

National Park Service
U.S. Department of the Interior

Salem Maritime National Historic Site
Saugus Iron Works National Historic Site



Superintendent's Annual Narrative Report

Fiscal Year 2007



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Salem Maritime National Historic Site
Salem, Massachusetts

Saugus Iron Works National Historic Site
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On the cover:

Main photo: Park Guide Alicia Nevarez administering the Junior Ranger pledge during *Friendship's* visit to Lynn, MA. Courtesy of the Essex National Heritage Area.

Secondary photographs:

Left: Park Ranger Curtis White leading a tour at Saugus Iron Works; **Right:** the U.S. Custom House at Salem Maritime NPS photos.



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Opposite: a rainbow arches over the replica tall ship *Friendship*. NPS photo.

This page: 14-year-old Aaron Gralnik has been a volunteer on *Friendship* for eight years. Courtesy of Steve Cahill.





INTRODUCTION

Salem Maritime National Historic Site and Saugus Iron Works National Historic Site are discrete National Park Service units that were merged under a single administration in 1998. Each unit is funded through a separate annual appropriation. Both parks are located in densely populated Essex County, Massachusetts, just north of Boston. They are both within the Sixth Congressional District, and are represented by Congressman John F. Tierney, Senator Edward M. Kennedy and Senator John F. Kerry.

The parks are pivotal players in the Essex National Heritage Area (ENHA), designated by the U.S. Congress in 1996 to preserve and interpret the myriad natural, scenic, and cultural sites within Essex County. ENHA and the parks are significant drivers in the region's heritage tourism industry, which brings an estimated \$135.2 million to the local economy annually.

Salem Maritime National Historic Site

In 1938, Franklin D. Roosevelt established Salem Maritime by Secretarial Order (3 F.R. 787) as the nation's first National Historic Site to preserve into perpetuity the inspiring maritime legacy associated with the historic port of Salem.

The site's evocative waterfront scene, including a majestic tall ship, period wharves and an extraordinary constellation of historic homes and buildings brings maritime history alive for an average of 700,000 visitors annually. Today's visitors discover how this site shaped the economic, political and social history of the nation by visiting a Puritan-era dwelling or the home of America's first millionaire; by walking on wharves where privateers docked during the Revolutionary War; by exploring the Custom House where Nathaniel Hawthorne worked; or by stepping aboard a replica tall ship and reliving the epic sagas of trading ships that sailed the world in search of exotic goods in the late 18th and early 19th centuries.

Areas encompassed by the site's enabling legislation include Georgian and Federal homes, buildings, and wharves lining Derby Street's waterfront. In 1963, Congress passed Public Law 88-199 adding the 1672 Narbonne House to the park. In 1988, Public Law 100-349 extended the site to include the St. Joseph Hall. The Hall was built in 1909 as a social center for the Polish community

and now serves as education space, maintenance workshop, and accessible administrative office space.

Salem Maritime's 9.02-acre site preserves 28 LCS structures, 293,877 museum objects, and 66 archeological sites. Cultural landscapes include a small beach, groomed lawns, wharf settings, historic trails, and a period garden.

To fulfill the site's legislated vision, a replica of Salem's famous 1797 three-masted vessel *Friendship of Salem* was constructed and arrived on site as a hull in 1998. Staff spent the next 9 years completing its construction. *Friendship* is berthed at historic Derby Wharf, where it now serves as a dockside museum. In the past two years, the ship has had several opportunities to set sail as a "seafaring National Historic Site" and voyage to other New England seaports to participate in maritime history celebrations or to host educational events.

Pedrick Storehouse, which was built in 1770 on a wharf in Marblehead, is now being reassembled along Derby wharf to help restore the park's historic setting as envisioned in the 1991 Site Plan, which serves as the General Management Plan.

In the past two decades the City of Salem has become a major tourist mecca. Although visitors appreciate the city's extraordinary architecture and cultural institutions, it is primarily the 1692 witch hysteria that draws most visitors. Known as "Witch City," Salem's past has become a highly commercialized, heavily marketed commodity. Visitation builds during the summer, surges during October, crests on Halloween, ebbs in November and resurges somewhat around the Christmas holidays.

Opposite: Looking toward the Saugus River on an autumn day. NPS photo.



Saugus Iron Works National Historic Site

Saugus Iron Works National Historic Site was established under Lyndon Baines Johnson in 1968 (Public Law 90.828) to preserve in public ownership the site of America's earliest iron making plant, which operated on the banks of the Saugus River from 1646 to about 1670.

The site engages about 15,000 visitors annually in a highly sensory encounter with our colonial past through the operation of a working reconstruction of the 1646 plant. Seven waterwheels turn, fires glow, giant bellows whoosh, gears clatter, and a 500 lb. trip hammer strikes an anvil with powerful, almost deafening bangs to demonstrate the colonial iron making process. When they were in operation, the Iron Works provided crucial iron commodities to the young Massachusetts Bay Colony and laid the foundation of the American iron industry. Many items created at the Saugus Iron Works can be found in 17th century homes in Essex County, as well as in museum collections around the country.



The 8.5 acre site combines original elements within a reconstruction of the industrial site that includes a blast furnace, forge, rolling and slitting mill, warehouse and dock along the Saugus River. The setting evokes the character of a working colonial iron manufacturing plant that can be explored as an "open air museum." While the plant connects visitors with lives and experiences of ironworkers, the circa 1680's Iron Works House interprets tastes and lifestyles of Puritan gentry. The site also has significant prehistoric resources, with evidence of habitation to 10,000 years BP.

The site preserves 84,477 museum objects, 23 LCS structures, 3 primary cultural landscapes, and the complex natural resources associated with the site of the 1646 iron works.

The early iron works was established at a place on the Saugus River where fresh water mingles with tidal reaches. The river was an important determinant in the location of the iron works, and flows north to south through the center of the site, encompassing about 5 acres of the site. Not only did the river provide a vital transportation link to the Atlantic Ocean, the ocean tides provide essential natural habitats for wetlands, fish and wildlife. This site is important as a spawning habitat for Rainbow Smelt, American Eel, and other organisms within the freshwater tidal marsh.

A half-mile nature trail meanders through the woodlands on the east bank of the river and interprets the park's flora and fauna as well as the

impact of humans on the natural environment. The trail was declared a National Recreational Trail in 1989. The park supports more than 200 species of plants, 35 species of birds, 10 mammal species, 16 fish species and 4 species of reptiles and amphibians.

The Salem Visitor Center

Salem Maritime is also responsible for managing the Salem Regional Visitor Center (Public Law 101-632), a large facility that serves as the primary information hub for Salem Maritime, Saugus Iron Works, the City of Salem, and the Essex National Heritage Area. The visitor center is a condominium located within the historic drill shed of the Second Corps of Cadets Armory - an impressive example of gothic revival architecture built in the 1880's. Visitation at the Salem Visitor Center totaled 262,106 in 2007.

Essex National Heritage Area

Encompassing 500 square miles and 35 communities, the Essex National Heritage Area (ENHA) promotes the preservation and appreciation of thousands of historic sites, scenic areas, cultural institutions, farms, beaches and natural areas within Essex County. When established in 1996, the superintendent of Salem Maritime was designated to represent the National Park Service and Department of the Interior in providing assistance and support to the mission and the themes of the Heritage Area, which correspond to those of Salem Maritime and Saugus Iron Works.

While Salem Maritime serves as the focal point for the Essex National Heritage Area, Saugus Iron Works serves as its southern gateway. In partnership with the ENHA, the parks play significant roles in the heritage tourism industry along Boston's north shore. In 2005, an estimated 1.2 million visitors explored the heritage area. According to the report *Economic Impact of Heritage Tourism Spending, 2005*:

"[Spending derived from heritage tourism in Essex County] ... directly generated an estimated 2,724 jobs, with total personal income (wages and salaries) of \$52.9 million and total value added to the local economy (personal income, profits and rents, and indirect business taxes) of 79.8 million. The direct and indirect economic impact of tourism spending when visiting ENHA sites: nearly 3,681 jobs, generating nearly \$86.2 million in personal income and \$135.2 million in total value added to the economy."

Top: the Iron Works House

Above: Visitors on a ranger-led tour watch one of the waterwheels in operation.

NPS photos.

Overview of the Year's Most Significant Activities and Trends

Year in Review

I would like to acknowledge the staff's strong performance during a demanding year. Already over-stretched from a decade of continuing attrition, the park lost three additional positions in FY07. A protracted security clearance process delayed seasonal hiring and further strained operations at visitor information facilities.

Multiple construction projects at Saugus demanded considerable staff time. In response to these pressures the entire staff pitched in to ensure that frontline needs were met. Throughout the summer/fall season, higher graded interpretive staff covered desks and led tours. Maintenance, Marine, and Resource Management staff routinely performed duties outside their normal spheres to cover frontline functions, including cleaning toilets and handling trash. The Administrative Division with continued support from the Maintenance Chief worked long hours to accomplish multiple goals.

My sincere thanks go to the entire staff for their willingness to juggle their ever-increasing duties in order to serve the visitor and to not only keep base operations running, but to further our mission to inspire visitors, engage partners, and provide stewardship of our resources. In particular, I would like to acknowledge the following who clearly went above and beyond:

- ❖ Museum Technician Janet Regan for her impressive writing and editing skills and providing stellar counsel, especially during Core-Ops.
- ❖ Park Ranger Michelle Bles for her operational prowess and ability to support the Salem Maritime interpretive division as well as the challenges at the Salem Visitor Center.
- ❖ Park Ranger Curtis White for his creative contributions to the accessibility project and unlimited enthusiasm and abilities to make the iron works come alive.
- ❖ Maintenance Supervisor James Cormier for serving a lengthy stint as Acting Chief of Maintenance at a time of major work at both sites.
- ❖ Kym Sigler for keeping us on target and continuing to train all the senior staff and managers on budget management, something they have never done before.
- ❖ Chief of Marine and Special Use Division Colleen Bruce for rising to the challenge to safely move the ship to new ports.
- ❖ Chief Curator Dave Kayser for his dedication to park resources, and his passion and skill at developing exhibits to make those resources come alive.

- ❖ SCEP Emily Murphy for her leadership efforts to make the city's celebration of Samuel McIntire a success, and strengthening our relationship with the PEM.
- ❖ Especially, the entire staff at Saugus Iron Works: their collaborative and inclusive decision-making style is extraordinary, and has led to better projects, more engaged visitors and enhanced resource stewardship.

I would also like to take this opportunity to thank my mentors and supporters, who have continued to provide me with unfailing support and encouragement. A special 'thank you' is extended to Alexa Molnar, Marianne Peak, Debbie Douglas, Linda Canzanelli, Bruce Jacobson, Michael Creasey, and George Price for their generous advice and assistance. I am sincerely grateful for the invaluable support and guidance that I've received from Acting Regional Director/Deputy Regional Director Sandy Walters and Associate Regional Director Bob McIntosh.

Serving as our de facto friends group, the Essex National Heritage Commission has continued as a strong advocate and partner. I would like to especially thank Tom Leonard, Annie Harris and their staff for their outstanding work in support of Salem Maritime's outreach efforts, including underwriting Friendship sail events.

We are grateful to Eastern National's Chelsey Moroz for her support to our sites and the National Park Service, and to Betsy Lind and Martha Crevier for their speedy completion of merchandising arrangements at Saugus Iron Works' new visitor center and for their continuing efforts to improve sales at Salem Maritime.

Northeast Region experts continued to provide excellent support to Salem Maritime and Saugus Iron Works. In particular, we would like to acknowledge NER specialists, including archeologists Steve Pendery, William Griswold and Gail Frace; compliance experts Margo Davis and Dave Clark; 106 Specialist Richard Crisson; preservation project specialists Blaise Davi, Steve Spaulding, and Richard Chilcoat; Water Resources Specialist Charlie Roman; and the Denver Service Center project team for the Accessibility and Turning Basin projects: Jodie Petersen, Jane Sikoryak, and Paul Wharry.

Our thanks go to those individuals from surrounding parks that have contributed to our operation, including BOHA Administrative

Below: James Cormier, Maintenance Supervisor, assists with moving office furniture at Saugus Iron Works. NPS photo.



...we must continually work to become and stay a team, strengthening both our internal organization and our partnerships.

Technician Sarah Waterworth; LOWE senior Education Specialist Elizabeth Hoermann and Education Specialist John Curwen; Contracting Specialists Paul Cincotta and Mike Kennison; and LOWE Human Resource Specialists Catherine Burkhardt and Cheryl Pokhrel.

Activities

For Salem Maritime and Saugus Iron Works, FY 2007 proved to be a year of change, but in distinctly different ways. Salem Maritime experienced change by exploring and expanding ways to engage new audiences with a series of large festivals, celebrations, and events resulting in a steadily building current of visitation, totaling 803,054 (13.4% increase). Meanwhile, Saugus Iron Works' gates were closed to the public for most of the year to facilitate physical changes including an extensive accessibility project and completion of exhaustive years of permitting and contracting to begin restoration of the historic turning basin. Collectively, both parks saw two NPS-wide planning initiatives: a year-long Core Ops process that developed strategies to reshape and change our organization for increased efficiency for the next five years; and the Centennial Challenge, which offered hope for the future to restore some lost base operations and the potential for some exciting partnership projects to engage and new audiences and cultures with our sites.

In FY 2007, we continued to implement the three major initiatives established during my first year: to truly inspire, create a culture of community stewardship, and build a team inclusive of our partners and volunteers. The parks are committed to inspiring the 21st century visitor through our Interpretation and Educational Renaissance and various community stewardship efforts. This report emphasizes our efforts, issues and accomplishments in these areas.

A note about the need to build a team: To accomplish our goals, especially in this time of budget erosion and immense change, we must continually work to become and stay a team, strengthening both our internal organization and our partnerships. The T-Map and I-Map both described the need for the new Superintendent to address the apparent and often destructive lack of teamwork and communication. Through a series of personal and park-wide communiqués, adding elements emphasizing team work in park leader's critical results, and continuing to model and demand the need for civil discourse, an obvious improvement has occurred in 2007, although there is great room for further improvement.

Trends

Visitation at Salem Maritime was up by 13% with recreational visits totaling 803,054 in 2007. Visitation was relatively flat during the winter months and then the summer brought an impressive rise.

Salem's new mayor, Kim Driscoll, has embraced tourism. The city has established a new tourism group under an old name: Destination Salem. The new organization will be funded in part through hotel/motel taxes, and the remainder through participation in the popular destination guide. The former organization was membership based for a fee of \$7,000 annually, and many tourism based organizations and businesses could not afford to play at that rate, including Salem Maritime. The new organization has no dues and will allow the National Park Service to participate more fully.

Salem Maritime is situated along one of the city's main thoroughfares, and as a result issues for the whole city can migrate to the site. We remain concerned about problems related to homelessness, petty crime, drug abuse and drunkenness.

Saugus Iron Works began a winter closure policy to save on staffing and energy costs and to allow the Superintendent the flexibility to reassign staff to other purposes, such as web development, assistance at the Salem Visitor Center, and projects.

A grand re-opening of Saugus is being planned for the spring of 2008. This will be the first winter that the site was closed. Staff plans to closely watch future trends to see what impact winter closures will have on future visitation.

GPRA

In 2007, Salem and Saugus met or exceeded a total of 21 Government Performance Results Act goals. Saugus Iron Works was closed this year, precluding reporting for Visitor Satisfaction (Goal IIa1a) and Visitor Understanding (IIb1). The parks saw no loss time injuries (Goals IVa6A, IVa6B, IIa2A, and IIa2B)—a significant improvement over prior years—showcasing our continued efforts to put safety for visitors and staff at the forefront.

Overview of the Year's Most Significant Issues

Most of the major issues were a result of budget erosion as base funding has not kept up with mandated pay raises, skyrocketing utility costs, added facilities and added programs requiring management and oversight by employees who formerly focused efforts on front line activities.

Core-Ops

As a proactive response, park staff worked conscientiously on the year-long Core Ops process, which predicted a budgetary shortfall that would necessitate the loss of 6 additional FTE by 2012. The process also revealed that the parks assume little “non-core” activities.

The parks were streamlined in a 1998 merger, losing 15 FTE from 1998-2006, yet, during this same period the parks dramatically increased their resource and partnership responsibilities, including the acquisition of Friendship and an expanding role with ENHA. Overall, the most conspicuous inefficiencies at Salem Maritime and Saugus Iron Works result from the routine performance of frontline work, such as cleaning bathrooms and staffing visitor center desks by GS-11 and GS-12 staff. This is an inherent consequence of our insufficient workforce, which necessitates that all staff must pitch in to provide basic services for the visiting public and for resource preservation.

Faced with the prospect of cutbacks in resource protection or visitor services, the Core Ops teams sought to temper service retrenchments by emphasizing operational efficiencies, proposing innovative solutions for revenue generation, and augmenting the workforce through partnerships and volunteerism. Specific goals include:

- ❖ Aggressively pursuing beneficial partnerships, volunteerism and grants.
- ❖ Increasing revenue generation to use in support of park operations
 - ❖ Increase SAMA special use events and possible concessions, while decreasing workload.
 - ❖ Increase the variety and number of sponsored and fee-based interpretive tours and educational programs.
- ❖ Continue our vision to inspire the public through ship sail events that are run as self-sustaining operations.
- ❖ Repurpose Assets
 - ❖ Seek WASO business plan to evaluate options for Friendship’s management as a self-sustaining operation
 - ❖ Convert the top floors of Hawkes House to quarters

- ❖ Reduce utility costs through instituting “green” initiatives, such as exploring a partnership with PEM to install solar or other “green” energy solutions for the Salem VC
- ❖ Implement Operational Efficiencies: Replace lawns with low maintenance meadows, expanding self-directed “discovery” interpretation, etc.
- ❖ Utilize Centennial Challenge seasonals and partnership “Challenge” opportunities for future projects

Future Funding of the Essex National Heritage Area.

In FY 2007, the National Park Service instituted a new formula to disperse funds for the growing number of Heritage Areas, effectively reducing funds available to the ENHA by over \$160,000. Both the formula and reduction were a major surprise to all Heritage Areas, and the difficulties caused by the reduced funding was exacerbated by the timing, because budgets and activities had already been planned, approved and were being implemented.

Up to that point, Essex National Heritage Area had carefully planned the year’s activities using the annual amount that they had received in full for the past 8 years, approximately \$800,000. The legislation requires the funds disbursed to be matched by the Essex National Heritage Commission. The funds are used in part for operations, but primarily serve to support the various organizations that provide stewardship, education and programming for thousands of natural and cultural resources in the county.

The sunset day on the \$10,000,000 appropriation ceiling is also fast approaching. In response the Heritage Area staff have been working to:

- ❖ grow additional revenue sources
- ❖ work with Congress to pass a new five year, five million dollar appropriation
- ❖ serve on a panel to help the NPS develop a fair, equitable funding allocation formula.

There are two major adverse results of this new funding plan. First, because of more fund raising, the Heritage Area is forced to tap into and compete for funds targeted by the same organizations they are trying to support. Second, a focus on fundraising for operations reduces the time available by ENHA staff to assist Salem Maritime and Saugus Iron Works with partnership activities.

Major Accomplishments

FY2007 has been an extraordinary year, with several important preservation and restoration efforts either completed or moving forward. These include the Saugus accessibility project and the turning basin project, which is being looked at by other agencies and community groups as a model for wetland restorations projects in the northeast.

Because *Friendship* and the iron works mills allow visitors hands-on interaction, these resources can be used in dynamic ways to teach a variety of curriculum-based subjects, including history, physics, math, geology, geography, economics, and more. This year the parks' potential as exceptional 'living classrooms' was realized as *Friendship* sailed to Lynn, MA, bringing maritime history to that city's under-served public school students. This and other new interpretive and educational programs were developed for Salem Maritime to emphasize curriculum frameworks and 21st century relevancy.

***Friendship* Continues Her Role as NPS Ambassador**

Friendship made several great sails this year, but the tall ship's capacity to excite learning and to bring maritime history alive as a "seafaring National Historic Site" was best illustrated during

"*Friendship* Sails: Lynn," an innovative maritime history education program that was designed in partnership with ENHA .

With her sails billowing and many of her crew dressed in period clothing, *Friendship* sailed into Lynn Harbor on August 15 and docked through August 19 to much excitement. On its first day, more than 1000 public school students climbed aboard *Friendship* to participate in a new Ship's Mate Junior Ranger program. Developed through the Junior Ranger Ambassador Grant Program, the program featured six exciting ship-based learning activities. *Friendship* welcomed aboard about 3,500 visitors over the three-day event. Numerous dignitaries, including Deputy Regional Director Sandy Waters officiated at the program's opening celebration.

Interpretation and Educational Renaissance Underway at Salem Maritime

Through the generous leadership of LOWE Education Specialists Elizabeth Hoermann and John Curwen, park staff worked towards reinvigorating our education and interpretation programs. This effort spurred the development of new programs including "Building Our Nation," which targets the Massachusetts education frameworks for government and mathematics.

Park Guide Karen Goodno helps a group of kids with a Junior Ranger activity during *Friendship's* trip to Lynn, MA.

NPS photo



Right: one of the elements of the SAIR accessibility plan, the three-dimensional model of the site helps visually impaired visitors to understand the relationships of the buildings to each other and the Saugus River.

NPS photo



Saugus Iron Works Accessibility Project Completed, PMIS 060099

Saugus Iron Works resources are now universally accessible through the multiple components of PMIS 60099: Rehabilitate Resources for Accessibility and Safety.

Because the site's topography is both steep and rugged, this project saw many challenges. Park maintenance staff worked closely with the contractor, Lumus Construction and architects BH+A to solve a variety of design and implementation issues, including:

- ❖ Installing a wheelchair-accessible switchback path to the industrial area
- ❖ Rehabilitating and resurfacing paths with wheelchair-accessible chip and seal paving within the upper lawn, switchback path, and industrial site
- ❖ Adapting the first floor of the Iron Works House Annex into a new accessible Visitor Center
- ❖ Converting park housing into accessible administrative office space and an accessible, climate-controlled museum storage facility
- ❖ Constructing a new accessible link building to connect office and storage spaces. This space will serve as a conference room and library.

CRM and Interpretive staff worked closely with contractor Origin Studios to complete program-

matic accessibility and to address 21st century relevancy goals, including:

- ❖ Designing a three-dimensional outdoor model of the industrial site and its waterpower system that allows blind visitors the ability to understand the relationship of the mill buildings to the Saugus River and the site's topography
- ❖ Developing a virtual tour program that allows a self-directed, multi-layered virtual experience of all major site resources, including the Iron Works House, the Museum, the Blast Furnace, Forge, Slitting Mill and the waterfront. Site archeology and artifacts are featured as well as 360 degree imaging of all mill buildings and their operations are presented.

Turning Basin Project Underway, PMIS 60214

Our Natural Resources Manager along with water resources specialist, compliance specialists, and contractors CH2MHill completed NEPA compliance for the Turning Basin Project this summer and excavations began in November. This is an extraordinary, 'never dreamed it would happen' project that will remove invasive vegetation, restore open water habitat and native grasslands, preserve or enhance fish-spawning habitat, and rebuild the park's waterfront structures. This project may become a model for wetland restoration efforts as it features a native re-vegetation component in addition to removal of invasive exotic species.



Completed Value Analysis for Repairing Stone Walls Along Saugus River East and West Bank, PMIS 11895

NCRC Manager/Preservation Specialist Richard Chilcoat led the value analysis process and B.B. Diwadkar assisted park staff in evaluating alternatives and costs associated with design changes necessitated by archeological concerns. Richard Chilcoat produced the final document, which is currently under WASO review.



Iron Works Blast Furnace Casting Shed Completed

At Saugus, maintenance staff concluded a two-year rehabilitation of the Iron Works Blast Furnace Casting Shed, a complex post and beam reconstruction of the 1646 iron casting structure. Staff used their traditional wood-crafting and problem-solving skills to execute the difficult joinery required to rebuild the shed and the giant bellows housed within the shed.

Restoration of Salem Maritime and Saugus Iron Works Chimneys Completed, PMIS 13751

Historical masonry specialists completed a two-year project to restore the chimneys at the 1680's Iron Works House at Saugus and the 1762 Derby House at Salem.

Assembly of Pedrick Store House Underway, PMIS 117494

The Pedrick Store House completed the compliance process and its foundation is now under construction on Derby Wharf in Salem.

Core Operations Process

The goal of the Core Ops process is to produce an operational blueprint from which we can build a solvent future and fulfill our preservation and interpretation imperatives. The parks began the Core Ops process with facilitator-led workshops in October/November of 2006. The year-long process was carried forward by two six person teams, made up of members from each division at both parks, with input welcomed

from all staff. The teams worked closely with the Superintendent to develop a draft restructuring plan, which was presented to the Regional Director on November 15. While some elements of the plan were approved, other facets will need to be re-examined and reshaped. (See above for further discussion of Core Ops)

Centennial Challenge Met

Pending the outcome of legislation, Salem Maritime is in the running for three projects that would initiate a larger vision to provide "The Great American Maritime Experience." The "Experience" would start with a project to reinvigorate Salem's Maritime Festival; improve way finding and signage to the maritime site; and finally, provide funding for a series of "Friendship: Centennial Sails," to bring shipboard and dock-side interpretive, educational, and Junior Ranger programs to various ports around New England.

A New Center of Operations

The parks now have a new administrative center of operations in refurbished accessible offices at St. Joseph Hall. Salem's interpretive staff also transitioned offices, from the 2nd floor space at the Orientation Center to the 1st floor of the Hawkes House. Saugus staff will be moving soon to a new wheelchair-accessible Headquarters with office space and collection storage at 230 Central Street.

A National Historic Landmark Celebration

On September 23, 2007, The House of the Seven Gables, a 17th-century home made famous by Salem author Nathaniel Hawthorne, celebrated its designation as a National Historic Landmark District with more than 300 people in attendance. Salem Maritime SCEP Emily Murphy reprised her role as Mrs. Hawthorne and led the celebratory champagne toast. Superintendent Patricia Trap was honored to be designated by the NPS to represent the Secretary of the Interior at the unveiling of the National Historic Landmark Plaque.



Top: Work underway on the chimney of the Narbonne House in Salem

Above: the footings of Pedrick Store House in place on Derby Wharf

Right: the enormous bellows of the Saugus Iron Works blast furnace were protected by the roof of the blast furnace shed

NPS photos.

*[Iron works]...require
the assistance of manie
ingenious heads hands
and full purces*

John Winthrop, Winthrop Papers,
Vol. IV p. 423

ADMINISTRATION

Congressional Relations

The Superintendent has continued efforts to build strong relationships with Congressman Tierney's office, the Mayor's office for the City of Salem, the Selectmen's office at the Saugus Town Hall, the offices of numerous State Representatives, and key federal, state, and local agencies, as well as regional and local interest groups, clubs, and community organizations.

The Superintendent is in contact with the Congressman Tierney and his staff office and provides updates on major events or issues through emails, telephone calls, and meetings.

The Superintendent joined with Congressman Tierney and Teresa Heinz Kerry in the naming ceremony that christened the Salem Ferry as The Nathaniel Bowditch. In July, the Superintendent had three successful meetings with Julie Rider of Senator Kennedy's staff during which they toured Saugus Iron Works, Salem Maritime and Baker's Island Coast Guard station. Aides from both Senator Kennedy and Senator Kerry's office have expressed interest in the Turning Basing restoration at Saugus. Both offices will continue to be updated on the progress of the project and will be included in plans for the grand opening of the site in 2008.

Budget/Fiscal

Salem Maritime and Saugus Iron Works closed out FY 2007 with a balanced budget. ONPS funding for this year was increased by \$62,000 bringing the parks' combined total to \$2,838,000. Revenue from tour fees, special use fees, and donations totaled \$~60,000 - an increase of \$12,000 over FY 2006. The park also saw savings from three lapsed positions and received \$7,000 in contingency funds, which increased discretionary spending to fund the move to St. Joseph Hall and replace a copy machine and two laptop computers. In addition, the sites received \$8,000 emergency storm damage funds. Project money was augmented by \$170,000 to complete the Saugus Accessibility Project. Centennial Challenge allocation is expected to provide for 16 seasonal employees (\$200,000).

Budget transparency continues to be a park priority. The Administrative Officer provided budget tracking and implementation guidance to Senior Management Team (SMT) members, who set their priorities and the identified the means to achieve their goals.

Personnel

In 2007 the following major personnel changes occurred:

- ❖ GS-11 Historian retired
- ❖ GS-09 LE Ranger left the NPS to pursue other employment
- ❖ GS-09 Education Specialist resigned her position to continue her education.
- ❖ WS-10 Maintenance Supervisor position was replaced with a WG-05 Laborer (subject to furlough) in October 2007.
- ❖ To fill our Visitor Center manager position, the park hired our Saugus Iron Works GS-05 VUA to GS-07/09 (subject-to-furlough).

The park continued our resource share arrangement with Boston Harbor Island NRA, for a Natural Resource Manger, who provides 0.67 FTE for Salem and Saugus. Our Administrative Officer lent her services to BOHA this year at .35FTE. The Administrative staff at both parks combined to complete a file re-housing project.

Park staff worked collaboratively to cover gaps arising from absences and hiring delays. For much of the year our Administrative Technician was out of work battling very serious illnesses. The Maintenance Chief was required to perform 9 weeks duty with the Air National Guard. The Saugus Woodcrafter served as a strike team leader and task force leader trainee during 5+ weeks this summer fighting Level 5 wild land fires. As mentioned earlier, prolonged delays associated with background checks for seasonal hires led to gaps in our visitor services operations.

There were no significant gains or losses to the parks' diversity profile for FTE in 2007; seasonal staff increased Hispanic representation. The Superintendent is mindful that diversity and 21st century relevancy is a priority for all areas of our operation.

Efforts to build morale and enhance communications include monthly all-staff meetings and park-wide dissemination of weekly Senior Management Team meeting notes. The Superintendent maintains an 'open office door' policy, inviting direct engagement with any staff member.

The park promotes group cohesiveness and a holistic approach to project undertakings through the establishment of project teams that combine members from all levels at both units. These

“...[the Iron Works] gave the occasion to others to acquaint themselves with that skill, to the great advantage of the Colonies”

Hubbard, *General History of New England*, 1682, p. 374.

teams include the Senior Management Team, a Resource Management Team, the Accountability Team, and new for 2007, a Publications Team, and an Education team.

Cultivating an ethic of civility and cooperation is a primary goal and is fostered through all staff email messaging, through discussion at all staff meetings, and as part of individual performance goals. Opportunities for interdivisional and inter-park camaraderie included an annual summer picnic at Saugus and an annual Holiday luncheon at Salem. Staff are also invited to volunteer celebrations, which are held several times during the year.

Concessions

Currently, there are no concessions at the parks. However, Salem Maritime is exploring a possible boat concession that would ferry visitors to Baker’s Island Lighthouse, when ENHA become stewards of that property.

The number of Special Use permits has increased to 71 this year. Information about this program is further presented under the Marine and Special Use Division section.

Contracting

The park would like to express our thanks to BOST’s Paul Cincotta, for his professional management of several Salem and Saugus contracts. In addition, Contracting Officer Mike Kennison continued to provide assistance for Cooperative Agreements with Essex National Heritage Area. We would also like to thank the Denver Service

Centers Mary Robinson for her assistance with awarding and managing for the complex Accessibility and Turning Basin contracts.

Training

This year Salem hosted Supervisor Training for key park staff and for those at surrounding parks. Again, the staff utilized Tel Net and desktop computer trainings as low cost opportunities. The park achieved 100% compliance for mandatory trainings.

Trainings included:

Supervisory and Management:

- ❖ The Chief Ranger and Superintendent attended –Law Enforcement for Managers -701 training at FLETC
- ❖ SAMA/SAIR management staff attended Supervisor’s Training, July 9-13 at SAMA
- ❖ The TELNET fundraising course was taped and viewed by key staff.
- ❖ Superintendent attended the Eastern National conference in Georgia.
- ❖ SAIR Curator and SAMA Marine Chief attended COTR training at the Boston Navy Yard in April.
- ❖ Superintendent attended Superintendent’s Leadership Roundtables in New York and in Santa Fe, NM.
- ❖ 100% of staff completed ‘No Fear’ and Information Systems Security training; relevant staff completed Records Management Awareness and Orientation to the Privacy Act training.

In FY 2007, the administrative offices at Saugus Iron Works were moved out of the annex of the Iron Works House, seen here on the left side of the photo. The annex was built by Wallace Nutting in 1917 in the style of the seventeenth century.

NPS photo.



Interpretation and Education and Resource Management at Salem Maritime is housed in the Hawkes House. This magnificent example of a Federal style house was originally designed by the famous architect Samuel McIntire. The house was begun in 1780 for the Derby family. The Derbys never finished the building, and sold it unfinished to Benjamin Hawkes around 1800. Hawkes finished the building.

NPS photo.



Interpretation & Education:

- ❖ SAIR Lead Ranger attended the Interpretive Leadership Seminar in Harpers Ferry

Marine

- ❖ Marine Division Chief attended Volunteer Management Training in San Francisco in March
- ❖ Marine Division Chief and the Superintendent attended the American Sail Training Association (ASTA) Pacific Region Conference. This was followed by a tour of San Francisco Maritime NHP and a meeting with SAFR Superintendent. Thereafter, the two traveled to Galveston, TX to visit the Elissa, a three-masted 1880's tall ship that serves as a dockside museum. Here the museum staff shared information about their fund raising operations and overnight education programs.
- ❖ The Marine Division Chief attended the ASTA Atlantic Region conference in Newport, RI.

Visitor Protection

- ❖ The Chief Ranger Chief Rangers Conference in Philadelphia
- ❖ Staff attended First Aid/CPR training at SAMA

Resource Management

- ❖ SAMA SCEP attended the International Heritage Development conference and presented a paper during the conference
- ❖ Natural Resource Manager and SAMA SCEP completed GIS training course
- ❖ SAMA SCEP attended Massachusetts History Conference in June
- ❖ SAMA SCEP attended "New Audiences for Old Houses" symposium at the Boston Athenaeum

Information Technology

This year IT Specialist Peter Brady assisted both sites with several projects. Major efforts included running fiber optic data lines from the Hawkes House to the new administrative offices at St. Joseph Hall. Many thanks go to Peter Brady for his help in installing and networking the computer systems in the new space. In 2008, Peter Brady will officially become a member of the staff as a formal resource sharing arrangement begins. Peter will spend .02 of his time with Salem and Saugus, .02 at Boston Harbor Islands, and the remainder at FRLA/JFKE/LONG.



Opposite top: Rick Saulnier working on the roof of the Blast Furnace shed.

Opposite bottom: the structure of the blast furnace shed awaiting sheathing and shingling.

NPS photo.

MAINTENANCE AND FACILITY MANAGEMENT

The Maintenance Division is composed of a Division Chief, a Work Leader, two Woodcrafters, a Carpenter, a Painter, a Gardener, and a Maintenance Worker. This October we welcomed a second WG-05 Maintenance Worker to our staff, replacing a WS-10 Maintenance Supervisor.

Blast Furnace Rehabilitation

In FY'07 the SAIR Maintenance Work Leader, SAMA and SAIR Woodcrafters, SAIR Carpenter, and SAMA Painter successfully completed a major two-year effort to rehabilitate the Iron Works' Blast Furnace Casting Shed. Reconstructing its complex post and beam framing and hipped board and batten roof required great problem solving abilities, as well as advanced skills in traditional tools and methods. The result is a beautifully restored structure that demonstrates the operation of the 1646 furnace operation.

Completed work:

- ❖ Assembled the casting shed framework and attached rafters, braces, and purlins using mortis and tenon joinery Attached vertically sawn board and batten roof boards using scarf joint techniques
- ❖ Rebuilt the windscreen.
- ❖ Rebuilt the counter weight arms and boxes for the bellows
- ❖ Attached leather to bellows.
- ❖ Refinished bellows hardware
- ❖ Treated structure with eco-friendly preservative.

Work Associated with Accessibility Project PMIS 60099:

Also at Saugus, maintenance staff completed work in preparation for the accessibility project, facilitated several design and implementation efforts, and performed finish work for the Visitor Center, including: .

- ❖ Moved 20 museum cabinets (laden with heavy iron objects) from garage storage to the contact station
- ❖ Moved staff offices to contact station and other temporary spaces
- ❖ Prepped former quarters in advance of contract rehabilitation
- ❖ Removed trees, shrubs, and fences
- ❖ Moved an out building
- ❖ Disassembled a wood deck and arbor
- ❖ Worked closely with the project manager to lay out path configurations

- ❖ Assisted with the redesign of the new bridge to the Forge and reconfigured its placement in relation to the serpentine path
- ❖ Prepped the industrial site and buildings in advance of filming for the virtual tour
- ❖ Prepared and painted the new Visitor Center's walls and window trim & replaced flooring in time for opening day.

Project Planning and Review Work Associated with Other Construction Projects

Staff carefully reviewed architectural drawings and plans for both the Turning Basin (PMIS 060214) and the Pedrick Store House Projects (PMIS 117494). For the rehabilitation of the Saugus pier and bulkhead, staff researched original assembly techniques, photographed details of existing elements, and recommended corrections to the contractor's design drawings

St. Joseph Hall Office Move

While the building stood ready to become the new headquarters for Salem Maritime for some time, the lack of Internet connectivity held off the move. This year, Maintenance staff oversaw the successful installation of an underground conduit between the Hawkes House and St. Joseph Hall to provide essential network IT and phones for the new administrative offices. Senior staff offices and equipment were moved from the Hawkes House to the 3rd floor of St. Joseph Hall, and staff offices from the Orientation Center were moved to the Hawkes House.

Custodial Work

The maintenance staff continues to provide janitorial services for all park buildings, keeping public spaces and offices clean and safe throughout the year. SAMA staff is also responsible for maintaining the Salem Visitor Center, which remains in excellent condition after 11 years of very heavy usage.

Landscape Management

The park's landscape crew maintained a variety of cultural landscapes at SAMA and SAIR. Work included:

- ❖ Grounds care for 2 period gardens, groomed lawns, a beach, a slag pile, historic trails, wetland borders, and a .5 mile nature trail
- ❖ Staged and groomed settings for weddings at SAMA and SAIR and prepared for park special events such as the Maritime festival and the Saugus River Watershed picnic
- ❖ Snow removal for SAMA, SAIR, and the Salem Visitor Center

Below: the new accessible trails at Saugus Iron Works

NPS photo

- ❖ Removed historic cherry tree at SAIR as safety hazard
- ❖ Conducted major clean up of grounds at both parks in the aftermath of an ocean storm that produced high tides and strong winds.

Database Management

The Maintenance Chief is responsible for FMSS management as well as PMIS, GPRA and other administrative tracking requirements.

Other Services:

- ❖ Provided technical assistance to the Essex National Heritage Area in evaluating the maintenance needs for the Baker's Island Lighthouse property.
- ❖ SAMA Woodcrafter and Painter rebuilt the base displaying the Custom House Eagle for a new exhibit

- ❖ Participated in year-long Core Ops process, including the facilitated workshops and working group sessions.
- ❖ The Maintenance Chief assumed many Administrative duties during the prolonged absence of our Administrative Technician
- ❖ The Maintenance Chief served 9 weeks active duty for the Air National Guard
- ❖ SAIR Woodcrafter served as a strike team leader and task force leader trainee during 5+ weeks fighting Level 5 wild land fires.
- ❖ SAMA Painter worked a detail at Bunker Hill Monument.
- ❖ Ran waterwheels or otherwise accommodated visitors when interpreters were unavailable



Interpretation and Education

The division includes a Chief, a Lead Ranger at Salem and a Lead Ranger at Saugus, two Education Specialists (one position now vacant), a Manager for the Salem Visitor Center, and two Visitor Use Assistants (one position now vacant). Three STEP positions are filled by students from Gordon College, Merrimac College, and Salem State College. Staff also includes four seasonal positions. Five steadfast volunteers continue to greet and orient visitors at the Salem Visitor Center.

Saugus Iron Works was closed to the public from September 2006 - September 2007. The closure allowed the Saugus Education Specialist, one seasonal and one STEP from Salem State College to transfer to Salem Maritime to support operations at the Visitor Center and to work with the Salem Maritime Educators Collaborative.

In 2007, Salem staff engaged visitors with the many powerful narratives our resources tell – from early Puritan settlement to the era of tall ships to the twentieth-century Polish community. Recreational visits totaled 803,054 in 2007 –up 13.4%. New programming combined with new scheduling improved tour attendance resulting in a 20% increase in the total amount of fees: education fees, tour fees, and special event fees totaled about \$60,000. Visitor surveys tabulated Visitor Satisfaction at 92 % and Visitor Understanding at 85%.

This year, Salem’s Interpretive Division focused on implementing the park’s I-map Strategy. Guided by LOWE’s Education Specialists Elizabeth Hoermann and assisted by John Curwin, detailed to the site for 3 months, staff re-examined and re-tooled interpretive and education programming to produce a new education program, “Building Our Nation,” which is discussed below.

While the Custom House, Narbonne House and Derby House’s tours were revised last year, new tour programming was developed this year to compensate for *Friendship*’s absence from Derby Wharf during trips. These include:

- ❖ “The Pepper Trade,” which explores the spice’s importance in Salem’s history and tours the Bonded Warehouse and the West India Goods Store.
- ❖ “Privateering,” an outdoor walking tour that relates the stories of Simon Forrester, Elias Hasket Derby, and other Salem figures who built their fortunes on this patriotic exploit.

SAMA’s website now features links to images and informative write-ups on a myriad of park resources, including “Pickled Fish” editions. The “Brochures Link” offers four downloadable walking tours of Salem, including: *Nathaniel Hawthorne’s Salem: A Walking Tour of Literary Salem*; *Bowditch’s Salem: A Walking Tour of the Great Age of Sail*, written by park staff; and a revised edition of *The McIntire Historic District Walking Trail*, co-written by park staff and staff from Historic New England and the Peabody Essex Museum.

With the gates closed at Saugus, interpretive staff used digital slide shows to inform and update the public about the park’s construction projects. Presentations were made at local benevolent societies, community organizations, historical societies, museums, and Breakheart Reservation. Staff from all divisions at Saugus accommodated those visitors who arrived at the site, unaware of its closure, whenever possible by providing limited tours and ‘overlook talks.’

Special Events

Senior staff tours, special programs, and events enlivened regularly scheduled interpretive tours.

- ❖ The annual Trails and Sails event at Salem welcomed throngs of visitors aboard *Friendship*; guided visitors on a new walking tour, “From Mud Flats to McIntire: The Development of Derby Street;” and treated visitors to a demonstration of traditional wood carving techniques in honor of Salem’s famous carver and architect Samuel McIntire.
- ❖ Saugus’ Sails and Trails event investigated the artifacts and archeological remains associated with 17th-century master-blacksmith, millwright, and saw-maker Joseph Jenks. This program was also presented for the Massachusetts Archaeological Society and for 17th Century Saturday.
- ❖ In conjunction with staff from Longfellow NHS, the much acclaimed Underground Railroad Interpretive Program was adapted for presentation in honor of Longfellow’s 200th Birthday. The program, “Longfellow and the Network to Freedom,” has been presented at several off site locations, including the Harvard Club to commemorate the poet’s involvement with the Underground Railroad and the movement to abolish slavery.
- ❖ This year’s Independence Day celebration on Derby Wharf was enjoyed by an estimated 20,000 people. Sponsored by the city of Salem, the celebration featured music, games, fire-

works, and a flyover by the 104th Massachusetts Air National Guard.

- ❖ Maritime history and traditions came alive at the 19th Annual Maritime Festival. Attended by 6,300, event offerings included live music performances from a wide variety of artists, craft demonstrations, children's programs, visiting schooners Letty G. Howard and Lewis H. Story, and Traditional Small Craft Association vessels. Saugus staff presented rope-making and blacksmithing demonstrations. This year's theme "Building History & Community" celebrated the 250th anniversary of the birth of Salem's renowned architect Samuel McIntyre & recognized Salem's history & cultural diversity.
- ❖ In September, Saugus hosted the Fourth Annual Iron Pour. Visitors participated in the event by carving initials, messages, or creative designs into sand molds, while volunteers from the Iron Guild cast their pieces in molten iron amidst the heat and flaming glow of a portable cupola furnace.
- ❖ During October park staff worked in coordination with the Mayor's office to support "Haunted Happenings," welcoming about 256,600 visitors. Staff worked tirelessly to serve visitors, lead tours, host events, and keep pace with janitorial demands.
- ❖ In coordination with ENHA, Historic New England, and North of Boston Convention and Visitors Bureau, the 1672 Narbonne House inaugurated the first "17th Century Saturday" event, which provided free public access to 26 historic homes throughout Essex County.
- ❖ A McIntire Walking Tour booklet was developed by staff in cooperation with the Peabody Essex Museum and others. Staff also published two "Pickled Fish" booklets
- ❖ SAMA Interpretation is currently working on a grant proposal in partnership with Forbes Museum on the China Trade.

Education

New education programs were developed under the direction of Elizabeth Hoermann and John Curwin to meet current Massachusetts curriculum standards, which are linked with MCAS test requirements. New programming includes:

- ❖ "Building Our Nation," a new 'hands-on/minds-on' program that demonstrates the Custom House revenue process. The program challenges students to calculate weight and volume measurements to determine cargo values and to chart trade routes used by Salem mariners in the 17th - 19th centuries. Students in grades 5- 8 learn how tariffs and trade helped finance the young nation. The program targets Massachusetts education frameworks

for government and mathematics.

- ❖ Saugus' Interpretive staff took their show on the road. The Education Specialist conducted over 125 programs at schools from the Massachusetts' south shore to southern New Hampshire. These curriculum-based programs taught over 3000 students, providing hands-on exploration of "Simple Machines," "Rocks and Minerals," and Colonial Life" programs.
- ❖ Saugus interpretation is currently involved in developing a Teaching American History grant-sponsored program called "Voices Rising." The project tells the stories of local 17th-century immigrants' assimilation into Puritan society through the study of primary documents.
- ❖ Staff assisted with the Bowditch School's summer environmental education program, "Growing this Summer."
- ❖ Salem Staff coordinated The National Youth Leadership Conference, which provided tours of Salem Maritime for 1240 students
- ❖ Staff contributed to the "Fun with Architecture" program, a cooperative program with the Peabody Essex Museum funded through a grant from ENHA. A grant from Salem Arts Council funded the publication of "Architecture in Salem," a guide to historic homes in Salem.
- ❖ Interpreters from Salem and Saugus demonstrated salt making and food preservation at the annual Salem Science Night and participated in Collins Middle School International Night, connecting with recent immigrants and underserved students and their families.

Junior Ranger Programs

- ❖ The Junior Ranger Ambassador Program grant funded the development of the Ship's Mate program, which debuted on Friendship Sails: Lynn (see expanded discussion in Marine Division section of this document).
- ❖ The NPS First Annual Junior Ranger Day was a great success and the park hopes to hold more special Junior Ranger Days.
- ❖ The complete set of SAIR Junior Ranger activities were put on line to facilitate engagement while the site was closed.

The Salem Visitor Center

The Visitor Center continues to be a major draw for visitors to the park, city and the region. For FY 2007 the Salem Visitor Center welcomed 301,694 up 936 visitors from 2006. In addition to serving visitor information needs, the center promotes the themes and events for the parks, the City of Salem and the ENHA. Special events included the kick off event for "Celebrate Salem: Four Centuries of Architecture and Design." which features special tours and exhibits at vari-

Below: A young visitor learns about shoemaking during the 2007 Maritime Festival

NPS photo

ous historic venues in Salem, throughout the year. Multiple organizations (including ENHA and Peabody Essex Museum) came together to organize the celebration, which is partially funded by the Massachusetts Cultural Council. The celebration of Salem and Essex County architecture continued with four booklets that were written and published by staff in collaboration with the PEM, ENHA, Historic New England and other cultural institutions.

The Visitor Center continued to feature ENHA happenings through event postings, photo contest exhibits, murals, and a rotating display of a different ENHA site each month. The center hosted Historic Salem, Inc. for their historic preservation campaign and continued to work with the City of Salem to promote Haunted Happenings and to accommodate the 'Haunted Passport.'





Marine and Special Programs Division

The division encompasses a Chief, an interpretive park ranger, a rigger, a deck hand, and a ship's carpenter and boasts a volunteer sailing crew of fifty-five and a volunteer shipwright crew of ten. Our dedicated volunteers devote their time (11,000+ hours annually), expertise, and energies to interpreting, maintaining and sailing the 171-ft. replica East Indiaman *Friendship of Salem* as well as keeping maritime arts and skills alive

This year the division worked to ensure the ship's seaworthiness and its continued enjoyment by the public as both a dockside interpretive experience and as a "seafaring National Historic Site," bringing maritime history to thousands at other ports in New England.

Friendship is the commanding centerpiece of Salem Maritime's waterfront and welcomed aboard about 30,084 dockside visitors in FY 2007. Dockside programming offered more tours each day and an extended tour season. Visitors explore all areas of the ship and learn of the ship's distant voyages and its exotic cargos. The ship is wheelchair accessible at her berth and at away ports via a traveling ship boarding system that was designed and constructed by staff.

Continued ship improvements include:

- ❖ Completed the installation of the galley with sink and water connections
- ❖ Continued improvements to the heads and head sinks
- ❖ Designed and fabricated several pieces of period furniture for interpretive stationing on board and as Eastern National product display areas
- ❖ For the first time, all spars were installed and all sails were 'bent on'
- ❖ Underwent a successful bi-annual haul-put and coast guard inspection in Fairhaven.
- ❖ Completed an upgrade of merchant mariner's document, providing "Master of Vessels" authorization up to 500 tons anywhere in the world.

Through the passion and interest of several volunteers, some of the supplies and materials used in improving the ship facilities were donated by local companies.

Safety onboard the ship continues to be a high priority at all times, when the ship is docked as well as sailing. With the Sailing & Operations Manual for Volunteers and Staff completed in FY'06, this year staff began establishing compe-

tency levels (or rank standards) for all members of the crew. These standards will be applied to all current and future volunteers when *Friendship* is underway.

A variety of safety protocols were instituted or continued as part of our formal Ship Safety Protocols Program, including:

- ❖ Conducted specialized training of crew members working aloft
- ❖ Completed Coast Guard-approved license training
- ❖ Updated RADAR Observer Certificate
- ❖ Renewed First-Aid/CPR training
- ❖ Acquired a safety boat and arranged staff attendance at certification training
- ❖ Practiced rescue boat drills (launching and hauling in non-emergency conditions)
- ❖ Maintained the ship in "ready condition" for dockside visitation, special events sailing, and port visits
- ❖ Continued sail training programs for the staff and volunteers
- ❖ Purchased a rescue boat, which one staff member is currently certified to operate

Visiting Vessels and Maritime Lectures

Salem Maritime has continued to develop its Visiting Vessel Program, which is designed to offer a myriad of educational opportunities aboard other vessel types. This year the accessible Central Wharf float, which accommodates a variety of vessel sizes and forms, welcomed several historic schooners, including *Fame*, *Lettie G. Howard*, and *Lewis H. Story*, and the Salem Ferry –newly christened the *Nathaniel Bowditch*.

The division continued a special Maritime Lecture Series, hosting guest speakers each month in partnership with Schooner *Fame of Salem*.

Friendship under Sail

When the Deputy Regional Director addressed the crowds at the *Friendship* Sails: Lynn event, she spoke of the ship's almost living presence and its power to 'transport' the public to a different era. Witnessing the ship under sail is a thrilling experience for all: some appreciate it as an exciting 'Kodak moment;' for others it is a profound and inspiring experience that touches upon the mystery of sea and the boldness of those who sailed in tall ships.

This year, the division participated in a variety of sailing opportunities and port visits. During port visits, staff and volunteers dressed in period clothing demonstrated line handling operations,

sail furling, loading cargo on and off ship, and other elements of life at sea. Crew members actively engaged with all visitors, young and old, folks who had never been on board any vessel and old salts who would reminisce about the old days.

- ❖ In July, *Friendship* was invited to represent the United States in leading the prestigious International Tall Ship's Parade of Sail in Newport, Rhode Island. The honor of representing our country, the National Park Service, and Salem Maritime was keenly felt. The ship is the embodiment of thousands of hours of citizen service, donated by our volunteer crew and this was a spectacular moment for all. Nearly 10,000 visitors boarded *Friendship* during the week-long event, which featured 20 splendid tall ships from around the world. Eastern National sales brought in over \$2,100.
- ❖ Also in July, *Friendship* presided over the start of the historic "Marblehead to Halifax Ocean Race," which featured over 100 classic sailing and racing yachts. The event served as a sail training opportunity for 35 of *Friendship*'s volunteers.
- ❖ The ship's ability to transport us to another era, another world, was fully evidenced in September during a sail to the Gloucester Schooner Festival, when *Friendship* unfurled all her sails for the first time, with all spars installed and all sail 'bent on.' This magnificent sight was enjoyed by thousands of onshore sightseers and picture takers.
- ❖ "*Friendship* Sails: Lynn" (discussed earlier in this document) debuted the very successful Ships Mate/ Junior Ranger Program.

Friendship welcomed aboard 3,500 visitors over the three-day event. Sales totaled more than \$1500. This trip was sponsored by the Essex National Heritage Area and the many partners the organization has throughout the city of Lynn and Essex County.

Special Park Uses

The division continued to manage a variety of special park programs. Each event provides an opportunity for visitors and the community to engage with the resources at each site. Many events, such as weddings, also provide the parks with a means of recovering the costs incurred in hosting the event.

Staff issued 71 special use permits at Salem—a significant increase over the 43 permits issued in 2006. The events included: weddings; corporate and nonprofit celebrations; filming sessions; special lecture series; demonstrations; and a variety of community and neighborhood meetings.

Events were held on board *Friendship*, in the period garden, at the wharves, the Salem Visitor Center and St Joseph Hall.

Of particular note was the filming on board *Friendship*. An HBO production company filming the John Adams' story rendezvoused with *Friendship* at 4:30 one morning. To resemble the ship on which Adams escaped to France, the captain and volunteer crew dressed in period clothing and flew the "Don't Tread on Me" flag. A German public television station also filmed *Friendship* for a show on maritime history.

Right: Ship Carpenter John Pydenkowski demonstrates carving in the style of Samuel McIntire at the 2007 Maritime Festival

NPS photo



RESOURCE STEWARDSHIP

At the end of this year the Salem and Saugus Resource Management Divisions became a single Resource Management Team. The team is aligned under a Cultural Resource Program Manager/Curator and includes a Natural Resource Manager, a Cultural Resource Manager/Curator, and two Museum Technicians, one of whom is a SCEP Park Management Trainee (.60 FTE) obtaining her PhD in American Studies and new to the division in 2007. The team underwent a major change in January of 2007, when the park's historian retired after about 30 years of service at Salem Maritime. This position remains vacant.

The staff is fortunate to receive the services of two very dedicated volunteers who work in archival processing and five volunteers who donate time for wetland vegetation management projects. Two student interns from Gordon College also completed a number of curatorial tasks this year.

In 2007, the RMT worked with the Superintendent to plan, manage, and complete NEPA/NHPA compliance for the many complex and important resource restoration projects at both parks. The division also worked to make information about resources, collections and projects available to the public through publications, tours, website offerings, and exhibits. Two major events at Salem: the site's involvement with the "Celebrate Salem" initiative and a citizenship ceremony on the steps of the U.S. Custom House

would not have been possible without the efforts of the Resource Management staff.

The Superintendent and the entire RMT is sincerely thankful to the various program managers and subject matter experts who have worked diligently to support the parks' Line Item Construction, Repair/Rehab, CRPP, MCPP and other projects this year, including:

- ❖ DSC's LIC team: Jodie Petersen, Jane Sikoryak, and Paul Wharry
- ❖ NER Natural Resource Specialists for the Turning Basin project: Charlie Roman, Margo Davis, David Clark, Mary Foley,
- ❖ NER Preservations Specialists: Steven Spaulding, Richard Chilcoat, David Bittermann, and Blaise Davi
- ❖ NER Historic Compliance Specialist: Richard Crisson
- ❖ NER Engineering Specialists: Peter Woodbury and B.B. Diwadkar,
- ❖ NER Historic Architecture Program Specialists: Peggie Albee, Judi Sullivan, and Jamie Lee,
- ❖ NER Archeology Specialists William Griswold, Steven Pendery, Jim Harmon, and Gail Frace,
- ❖ NER Conservation Specialists: Brigid Sullivan, Carol Warner,
- ❖ BOST Contracting Specialists: Paul Cincotta, and Alissa Turner
- ❖ This year, Harpers Ferry Center AV specialist Eric Epstein was recognized for his excellent work in upgrading the Salem Visitor Center's "Where Past is Present" AV presentation.



Right: An artist's view of the reconstructed Pedrick's Store House on Derby Wharf.

National Park Service

Natural Resource Management

The Natural Resource program continues to grow at both sites. A priority in 2007 was to complete compliance, permitting, and contracting requirement for the project “Restore Saugus River Turning Basin and Dock” (PMIS 060214).

The Turning Basin project got underway in November 2007 with coffer dams and silt fences installed, vegetation removed, and a temporary bridge set up over the Saugus River to accommodate specialized heavy equipment. The project is intended to remove soils deposited in the aftermath of a 1957 dam breach, reconstruct the park’s dock and bulkhead structures, remove exotic species, and re-vegetate the river’s border with native species.

This work included the following:

- ❖ Completion of a combined Environmental Assessment and Environmental Impact Report; securing a 404 permit from the U.S. Army Corps of Engineers; 401 Water Quality Certification, Superseding Order of Conditions, and Chapter 91 Waterways License from Massachusetts DEP; and a consistency determination from the Massachusetts Office of Coastal Zone Management.

- ❖ Completion of Rainbow Smelt and American Eel monitoring in the Saugus River by partnering with the Saugus River Watershed Council and Massachusetts Div. of Marine Fisheries.
- ❖ Coordination of invasive exotic plant control in the phragmites-dominated floodplain wetland, including pre-treatment by park staff and volunteers (PMIS 130875), and treatment by the Northeast Regional Exotic Plant Management Team. The Turning Basin project may become a model for phragmites mitigation/wetland restoration projects, as other phragmites management efforts have not include a native re-vegetation component.
- ❖ Collaboration with USGS to implement the field component of the USGS project “Real-time Monitoring of Sodium and Chloride in the Saugus River.”
- ❖ Initiation of a volunteer stewardship effort to support management of the Saugus River area within the park.
- ❖ Collaboration with national and regional NPS teams to initiate analyses for the Geologic Resources Assessment and the Coastal Park Watershed Condition Assessment.
- ❖ Completion of Value Analysis for the SAIR Stone Bulkhead project (PMIS 11895).
- ❖ Implementation of Northeast Temperate Network Vital Signs Monitoring for water quality in the Saugus River.



Right: the restoration of the turning basin is a major initiative in resource management at Saugus Iron Works.

NPS photo.

Cultural Resource Management

In addition to routine responsibilities, such as cataloging, reporting, researching, and using NPS-wide data bases, this year the division oversaw many projects, developed several exhibits, and wrote a number of booklets and articles. These initiatives not only improved conditions at the sites, but continued to raise the visibility of the sites in their communities.

The Salem/Saugus Resource Management Team led or coordinated the following projects:

At Saugus Iron Works, the focus for the year was on bringing several major projects to completion, and all members of the team assisted moving towards that goal, under the leadership of the Saugus Resource Management staff, including:

- ❖ Rehabilitated Resources for Accessibility and Safety at Saugus Iron Works
 - ❖ Moved and documented museum collections with the generous support of the Maintenance Division
 - ❖ Planned museum spaces and acquired funding to purchase and install museum storage equipment
 - ❖ Moved offices to temporary space in the Contact Station
 - ❖ Facilitated contractors' work with NER experts to stabilize the Lean-to ceiling
 - ❖ Researched documents and historical photos for information on potential archeological resources
 - ❖ Worked with Interpretive staff and contractor Origin Studios on the following sub projects:
 - ❖ Virtual tour: developed text, worked on image production, including still photography, filming, and archival photographs
 - ❖ Three-Dimensional Model: designed model to meet interpretive and accessibility objectives (especially for blind visitors)
 - ❖ Smithsonian model: developed interpretive exhibit text
- ❖ Conducted research and provided redesign guidance for the 'Turning Basin' project component to reconstruct the dock and bulkhead.
- ❖ Launched Saugus Museum Protection and Interim Exhibit Efforts
 - ❖ Planned and provided research for the project: "Install Museum Fire Suppression and Climate Control for Saugus Museum"
 - ❖ Continued 17th-century waterwheel conservation treatment. Wheel is to be remounted on proper armature for exhibit within Saugus Museum

- ❖ Collaborated with Interpretation for the development of an interim exhibit Saugus museum
- ❖ Completed Value Analysis for the project "Repair Stone Walls Along Saugus River"
- ❖ Provided historical research to NER historical architects to facilitate their preparation of the 'Historic Structure Reports for the Saugus Iron Works Restoration and the Iron Works House Annex.'

At Salem Maritime, the staff focused on moving forward many ongoing projects. During FY2007, the Salem Maritime resource management staff:

- ❖ Completed compliance for the Pedrick Store House at Salem Maritime, including Chapter 91 Waterways License and 106 compliance. Upon the completion of the Pedrick Store House, the National Register will list the building as a contributing structure within the Derby Street Historic District.
- ❖ Oversaw repairs to the Derby House and Iron Works House Chimneys
- ❖ Improved Conditions for Salem Museum Exhibit and Collection Storage Areas by:
 - ❖ Sealing the Bally box seams to better control environmental conditions
 - ❖ Installing smoke detection system in museum storage area
 - ❖ Completing scope of work, purchase of equipment, and competitive bidding for upgrade of site security system.
 - ❖ Completed exhibitry for the Custom House Eagle display (conservation and a platform for the eagle will require additional work)
 - ❖ As part of the new eagle exhibit, staff worked with contractors to produce new eagle and ship pins for sale by Eastern National.

At Salem, the Resource Management staff participated in outreach for the site in several ways during FY2007. They supported interpretation of the site through the production of several publications, including a revision of the history of the Second Corps of Cadets in Salem, and a guide to the city entitled "Architecture in Salem," as well as maintaining and updating the web site, which is currently receiving about 9,000 hits a month. They also planned, designed and coordinated production of an information banner for the ship which has greatly improved interpretation of Friendship.

In addition, Resource Management staff in Salem took a leadership role in organizing "Celebrate Salem: Four Centuries of Architecture and Design," a major initiative by cultural organizations across Salem to encourage historical tourism

Below: Judge Woodlock congratulates new citizens on the steps of the U.S. Custom House at Salem Maritime

NPS Photo

in the city. The basis of the celebration was the 250th birthday of the great architect and carver Samuel McIntire. Participants in “Celebrate Salem” include the Peabody Essex Museum, Historic New England (formerly the Society for the Preservation of New England Antiquities), the City of Salem, Historic Salem, Inc., the North of Boston Convention and Visitor Bureau, The House of the Seven Gables, and the Essex National Heritage Area. The National Park Service’s contributions to “Celebrate Salem” included:

- ❖ Participation in program planning
- ❖ Co-writing text for a self-guided McIntire District walking tour and coordinating the booklet’s printing
- ❖ Writing script for the short film “Samuel McIntire’s World” for presentation at PEM McIntire exhibit and in the Salem Visitor Center
- ❖ Presenting free walking tours of McIntire Historic District during McIntire exhibit opening weekend
- ❖ Hosting an opening event, including the presentation of proclamations from the Mayor of Salem and the Governor of Massachusetts.

Resource Management staff also coordinated the second Naturalization Ceremony that has been held on the steps of the U.S. Custom House in Salem. Forty-nine new citizens were sworn in on the steps of the Custom House on September 17, 2007.

Planning also began in FY2007 for a major ethnography project on the Polish Community in Salem—the community that surrounded Salem Maritime when the site was started in 1937, and is still a strong presence in Salem.



Resource and Visitor Protection

The Resource Protection and Law Enforcement Division is comprised of a Commissioned Chief Ranger, 1.2 FTE non-commissioned Rangers, and a seasonal, resource-share Commissioned Ranger (.5FTE)

In FY 2007, the Salem Maritime/Saugus Iron Works Law Enforcement Division lost our GS-09 LE Ranger, who left the NPS to work in the emergency medicine field. Through a resource-share arrangement with LOWE, the park has been fortunate to acquire the services of Kevin Leach, a GS-05 Commissioned Ranger (1039 appointment) to maintain a LE presence at the park seven days a week. Kevin has done a great job handling a variety of law enforcement issues on land and at sea.

Because Salem Maritime is knit into the fabric of the City of Salem, its troubles become our troubles. The park's major LE concerns arise from homelessness, drunkenness, and drug abuse. Incidences of vandalism and petty crime have risen and case incidents are up 200%; from 40 in 2006 to 120 this year. Graffiti, attempted breaking and entering, and senseless vandalism predominated. A rock throwing incident in January broke a fan light over the Custom House front door.

The division completed installation of the mandated digital radio system at Salem Maritime. Delays related to the Accessibility Project have postponed installation of the antenna at Saugus Iron Works. When completed, this system will tie both parks together and improve in-house communications between divisions.

MOU's regarding shared jurisdiction between the parks and the Salem and Saugus Police Departments are in draft form and are awaiting local authority review.

Law Enforcement evening staff completed the park's Emergency Handbook, which will be printed and made available for staff at key locations.

Visitor/Staff Safety and Security

All staff who work with visitors or who operate potentially dangerous equipment attended First Aid/CPR training in 2007. LE staff maintained the AED program. The division reinforces safety through weekly email messaging to all staff. Due to staffing reductions, quarterly safety inspections for buildings have not been performed in a timely fashion. However, park staff should be commended for completing the year without injury.

Maintaining a safe environment during large events is a priority that requires extensive planning and coordination with the Mayor's Office and the Police Department for City of Salem. Our three large events: the Independence Day Celebration, the Maritime Festival, and Haunted Happenings went smoothly, with no major problems, although staff responded to a heat stroke incident. Law Enforcement staff also supported Friendship sail events, serving as medical officer and as gate security.

In planning for Haunted Happenings, the LE division met with local police and surrounding law enforcement agencies to coordinate response strategies and to distribute shared-frequency radios. In preparation for Halloween evening, the park requested the services of five Commissioned Rangers and vehicles from surrounding parks. The presence of BOST's Kevin Mulligan and his K-9 unit were utilized to assist the Salem PD in responding to a called-in bomb scare regarding a box truck and a suspicious package.



Right: crowds gather early at Salem Maritime for the annual Fourth of July celebration.

NPS photo



Opposite: Volunteers perform a range of tasks at both SAMA and SAIR, from greeting visitors to cataloging museum collections to maintaining and sailing the Friendship. In this photograph, volunteers Ian Hunter and Bridger Trap are at the helm, watched over by volunteer Jack Connolly and ship's carpenter John Pyndynkowski. Courtesy of Doug Christel.

Below: the living history program at Salem Maritime has grown, aided by some enthusiastic volunteers. Left to right are volunteers Deborah Woods, Zach Woods, Matt Brenkle, Mark Hilliard, and staff member Emily Murphy at the 2007 Maritime Festival. NPS photo.

Volunteer Program

Both Salem Maritime and Saugus Iron Works are very fortunate to have a dedicated volunteer workforce that has donated a combined total of 11,300 hours in FY'07. Volunteers make a tremendous contribution to our operations and provide valued advocacy for our parks. In an attempt to seek efficiencies and grow the volunteer programs at both sites, the Volunteer Program was consolidated under the Natural Resource Manager.

At Salem Maritime, 10 volunteer shipwrights and more than 55 deckhands have generously lent their efforts to Friendship's operations. Several other volunteers spent many dedicated hours serving visitors at the Salem Visitor Center, and supporting resource management programs at Salem Maritime. At Saugus Iron Works, two volunteers have been working to process, digitize, and transcribe archival collections. Volunteers from the Massachusetts College of Art Iron

Guild donated their energies for the Father's Day Iron Pour, five volunteers have worked as wetland stewards for the Natural Resources Program, and several Eagle Scout projects have benefited the park, such as the applying preservation treatments to reproduction tools on exhibit at the mill buildings.

Two renowned artists volunteered their time and talents to create stunning, unique Christmas Ornaments for the Centennial Tree in the White House at the request of First Lady Laura Bush. Rackett Shreeve, a noted maritime artist, used mixed-media to showcase all the principal resources of Salem Maritime. And Julia Puritan painted a lovely scene in her historic, mural style.

The park expresses its appreciation of volunteers' efforts at special summer and holiday celebrations and by letters, framed photographs, plaques, and other symbols of appreciation.



Fee Collection

Currently, entrance fees are not collected at either site. In 2007 the parks' tour fees, special use fees, and donations brought in over \$60,000 in 2007; a more than \$10,000 increase over 2006. As described above in the Interpretation Section, fees were used to offset the cost of offering a

range of interpretive and educational ranger-led programs in Salem. This year, several new programs were developed, and the park received approval to charge a \$2 fee per student for the new education program, "Building Our Nation."





ESSEX NATIONAL
HERITAGE AREA



Serving the Visitors to America's
National Parks and Other Public Trusts



Above: the logos of Salem Maritime and Saugus Iron Works' partners.

PARTNERSHIPS

FY 2007 continued our efforts to build a team environment that involves partners, communities, & volunteers. The park worked to strengthen relationships with its three primary partners the Essex National Heritage Area, Salem Partnership, and Eastern National. We made determined efforts to further partnerships with: the Town of Saugus, Coastal Zone Management, Massachusetts Division of Marine Fisheries, USGS, the Peabody Essex Museum, North of Boston Visitor and Convention Bureau, and the Saugus River Watershed Council.

The Essex National Heritage Area

The enabling legislation that created this National Heritage Area (NHA) specifically references the primary interpretive themes of Salem Maritime and Saugus Iron Works NHS, namely the history of early settlement and maritime trade, and states that "the story told at Salem Maritime and Saugus Iron Works National Historic Sites would be greatly enhanced through the interpretation of significant theme-related resources in Salem and Saugus and throughout Essex County." Since the ENHA was established by Congress in 1996, Salem Maritime and Saugus Iron Works have enjoyed a close partnership with this National Heritage Area and have produced both small and large successes, ranging in scope from tours and exhibits to large scale events and cooperative projects. This year some of the highlights are:

Baker's Island Lighthouse Initiative

- ❖ In partnership with the Essex National Heritage Area and working closely with NER, a Special Resource Study has been initiated to explore the merits of a boundary adjustment for the national-register listed lighthouse and associated historic properties to ensure their long term preservation.

Trails & Sails: A Weekend of Walks and Water

- ❖ This is ENHA's signature experience. This three day long 'happening' is directed towards the 725,000 residents living within the NHA – motivating them to 'get out' and experience the remarkable heritage resources of the region. This year Salem Maritime and Saugus Iron Works hosted tours and open houses and produced special walking tour and hands-on programs for the annual Trails and Sails event. Attendance during Trails & Sails increased by 40% over 2006.

Partnership Grants

- ❖ ENHA's mission is to preserve and enhance the heritage resources within the NHA boundaries. Each year, ENHA directs preservation, interpretation, education and resource development grants to non-profit and municipal organizations with worthy heritage projects. During 2007, ENHC awarded another round of grants totaling \$114,400. It is anticipated that these grants, when completed, will leverage more than 1.0 million in additional non-federal investment in the historic, cultural and natural resources of the region.

Friendship Sails!

- ❖ For the past two years, ENHC and Salem Maritime have partnered together on the highly successful *Friendship Sails!* program. Designed to make maritime history come alive – especially for nontraditional audiences, this year ENHC worked closely with Salem Maritime on introducing *Friendship* and maritime history into the Lynn Public Schools. Over 4,000 people visited the tall ship *Friendship* when she was docked in Lynn's harbor, and more than that 1,000 school age children and their families participated in the launch of Salem Maritime's 'pilot' Junior Ranger Ship Mate program.

Regional Rail Trail Development

- ❖ NPS RTCA and the ENHA have partnered on the Border to Boston rail trail for the past two years. This year, the Border to Boston Trail Task Force was established with the Massachusetts Highway Department (MHD) to expedite the development of this 28-mile rail-trail in accordance with the recently completed 99-page Implementation Plan. In addition to managing these regular task force meetings, NPS RTCA and ENHA collaborated with local trail advocates, community officials from the eight trail communities, MHD, MBTA and local utility companies on rights-of-way issues, visibility programs, and an \$800,000 scope of work for the trail's preliminary design.

Teaching American History

- ❖ It is critically important to NPS and ENHA that our youth become interested in being the future stewards of our heritage. From "Living Classroom: A Teachers Resource Guide" published in 1999 to the new Junior Ranger Ship's

Opposite: *Friendship* at dock in Lynn
NPS photo.

Mate program piloted in Lynn during the summer of 2007, NPS and ENHC have worked for more than ten years – in partnership and in complementary projects – to engage teachers and school children of every background and skill level in understanding local history and the remarkable heritage resources that abound in this region. “Using Essex History” (UEH) is a new three year, grant-funded program run ENHA, Salem State College, the Beverly Public Schools and the National Archives and Records Administration’s Northeast Region. While Salem Maritime and Saugus Iron Works are not direct partners in this federal grant, the NPS sites have been used in some of the lessons and the materials that have been developed. This year eight middle and high school teacher workshops and a week-long summer institute were held, and nearly 100 teachers were trained in the techniques of using primary resource materials (documents, sites, artifacts) to instruct and inspire their students in local and national American history. The program has received an outstanding rating from teachers and evaluators.

Guides to the ENHA Heritage Resources

- ❖ In 2007 ENHA developed and produced two more thematic guides to the region. This year, both print and web versions of guides to the region’s First Period Architecture and its Farms & Agriculture. Saugus Iron Works was featured in the First Period Guide.

Farm Fresh – Fostering Sustainable Landscapes in the ENHA

- ❖ ENHA joined with the Massachusetts Department of Agriculture (MDAR) and Essex County Buy Local program to expose residents and visitors to the remarkable heritage farms, agricultural landscapes and fresh produce of the region.

Alternative Transportation Initiative in the ENHA

- ❖ With the encouragement of NPS, RTCA, and US Fish and Wildlife Service, ENHC launched an initiative to improve non-motorized access the Parker River National Wildlife Refuge (USFWS);

A New Look at the ENHA

- ❖ ENHA has organized a very popular Photo Safari Program for the past two years. In 2007, the number of Photo Safaris was expanded, and the first Essex Heritage Photo Contest was held. Nearly 200 people participated, many interacting with the ENHA and NPS for the first time. All of them looked with fresh eyes at the heritage resources. Contest photos are exhibited at the Salem Visitor Center.



Mallory Hennigar's second-prize winning photograph in the youth category from the Essex National Heritage Area photo contest. Courtesy of the Essex National Heritage Area.

Eastern National

Eastern National, the site's cooperating association, staffs the Salem Visitor Center and the West India Goods Store. In FY 2007, Eastern National saw a 6.3% increase in sales for Salem Maritime. Because Saugus Iron Works was closed for most of the year, Eastern National sales showed a decline of 80.5%. Saugus's accessibility project furnished its new Visitor Center space with new period-style book cases and an information desk. Betsy Lind and Martha Crevia worked to showcase Eastern's merchandise in this new space in time for the park's opening.

Cooperative Activities and Community Involvement

- ❖ One major example of community involvement by the National Park Service in Salem is the Superintendent's participation on the City of Salem's Harbor Plan Update Committee. The Harbor Plan will guide the future development of the city's waterfront and harbor, which encompasses the Maritime Site. The Committee is working collaboratively to protect the environmental health of Salem Sound and to develop joint ventures to "activate the water sheet," i.e. to enliven the seascape through increased commercial, visual, and physical access to the harbor via harbor walks, additional moorings, transient slips, dingy docks, and other water-based recreational and commercial activities. This collaborative venture has the potential to tap millions of dollars in development funding from the State of Massachusetts. The Superintendent's participation on the Harbor Plan Committee will ensure that the missions of the park and the NPS are upheld.

Staff also worked in concert with the state, various organizations and local communities for the following activities:

- ❖ Worked with the Saugus River Watershed Council & Massachusetts Division of Marine Fisheries on fish survey activity
- ❖ Worked with the USGS to monitor sodium and chloride in the Saugus River.
- ❖ Facilitated the City of Salem's 'Haunted Passports' and served on the 'Haunted Happenings' Committee
- ❖ Worked collaboratively with Salem and Saugus Police and Fire Departments
- ❖ Continued resource sharing projects with the history departments at Salem State, Gordon College, and Merrimack College
- ❖ Worked with Governor's Conference for Travel and Tourism
- ❖ Continued to work with Saugus Town Manager to plan for the removal of the Hamilton St. weir
- ❖ Participated on the Honorary Committee for the Salem Award Committee and the Salem Witch Trial Memorial Maintenance and Preservation Committee.
- ❖ Facilitated Teen Leadership Training Program targeting youth between 13-18 years of age.
- ❖ Served on Massachusetts Environmental Education Society Advisory Board
- ❖ Facilitated Eagle Scout Projects at Saugus
- ❖ Enlist local artists to design a Christmas tree ornament for White House display that celebrates Salem Maritime and Saugus Iron Works. Both artists will be invited to a White House reception.
- ❖ Worked with the Salem Ferry staff
- ❖ Fought Wild land Fires in western states



Right: The West India Goods Store is one of the shops run by Eastern National at Salem Maritime. It sells the type of goods available in Salem during the era of the China trade.

NPS photo



CONCLUSION

Final Assessment for the Year and a View to the Future

Looking back, the year was one of change, punctuated by highly successful events and further loss of staff. We diligently pursued Core Operations to further tighten our belts. Through the process, we found efficiencies and made difficult decisions, including winter closure of Saugus Iron Works, but we built an economically sustainable vision for the future—as a team. We introduced a new curriculum-based education program and created a Salem Maritime Educators group, only to lose one of our star education specialists. We experienced delays and contracting issues for Friendship’s haul out and inspection, yet she went on to lead the prestigious Grand Parade of Sail in Newport, Rhode Island. And even though the ship was away from her dock for almost two months, the staff creatively developed new tours and schedules resulting in an increase in the number of fee-based programs offered. We came close to losing funding for the turning basin restoration project at Saugus after years of painstaking compliance work, but through an heroic team effort, the project contract was awarded, and the restoration begins . . .

We continue to do our best to inspire our visitors about significant events that helped transform our nation. We continue to be dedicated to our long term stewardship of our cultural and natural resources. We look to the future with fingers crossed and high hopes that Congress passes the Centennial Initiative. While times may be tough, by working as a team and holding steadfast to our mission, we are adapting and beginning to embrace change.

Opposite: events and people at Salem and Saugus.

NPS photos.

National Park Service
U.S. Department of the Interior



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