beth (Wear) Law and Supervisory Ranger Rick Jenkins, the site entered a period of successful experimentation and outreach. Almost all of the staff characterized this period as one in which there was a great deal of encouragement for trying new things.⁶⁴⁵ While house tours, offered at essentially the same frequency, continued to be a core program, the site added the "Express Tour" option, geared to families and those with less time. Staff also reintroduced regular walking tours of Cambridge. One-off events focusing on new research related to the family and the collections proliferated, and the park took a more active role in community events such as "Open Archives" and "Parking Day."⁶⁴⁶

⁶⁴⁵ Rick Jenkins, telephone conversation with author, June 23, 2020, Garrett Cloer, email to the author, June 25, 2020; Anna Christie, telephone conversation with the author, June 26, 2020.

⁶⁴⁶ Anna Christie, telephone conversation with the author, June 26, 2020.



Figure 24: LONG staff take part in “PARKing Day,” a Cambridge event in which parking spaces are turned into miniature parks. LONG’s space included a mini pergola constructed by woodworkers on the maintenance staff.
Left to right: SCA Intern Marissa Cheifetz, Site Manager Beth Law, and Ranger Anna Christie.

The new staff also developed the now annual “Washington Arrives” event, during which Revolutionary War reenactors, including two portraying George and Martha Washington, set up camp for the day at LONG. In many ways, the work of Jim Shea and many others had revealed both the significant treasures and stories of the site, and provided the restoration work the site needed so that now a new group of staff could take full advantage of these remarkable resources. The willingness to build on this foundation is reflected in a comment from Rick Jenkins, who noted that when he arrived at the site as the new Supervisory Ranger, he saw that the 2004 CIP was a useful document for understanding where the site had been with interpretation, but that the future was clearly expanding well beyond the document.⁶⁴⁷ The new staff began to think about old programs in new ways.

Education programs also experimented with new approaches in this period. Following the decision not to pursue the poetry center, education specialist Liza Stearns proposed another ambitious effort in 2000, which came to be known as Historic House

⁶⁴⁷ Rick Jenkins, telephone conversation with the author, June 23, 2020.

Explorers. Articles and books referenced in Stearns's files related to Historic House Explorers (HHE), indicating that she viewed the project as a response to calls in the field to reinvent historic house experiences.⁶⁴⁸ In June of 2000, she assembled a group of

twenty classroom teachers, museum educators, and cultural resource specialists. . . for a five-day working institute, the goal of which was to create a new method and framework for engaging seventh and eighth graders in the study of history through investigative field experiences at history house museums. The pedagogy that emerged from the institute is designed to teach students how to "read" historic homes by drawing inferences from primary sources (e.g. landscape, architecture, collections, archives) to construct stories about people associated with a particular historic house and their place within the broader social/cultural context. Longfellow National Historic Site is now positioned to launch program development using the Historic House Explorers framework. The resulting program will support standards of learning identified by state and local curriculum frameworks, make wise use of park resources, and excite student imagination through resource-centered, inquiry-based learning.⁶⁴⁹

The framework was intended to be portable—that is, the concepts could be used at any historic house. LONG would serve as the prototype of the framework, and in 2004, she proposed creating the first program in this framework, which would focus on Charles (Charley) Longfellow's experiences serving in the Civil War and his later world travels. The program compiled primary sources that students would study to answer questions about Charley's life. Initially, the program design called for a hybrid of in-person and virtual learning, in which students would complete pre-and post-visit activities online, in addition to visiting the Longfellow House.⁶⁵⁰ At some point, the program shifted to being entirely online. From the start, it was plagued by problems.

The initial development of the hybrid model would be completed by park staff and an education consultant in two phases. The record of Phase I is not extant, although it may have included the development of the "Draft Concept Plan," dated 2004.⁶⁵¹ In Phase II, the park would supply the primary source material, and the consultant would write the lessons and work with a designer to develop the web components. This contract began in 2005 and

⁶⁴⁸ Summation of documents in Box Liza's Files/HHE, Folder: HHE/LONG, in the LONG Resource Management Records (uncatalogued), LONG MSS.

⁶⁴⁹ Historic House Explorers Programming Framework: Longfellow National Historic Site, Box Education Specialist's Records, Folder: Website Drafts, in the LONG Resource Management Records (uncatalogued), LONG MSS.

⁶⁵⁰ Historic House Explorers Programming Framework: Longfellow National Historic Site, Box Education Specialist's Records, Folder: Website Drafts, in the LONG Resource Management Records (uncatalogued), LONG MSS.

⁶⁵¹ Note that the education files for this period are currently unprocessed. These records may still exist. I think it is likely that developing the overall HHE framework may have been Phase I, but I have not seen documents to support this. Historic House Explorers: A Resource-Centered, Inquiry-Based Approach to Teaching and Learning about History. Program Framework and Draft Concept Plan, Fall 2004, Box Education Specialist's Records, Folder: LONG 2006 appropriation, in the LONG Resource Management Records (uncatalogued), LONG MSS.

by February of 2006 was in default because the government had not completed its contractual obligations, especially in relation to supplying primary source material. Stearns proposed a revised scope that would bring the contract to conclusion in June 2006.⁶⁵² Coinciding with the start of the contract in 2005, Stearns received feedback from Regional Historian Louie Hutchins and Jim Shea, questioning the length and suitability of the lessons, as well as the focus on Charley Longfellow.⁶⁵³ It does not appear that these concerns were addressed in any significant way. The contract was successfully concluded, and at some point during this review, the program shifted from a hybrid model to a substantially online model, in which students would investigate Charley's life through six "chapters" using primary sources and together use their findings to make hypotheses about his future decisions, which they would then compare against "what really happened" in the following chapter. The park retained Weber Media in 2006 to design and build a database of primary sources that provide the content for the website.⁶⁵⁴ The new online model faced challenges at every turn.

First, the park needed to address the question of how the website would be hosted: Would it be on existing NPS webpages or run independently? While the park clearly favored NPS hosting the site on its own domain, this posed two problems. NPS security standards would not allow for logins to NPS websites, which meant that teachers and students could not sign in to access material and progress specific to their class.⁶⁵⁵ The protracted back-and-forth between IT at WASO (Washington DC Area Support Office) and the park delayed the project.⁶⁵⁶ Second, the NPS used ColdFusion, an Adobe web design product, and the park initially directed Weber Media to use this product as well for continuity. However, ColdFusion proved a less successful product for Adobe, and it became more difficult to find designers able to develop using it, thus posing both development and upkeep concerns. In April of 2010, the park decided to develop the site in PHP instead.⁶⁵⁷

⁶⁵² Scope of Work: Phase II Historic House Explores Program Development at Longfellow National Historic Site, Develop Education Program and Teaching Materials for Charley Longfellow and the Civil War 4/1/2005, Box Education Specialist's Records, Folder: HHE Meetings and Notes and Historic House Explorers Meeting, February 2, 2006, Box Education Specialist's Records, Folder: HHE Meetings and Notes, in the LONG Resource Management Records (uncatalogued), LONG MSS.

⁶⁵³ Jim Shea to Liza Stearns, October 25, 2005, Box Education Specialist's Records, Folder HHE 10-26-2005, in the LONG Resource Management Records (uncatalogued), LONG MSS.

⁶⁵⁴ Scope of Work dated April 4, 2007, Box Education Specialist's Records, Folder: HHE 10-26-2005, in the LONG Resource Management Records (uncatalogued), LONG MSS.

⁶⁵⁵ Dan Collins, NPS.gov Web Manager, Office of the Chief Information Officer, to Catherine Weber, principal, CW consulting group, September 11, 2007, Box: Education Specialist's Records, Folder: HHE Meetings and Notes, in the LONG Resource Management Records (uncatalogued), LONG MSS.

⁶⁵⁶ The Washington DC Area Support Office, generally referred to as "WASO" internally, serves as the centralized policy, decision-making, and support arm of the NPS. Decisions made by WASO affect all park units; similarly, all park units benefit from services such as unified park websites and web support.

⁶⁵⁷ Catherine Weber to Liza Stearns, April 9, 2010, Box: Education Specialist's Records, Folder: HHE Meetings and Notes in the LONG Resource Management Records (uncatalogued), LONG MSS.

The proposed site required the creation of rich, animated, digital “scrapbooks” to review documents and images as if viewers were looking at a real scrapbook. The work of each team to respond to their unique set of primary sources in the “scrapbook” would unlock the next chapter in Charley’s journey.

Beyond technical issues, contracting and personnel issues plagued the project. The park again contracted Weber Media in 2007 to continue development work, which was to be completed by January 31, 2008. Then, the contract went into a series of mutually agreed no-cost extensions due to changes in park staffing and an unanticipated medical leave of a key park staff member. The third, no-cost extension moved the project end date to November 31, 2008. That extension was never correctly processed due to a clerical error, though Weber Media and the park continued working, assuming that the extension was processed. Both parties were not aware of the error until the fall of 2008. The contract proved difficult to get back on track, as evidenced by Stearns’s letter to Nancy Tansino, a project manager in the regional office, dated October 13, 2009. Again, there were issues on both sides; Weber Media charged that the park had not provided the materials (primary sources and supporting copy) in a timely fashion or in appropriate formats. Meanwhile, the park continued to reject the website build, which was unstable and routinely unusable. Efforts to make the website viable continued off and on through 2011 and then mothballed, though the park continued to retain the domain.⁶⁵⁸ It was not until after Liza Stearns’s departure in 2014 that the project was reviewed again. At that time, faced with questions about how to manage the domain, acting education specialist Kathy McKay recommended that the park cease maintaining the domain, effectively ending the project. The lesson plans and associated document packages were added to the park’s website as downloadable content.

The HHE saga offers several important lessons. First, it demonstrated the challenge of a tri-site education specialist, who was seated at FRLA and tasked with overseeing and developing education initiatives at all three sites. A common perception among LONG staff in this period was that all of Stearns’s time was focused on the Good Neighbors program at FRLA that ultimately won the NPS’s highest award for interpretation, the Freeman Tilden Award, in 2011.⁶⁵⁹ Yet the record shows that Stearns was also as engaged with LONG via HHE, even though the project was consistently running into problems that impaired progress. At the same time, Stearns’s own project files show that reasonable concerns about the project’s appropriateness, ranging from format, content, and audience brought by both LONG staff and external reviews, including teachers, seem to have been marginally adopted. Likewise, Stearns pitched the education program, including HHE, to the Friends

⁶⁵⁸ Personal knowledge of the author, who worked on the project as both an intern and contractor between 2010 and 2011, and continued occasional involvement while employed at John F. Kennedy NHS from 2012 to 2015.

⁶⁵⁹ Rick Jenkins, telephone conversation with author, June 23, 2020, Garrett Cloer, email to the author, June 25, 2020; Anna Christie, telephone conversation with the author, June 26, 2020.

in May of 2004, and it does not appear that the Friends acted on her suggestion of creating an education committee or committing to fundraising.⁶⁶⁰ The Friends' reticence on the topic seems to have stemmed from more pressing budgetary concerns that affected maintenance and staffing, and also the tepid endorsement of LONG site staff for these programs. While it is reasonable to conclude that the project's proximate cause for failure was technological, it also seems likely that the program might have failed on its own merits, given the feedback from staff and other reviewers, had the technology not failed first. Taken together, HHE highlights the challenges of a centralized education staff, the challenges of implementing and maintaining technology, and the conflicts of vision between the staff, friends, and tri-site shared staff.

Meanwhile, LONG staff continued to use an in-person program for grades 3–6 called “Inside the Walls of Castle Craigie.” The on-site program generally piques the interest of Cambridge-area teachers, and about 20 percent of available slots are typically filled. While staff would like to see the programming expand, winter staffing is a real challenge. As both Rick Jenkins and Anna Christie noted, with only two full-time rangers and a Student Conversation Association (SCA) intern during the winter and spring, it is difficult to provide educational programming, as something as simple as a vacation or illness leaves the site without enough staff to operate the program. At the same time, the superintendent chose not to hire a new education specialist after the departure of Liza Stearns in 2014, which likely hindered efforts due to further decreasing staff available to present these programs. While efforts in the early winter of 2020 to actively recruit more participants for the program were successful, the arrival of the COVID-19 virus canceled the programs altogether. At the time of this writing, it is unclear how the ongoing effects of the pandemic will continue to impact and shape public programming.⁶⁶¹

Community Relations/Outreach

Between the reopening and 2015, the Summer Festival remained the centerpiece of LONG's community-oriented programming. With the departure of Shea and key members of the Friends, putting together the festival fell increasingly on park staff and became burdensome. As Jenkins recalls, he arrived and was asked to plan a concert series, when he was brand new to Boston and had no contacts within the music scene. After “limping” through the first summer season, he determined to build on a highly successful partnership with New England Poetry Club, in which the club selected poets to read at the

⁶⁶⁰ Drafting Talking Points Liza Stearns Education Specialist, Friends of Longfellow House, Meeting May 19, 2004, Box Education Specialist's Records, Folder: Friends Meetings, in the LONG Resource Management Records (uncatalogued), LONG MSS.

⁶⁶¹ Anna Christie, telephone conversation with the author, June 26, 2020.

Summer Festival and provided the organization and planning for getting the poets there.⁶⁶² After speaking with several different music schools, LONG opted to partner with The Berklee School of Music “Summer in the City” program, which sends Berklee students to perform across the city for a small fee. Like the New England Poetry Club, Berklee handled the administration and selection, and also promoted the series.⁶⁶³ All staff interviewed in this period agreed that Berklee’s advertising and promotion were essential to expanding the festival to a younger audience and drawing more people to make the most of a very significant effort. Even with the performer’s details taken care of by others, LONG staff still had to set up chairs and perform other preparatory work. As these are weekend programs, these tasks fall solely on the interpretive staff. As one staff member interviewed noted, “If [senior] management understood how much work it takes, I don’t think we would be doing it.”⁶⁶⁴



Figure 25: Visitors participate in craft activities in the carriage house during the 2017 Holiday Open House. Courtesy of the National Park Service, Longfellow House-Washington’s Headquarters NHS.

In 2012, at the urging of Beth (Wear) Law, staff began the process of reviving the Holiday House Tours, which by the mid-2000s had evolved a program initially led by teen members of the Concordant Volunteers, who portrayed members of the Longfellow family

⁶⁶² Rick Jenkins, telephone conversation with the author, June 23, 2020.

⁶⁶³ Service-Wide Interpretive Report, FY 14 Interp Year End Report.pdf, Digital Files, top-level folder SIRs, in the LONG Resource Management Records (uncatalogued), LONG MSS.

⁶⁶⁴ Anna Christie, telephone conversation with the author, June 26, 2020.

and their friends describing the holiday. The program is last listed in 2007, at which point Jim Shea determined that the program was too time-consuming, given constraints on LONG staff.⁶⁶⁵ The new holiday program would be staff led and take a collections-centered approach, similar to the successful open houses established in 1985. The program required close a partnership with museum staff, who facilitated decorating the first floor of the historic house as well as exhibiting collection items not typically on display, including gifts, that demonstrated how the Longfellow family celebrated Christmas and the rise of the popular celebration of the holiday. In the first year, the program was a guided tour by appointment only, but staff turned so many people away that the following year it became an open house.⁶⁶⁶ The decision is significant for two reasons. First, the open house format revived the practice of “borrowing” additional staff from JOFI and FRLA, often including the administration, archives, and maintenance divisions, in addition to interpretive staff—typical of the open house under Diamant’s leadership. These efforts marked the resurgence of efforts to harness the resources of the tri-sites beyond the clearly shared administrative and maintenance staff. Second, it is the only time of the year when any portion of the house is open on a self-guided basis; as Lead Ranger Anna Christie put it, it is the only time “we let people take their time in the house.”⁶⁶⁷ While this very different kind of tour experience is likely not feasible at other times, the recognition that the event offers a different, and perhaps desired, way to tour the house may be important to future interpretive developments. Finally, the program has offered important outreach opportunities within the neighborhood, which is very supportive of the program. As the program continued to grow, the park conducted outreach to neighbors, such as the Friends Meeting House in 2014, which held portions of the program, including refreshments and crafts, in their spaces.⁶⁶⁸ Given the popularity of the programming, it seems a savvy decision to use it to build stronger relationships with direct neighbors and also with the owners of nearby and related historic homes.

Finally, in the summer of 2014, the park engaged in several additional outreach efforts. The tri-sites launched a new, PMIS funded, youth employment program, called Stewards of the Future, designed to give high school students the opportunity to work with interpretive and education programs during the summer. Funding allowed for a cohort of six students, each of which would be assigned to one of the three sites. At LONG, students primarily worked on developing walking tours and assisted with the Summer Festival activities, including facilitating weekend family activities. The program has been successful,

⁶⁶⁵ Fall Winter 2007 Events Inside Final.pdf, Digital Files, top folder 2005–2015 Public Use Docs, secondary folder 2008 Events, both in LONG Resource Management Records (uncatalogued), LONG; David Daly, email to author, June 19, 2020; and Jim Shea, email to the author November 3, 2020.

⁶⁶⁶ Anna Christie, telephone conversation with the author, June 26, 2020.

⁶⁶⁷ Anna Christie, telephone conversation with the author, June 26, 2020.

⁶⁶⁸ Anna Christie, telephone conversation with the author, June 26, 2020.

and continues to receive PMIS funding to support its operations.⁶⁶⁹ In addition to this program, the park expanded its efforts on social media platforms, joining Facebook on May 31, 2011, and Instagram on April 5, 2014, as well as starting a YouTube page.⁶⁷⁰ These efforts marked the continuation of the park's efforts to share the stories of the house more widely, amid growing recognition within NPS leadership that social media was an important tool for sharing information, engaging visitors, and teaching about each park's significance. At LONG, social media increasingly became an important tool for interpretation and a way to respond to current events, holidays, seasons, and more, while showcasing the park's collections. In addition, these accounts provided a way to share new research findings, especially those related to telling more diverse stories, more quickly than might have been possible if the park had to wait for the development and approval of new publications.

During this period, the Friends of Longfellow did not undertake any projects as ambitious as the garden restoration. Instead, the group focused on providing assistance for the fall lecture series and Evacuation Day Lectures, along with fundraising to support other park operations. The Friends' most significant areas of support include the Summer Festival and the Holiday Open House, with the Friends providing refreshments as well as funding other costs that the park cannot.

Conclusion

By 2015, the site had in many ways achieved the goals and operating standards that the NPS had once believed could be accomplished within a few years of managing the site. More than forty years after its designation, LONG now had the proper facilities to manage a fully processed collection, necessary program space, and stable historic structures. Through the significant support and leadership of the Friends, Longfellow's garden was once again in full bloom. LONG was also showing every indication of fully growing into its enabling legislation, with its new name and deeper commitment to more fully interpreting the period of Washington's residency, along with enslavement in the colonial period. The Underground Railroad designation also encouraged the study of Northern Abolition Networks. The staff continued to explore the lives of the Longfellow family, beginning to consider, if not yet publicly, how to interpret the sexuality of Harry Dana. And, while budgetary concerns remained a challenge, the tri-site management model continued to offer the park more flexibility and resiliency than it would have had independently. The park had much to be proud of, along with a strong foundation to build upon well into the future.

⁶⁶⁹ Anna Christie, telephone conversation with the author, June 26, 2020.

⁶⁷⁰ Anna Christie, email to the author, February 12, 2021.

EPILOGUE

“Troubled in mind about this old castle of a house and the repairs. He who undertaketh a great house, undertaketh a great care!”

—HENRY WADSWORTH LONGFELLOW, JOURNAL ENTRY,
JUNE 4, 1844⁶⁷¹

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The Vassall-Craigie-Longfellow House has always troubled the minds of its owners, especially on the topics of maintenance, preservation, and money. The house was built as a wealthy, landed estate, designed to be cared for with considerable assistance. The Vassalls used the labor of enslaved persons, and later, paid servants took on these roles for the Craigies and Longfellows. The sheer scale of the house and its land, though pared down over the years, has always proved challenging to care for, even for those with large financial reserves. This study has reviewed how a deep love and abiding care for preservation led a variety of concerned individuals and organizations to advocate for the care and keeping of a truly magnificent house. If the NPS was initially in over its head (or at least its preservation budget), the story of LONG shows us that a combination of factors within the organization and determined advocacy from inside and outside allowed the NPS to rise to the challenge of managing Longfellow House. It was a slow rise—one that began in 1974 and continued, with some bumps on the way, through the early 2000s. In some ways, the completion of cataloging the archives in 2007 and the redesignation of the house in 2010 represent the completion, forty years later, of the goals the NPS first set for the home. As this study nears publication nearly ten years after it was first proposed, it seems worth noting two important developments that took place between 2017 and 2019. While these developments are beyond the scope of this project, they are the beginnings for a future study of management and serve as an important coda to the arcs of preservation and significance discussed in this study.

In 2017, the park completed its Foundation Document, a new planning tool designed to replace the General Management Plan. Simpler and streamlined, the Foundation Document is intended to identify “the park’s purpose, significance, fundamental resources and values, and interpretive themes,” as well as constraints such as

⁶⁷¹ Quoted in Evans, Evans, *Cultural Landscape Report*, vol. 1, 33.

special mandates.⁶⁷² Together, these things form a foundation for future planning, and the document is designed to be succinct and beautifully laid out, making it useful for both park management and as a tool for explaining the park's mission to supporters in a variety of settings. For LONG, the Foundation Document is especially worth considering, because it is the first time that the park formally reconsidered and approved its mission and themes following redesignation. It is also the first formal planning update since the 1978 Master Plan.

The Foundation Document presents the following statement of purpose: “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 the home of Henry Wadsworth Longfellow, one of America’s foremost 19th-century poets.”⁶⁷³ Following the purpose statement, the document lists five principal areas of significance, arranged chronologically. The first discusses the colonial world and the experiences of John Vassall, especially the Powder Alarm and events that led to the Revolutionary War. The second describes the use of the home by General Washington during the war; the third documents Longfellow as a poet, and how he and his family used the home as a meeting place for significant national and international political, cultural, and literary figures. The fourth and fifth areas describe the house as an “outstanding example of Georgian architecture,” and the museum and archival collection of “extraordinary depth,” respectively.⁶⁷⁴ These five areas represent the evolution since 1978 of the understanding of the home, its collections, and its residents, providing a holistic view of the home’s value to helping understand the past. A similar evolution is evident in the “Fundamental Resources and Values,” the critical stories, structures, and landscapes that make the park significant. This section identifies the house, carriage house, and museum collection, as well as the cultural landscape. The recognition of the importance of the cultural landscape demonstrates not only a now deeply held sense that the grounds are critical to interpreting the site by staff, but also how the NPS as a whole has evolved since the 1970s to see cultural landscapes, in addition to the wild landscapes of western parks, as worthy of study and preservation that enriches our understanding of place.

⁶⁷² National Park Service, *Foundation Document: Longfellow House-Washington’s Headquarters National Historic Site*, October 2017, 2.

⁶⁷³ National Park Service, *Foundation Document: Longfellow House-Washington’s Headquarters National Historic Site*, October 2017, 5.

⁶⁷⁴ National Park Service, *Foundation Document: Longfellow House-Washington’s Headquarters National Historic Site*, October 2017, 6.

Similarly, the six interpretive themes identified by the Foundation Document show how much understanding of the site had changed since the 1978 Interpretive Prospectus and even the 2004 Draft CIP, while also exhibiting the NPS's increased focus on interpreting a wider range of themes. The themes are as follows:

- *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.⁶⁷⁵

Especially notable is the inclusion of enslavement and family, which reflect the beginnings of a nationwide shift within NPS interpretation and site selection to tell more stories. By telling the stories of the enslaved people who managed the estate, the site can better tell the story of the colonial period, as well as the inherent conflict of presenting the American Revolution as a war for independence. Likewise, the addition of family acknowledges the wealth of family papers and remarkable lives of the Longfellow family. While Henry Wadsworth Longfellow still has a theme of his own, the added theme of family is both a

⁶⁷⁵ National Park Service, *Foundation Document: Longfellow House-Washington's Headquarters National Historic Site*, October 2017, 10.

recognition of the resource and a subtle shift away from the focus on solely interpreting the “great white men” of Washington and Longfellow. The park’s commitment to exploring these stories is demonstrated in a recent article in *The Public Historian*, “The Queerest House in Cambridge.”

In 2019, Hilary Iris Lowe chronicled a wide range of romantic relationships taking place within the walls of 105 Brattle Street, including ongoing questions about George Washington’s sexuality, the heterosexual love story of Fanny and Henry, the role of romantic friendships for Samuel Longfellow and Alice Longfellow, and the well-documented life of openly gay Harry Dana. While the piece was intended to help other historic house museums, no matter their period or residents, consider what stories about queer history they can tell, the use of LONG as a case study is clear evidence that the house continues to critically examine its stories and residents. The park has since formally presented Harry Dana’s sexuality in several public presentations and through social media. While the archives are essentially fully processed, Lowe notes how more stories will likely emerge once researchers engage more fully with many of these collections, such as that of Mary King Longfellow. LONG staff continues to actively search these collections for stories of the LGBTQ+ experience. In many ways, the long-apparent richness of LONG’s collections continues to offer new insights into both the past and present, and how staff continue to conduct research and choose to share these stories with the public will impact the management and interpretive decisions that will be made in the future. At this time, all indications are that LONG will continue to foster deep research and engagement to demonstrate that the house can reveal many different, persuasive aspects of the past that may seem especially important in the present moment.

Conclusion

As the previous discussion shows, the NPS is still uncovering layers of history that offer new insights into LONG’s historic significance and modern relevance. These discoveries, exemplified by the well-documented experiences of Harry Dana as a gay man, along with the experiences of other family members that have yet to be uncovered, will offer both new directions for interpretation and challenges. Similarly, both historians and biographers have reassessed their conclusions about the site and its characters as new documents and approaches become available. A new biography of Longfellow, *Cross of Snow* by Nicholas Basbanes, released in 2020, may reflect renewed interest in the poet. Similar reinterpretations of Washington and other figures associated with the house may alter the interpretive direction still further. Reflecting on the history of interpretation at Longfellow, it is clear that it has only expanded over the years, and the emphasis from day one of NPS management on high-quality interpretive programs has established a tradition of interpretation rooted in research. Finally, the updated National Register documentation,

currently in preparation, may further alter the significance of the house and open new avenues for interpretation. In sum, LONG demonstrates a willingness to pursue changes to interpretive practices based on new discoveries. This is mirrored, to some extent, in NPS as a whole, which has embarked on well-publicized efforts to add new units that reflect a greater spectrum of the experiences of Black, Latinx, and LGBTQ+ Americans, while also encouraging already established sites to uncover and share stories related to these individuals in the past and present. Given the diversity of the collections at LONG, it is likely that this will only increase in the years ahead.

As this study has shown, the restoration process at LONG was slow, sometimes torturous, and often occurred in bursts. The work that NPS thought could confidently take place in a year's time would stretch to more than forty years. And the NPS's early belief that that the house would be able to fund its own preservation maintenance needs and staffing through admission fees now seems implausible. Still, these are critical questions. Most preservationists today recognize the high costs of preservation, and many are beginning to question the value of historic house museums. Unlike earlier conversations within the field that focused on the idea that the historic house museum was on its death bed, these conversations have shifted to focus on both end-of-life decisions for Historic House Museums, as well as recognizing those that thrive—and why. A new trend of management suggests that organizations can ensure the preservation of historic homes in their care while recognizing that few small organizations have the financial capacity to maintain what often amount to historic money pits, little seen or used by the public. As the field continues to develop new best practices, including the sale of some house museums with preservation easements, the world of historic house museums is changing.⁶⁷⁶ While LONG is not a candidate for these practices because it is an NPS site, it does remind us what the heirs feared and sought to prevent, through the indenture of Trust. The Longfellow children knew preservation was both difficult and expensive, and sought to provide for it as long as they could. Their choices also indicate a strong desire for control over their father's legacy, and a reflection of the nascent field of historic preservation in 1913. While the Longfellow House did not join what is now Historic New England, or become managed by a memorial association, the house is still an important part of the growing and changing landscape of preservation taking shape between 1913, when the first indenture of trust was signed, and 1973, when the house was formally transferred to the NPS. Through it all, the preservation directive mandated by Longfellow's children remained so clear that the last trustees, well-removed from the first, sought to fulfill this intent through the NPS, now an important player in the world of historic preservation.

⁶⁷⁶ See, for example, Kenneth C. Turino and Max A. Van Balgooy, eds., *Reimagining Historic House Museums: New Approaches and Proven Solutions* (New York: Rowman and Littlefield, 2019), and Franklin Vagnone and Deborah Ryan, *Anarchist's Guide to Historic House Museums* (Walnut Creek, CA: Left Coast Press, 2016).

The trustees ultimately chose the NPS because they had a strong sense that the NPS provided both the funds and security into perpetuity that the house so desperately needed. That the NPS could be seen that way in and of its self is noteworthy. By the 1960s, the NPS, and indeed the preservation field as a whole, was radically removed from the NPS's founding in 1916. LONG's story, then, is deeply tied to the growth of the NPS system, a diversification of units, and how the organization strived to become a critical force for preservation within the United States. Even as the NPS continues to diversify its units and stories, LONG's history seems prepared to continue running in parallel, as new information on family members such as Harry Dana ties neatly into NPS objectives for a more inclusive story. It is too simple to say that LONG's story is the story of the NPS, but it nonetheless can provide significant insights into the NPS's growth in managing historic sites and the often challenging aspects of historic preservation.

Beyond preservation, LONG offers insight into a growing management practice within the NPS of formally sharing staff and resources between parks. While the practice is not new (Russell Berry recalls that Manassas National Battlefield Park gave up a position in the early 1970s so that the three nearby Civil War parks could have access to additional administrative support none could have provided independently), LONG's history demonstrates a range of efforts to centralize or share administrative, maintenance, and preservation functions.⁶⁷⁷ LONG experienced being part of the Minuteman Administrative Group, benefited from the dissolution of the Boston Group, and ultimately became part of a tri-site management unit. This idea of clustering parks may have been particularly appealing to experiment with, given the nature of eastern sites, which were generally smaller and closer together, facilitating such resource sharing more easily. Yet this practice was and is still not without its challenges.

Especially in the tri-site management structure, both LONG and administrative staff, including superintendents, mentioned the perception that one site is always the "middle child"—effectively ignored and receiving less. While all the interviewees expressed some understanding of this, along with management's very strong efforts to be equitable, things still fall through the cracks. LONG curatorial staff, also responsible for JOFI, have a limited number of pay periods delegated to JOFI curation. And, perhaps more critically, because they are stationed at LONG, they cannot be as involved in day-to-day care and efforts. Similarly, administrative officer Lauren Downing recalls that early in Myra Harrison's tenure, the region would often tell her she had to prioritize one unit over the other two, even if all three sites had legitimate and distinct needs.⁶⁷⁸ Harrison recalled this challenge as well in her oral history interview. Finally, the structure opens up the potential for personal conflicts to hamper cooperation. While not generally characteristic of

⁶⁷⁷ Russell Berry, conversation with the author, June 25, 2020.

⁶⁷⁸ Lauren Downing, tri-site administrative officer, telephone conversation with the author, June 25, 2020.

LONG's story, it is clear that disagreements about interpretation between the education division and LONG staff did negatively impact the growth of programs in certain periods, and future conflicts could likely do the same without skilled mediation from the superintendent.

Challenges aside, the model offers many important benefits. Sharing administrative and maintenance staff gives all three sites access to a much higher level of service and capability than what each could afford independently. Especially within the maintenance division, a diversity of skills (including horticulture, historic carpentry, and systems) has provided a very high level of care and preservation for three historic structures with disparate needs. Similarly, as all three sites roll up into one budget, each site's allocation can be used flexibly to provide assistance to each other by covering shortfalls or temporarily giving up resources such as seasonals to assist one of the other sites in accomplishing their goals. And, on a smaller level, sharing staff for large, signature events like LONG's Holiday Open House have become increasingly commonplace and productive for the park units. Recognizing these synergies, more units in the region have moved to such structures, especially for IT and administrative needs. This trend seems to be also occurring nationwide in NPS, beyond administration, to include both natural and cultural resources and fire management, recognizing both the efficiency and (in sustained and difficult budgetary times) the necessity of such moves.

LONG's history is a clear-eyed dedication to the mission of preserving a historic house intimately associated with many critical moments in American history. Looking beyond its historical significance, it acts as an important case study in the field of preservation, the expansion of the National Park System, and the challenges inherent in the federal budget process. Though LONG's story is not one of linear growth and improvement, the roadblocks, different management approaches, and partnerships covered in the story are instructive. They show us how NPS's own attitudes toward managing collections evolved and demonstrate the value of Friends groups, before such groups were particularly common in the NPS. Finally, LONG reminds us of the power of preservation, as continued discoveries about the home and its residents continue to find resonance within a wide range of modern audiences. Together, these new audiences, supporters, and staff undertake the same "great care" the Longfellow family did in 1843. Though it is not a light burden, with knowledge of the past to guide them, the staff will chart a course for LONG in the NPS's next fifty years of stewardship that honors its past management while looking ahead to the preservation, research, and programmatic needs of the future.

RECOMMENDATIONS FOR FUTURE RESEARCH

As should be evident, work is far from finished at LONG as staff continues to push the boundaries of interpretation and make full use of the home's remarkable collections and archives. There will be much more to this story, and it is my hope that in due time another historian will write another installment to this history. Several topics considered here should be re-evaluated once more time has passed. In particular, a deeper and more critical analysis of the work of the Friends group between 2010 and 2015 will likely be revealing. Topics including the relationship with the superintendent, agreements with the park, and significant leadership change both within the Friends and within NPS staff will likely produce new findings. Likewise, the present efforts to expand interpretation and the conclusion of the update to the National Register of Historic Places listing should be examined.

Notably, I was not able to access many management records covering the late 1970s through the early 1990s. It seems probable that these documents were transferred to FRLA when it became tri-site headquarters, and when an administrative history of FRLA is undertaken, perhaps these records will come to light. If this is correct, it lends credence to the idea that an administrative history chronicling shared management groups in the Boston area or an administrative history of the tri-site entity might be very revealing and have important implications for NPS's own understanding of shared management structures. Similarly, all of LONG's management files and related records are uncatalogued, and despite significant efforts to thoroughly explore these files, it is likely that more records will come to light when these are processed. In addition to the management files, the Hill and Barlow Records often documented important aspects of management during the 1970s in ways that park records do not. Once this collection is fully processed, it will yield new discoveries. The park is also encouraged to accession any further records from Hill and Barlow, should they come to light. Beyond the unprocessed paper records, there are also many digital files. I was able to access some of these files, but future access to files from a wider range of park staff, including both decision makers and front-line staff, will improve perspective and understanding of operations, especially interpretation and public programs. These files will also be important to telling the story of expanded digital access and outreach, which continues to grow at the time of this writing. The next historian will hopefully have the benefit of a more ordered physical record collection and full access to digital collections, which may lead to new conclusions.

This study also raised intriguing questions about the Longfellow children's views about preservation. Though a detailed examination was outside the scope of this study, those questions may be answered through a deeper study of their papers and have the

potential to provide interesting insight into the preservation movement of that period. As I prepared to complete the research phase of this project in February 2020, the COVID-19 pandemic began to reshape the world. Throughout my time as PI, federal records at Waltham (NARA Boston) were inaccessible. Future research should include these records groups. Similarly, accession records held by Harvard University documenting the transfer of the Henry Wadsworth Longfellow manuscripts were inaccessible. Reviewing these records may clear up some remaining uncertainty about why, when, and how the collection was split between the university and the NPS. Finally, it is not yet clear how the pandemic will reshape historic house museums, but already action and discussion within the museum field suggest that museums will reopen with a different look and feel. In these preliminary conversations, the creativity of museum professionals is evident, and future work should examine how these events changed interpretation, digital outreach, open hours, hiring practices, and public events.

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Oral History

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APPENDICES

Appendix A: Enabling Legislation

Appendix B: Redesignation Legislation

Appendix C: Site Plan

Enabling Legislation

86 STAT.] PUBLIC LAW 92-475—OCT. 9, 1972



SEC. 2. The Secretary of Agriculture may accept title to the private lands described in section 1 of the Act subject to such outstanding rights and reservations as he determines will not interfere with the purposes for which the land is being acquired.

SEC. 3. The Secretary of Agriculture may reserve such rights and interests in the national forest lands described in section 1 of the Act as he deems appropriate.

SEC. 4. The lands acquired by the United States as described in section 1 of this Act are hereby added to the Carson National Forest, and shall be administered in accordance with the laws, rules, and regulations applicable thereto and shall have the same status as lands withdrawn from the public domain for national forest purposes.

Approved October 9, 1972.

Public Law 92-475

AN ACT

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.

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.

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).

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.

Administration.

October 9, 1972
[S. 3129]

Longfellow
National Historic
Site, Mass.
Establishment.

Donation.

Administration.

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

Redesignation Legislation

PUBLIC LAW 111–333—DEC. 22, 2010

124 STAT. 3581



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”.

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”.

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

Approved December 22, 2010.

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.

Site Plan



Cultural Landscape Inventory

Longfellow House - Washington's Headquarters National Historic Site
Cambridge, Massachusetts

Existing Conditions Site Plan



Drawing 1