



Superintendent's Annual Narrative Report

Fiscal Year 2008



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Salem Maritime National Historic Site
Salem, Massachusetts

Saugus Iron Works National Historic Site
Saugus, Massachusetts

On the cover:

Top: the ribbon cutting ceremony for the grand reopening of Saugus Iron Works National Historic Site. From left to right:

Kathy Forbes, Chair Person, Saugus Commission on Disability
Michael Steinitz, Director of Preservation & Planning, Massachusetts Historical Commission
Allen Anacheka-Nasemann, Senior Project Manager, Army Corps of Engineers
Joan LeBlanc, Executive Director, Saugus River Watershed Council
Saugus Selectman Stephen Castinetti
Saugus Selectman Donald Wong
State Senator Tom McGee
Saugus Selectman Peter A. Rosetti, Jr.
Annie C. Harris, Executive Director, Essex Heritage
Deputy Regional Director Mike Reynolds, National Park Service (NPS)
Marc Albert, Natural Resource Manager, NPS
David Fernald, Gardener, NPS
Carl Salmons-Perez, Cultural Resource Manager, NPS
Congressman John Tierney (cutting ribbon)
Curtis White, Lead Park Ranger, NPS
Superintendent Patricia Trap, NPS

Bottom: NPS volunteers, staff, and visitors to the replica tall ship *Friendship* during its Centennial Initiative-funded visit to Boothbay Harbor, Maine

NPS photos.



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Opposite above: the replica tall ship *Friendship* sails in Boothbay Harbor, Maine, accompanied by a topsail schooner.

Opposite below: *Friendship* at dock in Boothbay Harbor, Maine.

This page: Visitors of all ages enjoyed creating molds for iron pouring at the Saugus Iron Works Grand Reopening.

NPS photos.





INTRODUCTION

Salem Maritime National Historic Site and Saugus Iron Works National Historic Site are discrete National Park Service units funded through separate annual appropriations and managed under a single administration since 1998. Both parks are located in the Sixth Congressional District, Essex County, Massachusetts, and are represented by Congressman John F. Tierney, Senator Edward M. Kennedy and Senator John F. Kerry.

Salem Maritime National Historic Site

Franklin D. Roosevelt established Salem Maritime by Secretarial Order (3 F.R. 787) in 1937, as the nation's first National Historic Site to preserve into perpetuity the inspiring maritime legacy associated with the historic port of Salem.

Originally, the site only included the handsome Georgian and Federal Period homes and buildings, as well as the 18th century wharves that line Derby Street's waterfront. Congress extended the site's boundaries twice: first in 1963 to include the 1672 Narbonne House (Public Law 88-199); and again in 1988 to include St. Joseph Hall (Public Law 100-349). Today the 9.02-acre Maritime Site preserves 28 LCS structures, 294,110 museum objects, and 66 archeological sites. Cultural landscapes include wharf settings, groomed lawns, historic trails, a small beach, 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. *Friendship* is berthed at historic Derby Wharf, where it serves as a dockside exhibit. For the past three years, the ship has set sail as a "seafaring National Historic Site," voyaging to other New England seaports to participate in maritime history celebrations or to host educational events.

The 1770 Pedrick Storehouse, relocated from a wharf in Marblehead, is now being reassembled on Derby Wharf. The two-storied wooden warehouse will help restore the park's historic setting as envisioned in the site's enabling legislation.

The site's evocative waterfront scene brings maritime history alive for about 800,000 visitors annually. Visitors discover how the 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 wharfs 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 vessels that sailed the world in search of exotic goods in the late 18th and early 19th centuries.

The Salem Regional Visitor Center

Salem Maritime staff manages the Salem Regional Visitor Center (Public Law 101-632), which serves as the primary information hub for Salem Maritime, Saugus Iron Works, the City of Salem, and the numerous historic and natural sites associated with the Essex National Heritage Area. The visitor center is contained within the historic 2nd Corps of Cadets Armory Drill Shed - an impressive example of gothic revival architecture built in the 1890s. The visitor center is a large condominium space owned by the world-renowned Peabody Essex Museum, which uses the remainder of the building to store some of its museum collections.

Saugus Iron Works National Historic Site

Saugus Iron Works National Historic Site was established in 1968 by Lyndon B. Johnson (Public Law 90-828) to preserve the site of America's earliest iron making plant, which operated on the banks of the Saugus River from 1646 to about 1670. Using the most advanced technology of the era, the colonial iron works provided crucial iron commodities to the young Massachusetts Bay Colony and laid the foundation of the American iron industry.

Today, the park's 8.5 acres is a fusion of original 17th century elements within a water-powered reconstruction of the 1646 industrial plant. Based on archeological and

Opposite: the newly retored turning basin at Saugus Iron Works NHS on an autumn day.

documentary evidence, the recreated industrial landscape includes a blast furnace, forge, rolling and slitting mill, warehouse and dock along the Saugus River. While the mill buildings connect visitors with the lives and experiences of ironworkers, the c1680's Iron Works House interprets tastes and lifestyles of Puritan gentry. The site is also significant for its prehistoric resources, which hold evidence of habitation to 10,000 years BCE.

The park engages about 39,361 recreational visitors annually in an "open air" museum experience and preserves 94,384 museum objects; 11 archeological sites; 23 LCS structures; 3 primary cultural landscapes; and the complex natural resources associated with the Saugus River Turning Basin.

While the Saugus River served as a shipping lane and power source for the colonial iron works, today it provides essential natural habitats for flora, fish and wildlife. The site's

rare freshwater tidal marsh is particularly important as spawning habitat for rainbow smelt and American eel. Meandering through the woodlands on the east bank of the river is a half-mile nature trail. 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.

Essex National Heritage Area

The parks work in close partnership with the Essex National Heritage Area (ENHA), which was designated by Congress in 1996 (Public Law 104-333) to preserve, interpret, and provide public access to the myriad natural, scenic, and historic sites within the 500 square miles and 35 communities that comprise Essex County. Together, ENHA and the parks are significant drivers in the region's heritage tourism industry, which brings an estimated \$135.2 million on an annual basis to the local economy.

Below: Pedrick Store House, originally built around 1770 in Marblehead, in the process of being reassembled on Derby Wharf at Salem Maritime. The workmen are raising one of the bents, or frames, into place with the aid of a crane. NPS photo.



... outstanding results were achieved.

OVERVIEW OF THE YEAR'S MOST SIGNIFICANT ACTIVITIES, TRENDS, ACCOMPLISHMENTS, AND ISSUES

This report provides an overview of the achievements and challenges met by Salem Maritime and Saugus Iron Works in FY 2008. Our parks' many successes are particularly impressive given that our over-stretched staff contended with intensive project demands, position vacancies, and hiring delays. Despite these difficulties, outstanding results were achieved. The staff created engaging and nuanced interpretive programs; skillfully reproduced historic fences, ship's carvings, and furnace bridges; preserved building interiors and picture postcard exteriors; orchestrated a truly grand celebration, and strengthened our partnerships with the Essex National Heritage Areas, cities of Salem and Saugus, and our committed and enthusiastic volunteers.

I would like to thank the entire Salem and Saugus staff for their hard work in advancing the mission of both sites. I would like to particularly acknowledge:

- Tim Thornhill for his outstanding leadership in making the Saugus grand reopening event such a terrific success. The entire Saugus event team is applauded for their great work.
- Janet Regan for her superb writing abilities and support.
- Colleen Bruce for her work managing the Centennial Initiative and her steadfast commitment to the Friendship volunteer crew.
- Dave Kayser for his exceptional project management skills.
- SAIR Ranger Curtis White received the Interpretive Mentor Award for his work with multiple youth groups during the Northeast Region Interpretation and Education Renaissance Workshop.
- The Saugus Accessibility Project was awarded the 2008 National Accessibility Award for Sustained Park Achievement. The Saugus project team is to be commended for their terrific work.
- Salem Maritime was designated an official site for the Underground Railroad and this year SAMA Supervisory Park Ranger Bruce Jones was recognized for his contributions towards increasing the understanding and awareness of sites in his award-winning presentation on the Underground Railroad within Essex County.

To our great satisfaction, this year several of our staff members were recognized by the NPS for their outstanding work.

- We are particularly gratified that SAIR's Lead Interpretive Ranger Curtis White received the 2008 Regional Freeman Tilden Award as well as the park's annual Superintendent Award.
- SAMA Ranger Michelle Blees was honored with the Interpretive Management Award for her work coordinating staff and volunteers at the Salem Visitor Center during the Northeast Region Interpretation and Education Renaissance Workshop.

Below: SAMA Park Ranger Michelle Blees (left) and SAIR Lead Interpretive Ranger Curtis White (right) pose with Superintendent Patricia Trap after receiving their awards at the Northeast Region Interpretation and Education Renaissance Workshop.



Thanks also must go to both the Regional Director and our new Deputy Regional Director for taking the time to visit the site and meet with partners and staff: the personal attention to these small sites means much to the staff and the community. Also, a special thanks to several people in the Northeast Region and fellow superintendents who have gone above and beyond to assist me, Salem and Saugus including: ARD buddy, Alexa Molnar, Bob McIntosh, Bob Holzheimer, Terry Moore, Elizabeth Hoermann, and Margo Davis, official mentor Marianne Peak, Michael Creasey, and Bruce Jacobson.

Year in Review

Much was accomplished in 2008. Saugus Iron Works reopened its gates to the public in May, after a seventeen-month hiatus that facilitated the implementation of concurrent Line Item Construction and Repair/Rehab projects.

Representing a nearly \$6,000,000 investment, these undertakings included: the Accessibility Project; the Turning Basin Project; the Iron Works House Chimney Rehab; and the Blast Furnace Rehab, which restored the casting shed, bellows, and charging bridge.

Additionally, the site's Museum building underwent a comprehensive structural rehabilitation in 2006-07. To celebrate these accomplishments, the local business community raised more than \$15,000 to sponsor a reopening celebration, titled "New Pathways to History: The Grand Reopening of Saugus Iron Works NHS."

Because these large-scale undertakings brought expanded opportunities for volunteerism and community involvement, they served to ally us more closely with the local business community and a variety of non-profit entities. Moreover, the projects provided an opportunity to take a leadership role within the community to promote universal accessibility, to advance the values of historic preservation, and to foster environmental stewardship. These efforts have laid a solid foundation from which we can strengthen our community ties and build service to visitors.

At Salem Maritime, the planning and contracting phases of the Pedrick Store House project was completed and construction work has begun to re-erect the 1770 warehouse. A series of projects restored building facades and landscape features. The eagle exhibit was completed and planning for the World Trade exhibits began. Additionally, the Salem Maritime and Saugus Iron Works chimney repair projects were completed at the beginning of the fiscal year.

The year also brought about an increased role for the Superintendent in both the Northeast Region and Washington. The Superintendent took over the role of the Granite Subcluster Representative, and also spent five weeks serving on the Source Selection Board as part of the Human Resources Transformation Plan.

Activities

This year was enlivened by annual visitor events and major celebrations. Interpretation and education efforts were renewed with the reopening of Saugus Iron Works and with the hiring of Sheila Cooke-Kayser, a known leader in the field of Interpretation and Education, who has brought her outstanding skills to expand and reinvigorate our programming. Regrettably, this July we said goodbye to Supervisory Park Ranger Bruce Jones who is now enjoying his retirement.

Salem's Annual Maritime Festival and Independence Day celebration drew crowds of over 30,000. Staff handled the Halloween onslaught brilliantly and coordinated with the city for Haunted Happenings in 2008. Salem's expanded tours, Visitor Center contacts, wharf area, special events and education programs served 885,873 visitors in FY 2008 (about a 5.5% reduction from FY 2007). Salem offered 154 education programs that served 3,513 students. Over 1,000 youth participated in our Junior Ranger programs.

At Saugus, visitation totaled 39,361 for FY'08, a significant increase over FY'07 as the park was closed due to construction. Special events drew 2,761 attendees and Junior Ranger activities engaged 142 youth. The park offered 79 education programs to 2,391 students.



NPS volunteers demonstrate how to furl a sail twenty feet up in the air during the annual Salem Maritime Festival. NPS photo.



Top: the electronic virtual tour of Saugus Iron Works is one feature of the Accessibility Project.

Bottom: rehabilitation of the dock and bulkhead was done as part of the Turning Basin Project.

NPS photos.

Project Accomplishments

FY 2008 saw significant project investments at both parks that dramatically improved resources and transformed the visitor experience. The Saugus Accessibility Project built new pathways to discovery, learning, and enrichment for visitors with disabilities, while the Saugus Turning Basin, the Salem Pedrick Store House, and the World Trade Exhibit projects re-contextualize historic settings to bring the past to life and to fulfill the legislated vision for each park. Astoundingly, all projects stayed within budget and met their highly complex compliance obligations.

We would like to extend our sincere thanks to the following NPS project managers and specialists who lent their expertise to various SAMA/SAIR projects this year: NER Cultural Resource Preservation Team: Dave Bittermann & Stephen Pisani; DSC Project Manager Jodie Petersen; NER Natural Resource Specialists Charlie Roman, Margo Davis, David Clark, & Mary Foley; NER Ethnographer Chuck Smythe; NER Preservation Specialists Richard Chilcoat & Blaise Davi; NER Historic Compliance Specialist Richard Crisson; NER Historic Architecture Program Specialists Peggie Albee, Judi Sullivan, & Jamie Lee; NER Archeology Specialists Steven Pendery, William Griswold, Jim Harmon, and Gail Frace; NER Conservators Carol Warner & Margaret Breuker; NER Landscape Specialist Jeff Killion; Contracting Specialists Paul Cinotta & Susan Welsh; and administrative support from Karl Merchant, Lauren Downing, Ellen Foley, and Beth Wear.

The Accessibility Project

The \$1,645,000 project “Rehab Resources for Accessibility and Safety” fostered universal accessibility to site resources and ensured the preservation of the site’s extraordinary museum collections through climate-controlled and secure collections storage spaces and the conservation and display of the 1646 Blast Furnace waterwheel and hutch. This rare and important artifact is now the centerpiece of the now accessible Museum.

Early designs called for the installation of several chairlifts and major modifications to buildings, prompting one consultant to quip

that this would be renowned as the “Mother of all accessibility projects.” With a change of administration, these plans were rejected and a design that fostered inclusive, universal approaches was developed. In consultation with state, local, and NPS accessibility specialists and stakeholders, the site built an array of literal and conceptual “pathways,” that connect all visitors, staff, and volunteers to the site’s remarkable resources. Improvements include new accessible pathways, an accessible Visitor Center and office spaces, and a 3-dimensional site model as well as virtual tours and interactive programs. Now visitors with disabilities and their families as well as staff, volunteers or researchers with disabilities can more fully experience America’s industrial beginnings and understand its influence in shaping our history and culture. This project won the FY 2008 NPS National Accessibility Award.

The Turning Basin Project

The \$3.5 million project “Restore the Saugus River Turning Basin and Dock” was a highly complex undertaking that involved multiple federal and state agencies and a diverse array of stakeholders. Conducted in two phases to facilitate spring smelt spawning, the project rehabilitated the site’s historic wooden dock and bulkhead; removed 3.75 acres of invasive vegetation and 7,500 cubic yards of contaminated soils; and restored waterfront elevations to reflect the 1646 iron works landscape, as archeologically documented by Roland Robbins. The project’s intensive replanting of native vegetation along the river is attracting a diverse array of fish, birds and wildlife to this rare freshwater tidal marsh, as well as opportunities for recreation. With these transformative changes, visitors can once again comprehend the vital role the river played in the iron works operation - from shipping in raw materials, to providing the motive power for the smelting & refining processes, to transporting finished products to a Boston warehouse.

Records show that as early as 1973, the NPS began planning to restore the Turning Basin landscape, yet stringent compliance hurdles precluded managers from pursuing the project. It is a tribute to park staff, NER advisors, and DSC project managers that this “never dreamed it would happen” project has finally become a reality.



Canoe rides on the restored turning basin were a feature of the Saugus Grand Reopening Celebration. NPS photo.

Blast Furnace Rehabilitation

Base funded for about \$46,000, the Blast Furnace Rehabilitation restored the wooden elements of the reconstructed, water-powered Blast Furnace (LCS 005428). Undertaken by the park's highly skilled maintenance staff, the project rebuilt the structure's casting shed, charging bridge, and working bellows. Using traditional tools and methods, the team's restoration work is truly a marvel of Old World building practices that transports visitors back in time.

Pedrick Store House

The nearly \$700,000 project "Preserve and Repair Pedrick Store House" completed the compliance and contracting phase, and work is well underway to re-erect the 1770 warehouse on Derby Wharf.

World Trade Exhibits

Funded for about \$200,000, Salem Maritime staff began planning engaging, hands-on exhibits that will be installed at Derby Wharf. The World Trade exhibits will inspire visitors to imagine the historic wharf setting and to understand the economic and social impact of overseas travel and trade.

Centennial Projects and Seasonal Hires

Salem Maritime was fortunate to receive two Centennial Challenge projects; Salem Maritime and Saugus Iron Works received 13 Centennial seasonal hires.

In partnership with the City of Salem, the Centennial project, "Enhance Wayfinding & NPS Presence" mounted new signage at key transportation portals throughout Salem to guide visitors to the Maritime site and to raise the profile of the NPS throughout the city.

Centennial funding, in concert with the ENHA, also facilitated "*Friendship* Centennial Sails!: Bringing NPS Legacy, Maritime History & Celebrations to New Ports." This project sponsored two *Friendship* sail events; funded a pilot youth overnight program aboard *Friendship* while docked; revised and printed the *Friendship* focused Junior Ranger program entitled Ship Mates for ages 7 and over; and developed a new version for younger Ship Mates.

The parks received funding for 13 Centennial seasonal hires (four in maintenance, five in protection, and seven in interpretation and education). Their added efforts helped to maintain historic facilities and grounds, provide greater protection for resources, and provide an array of interpretive and educational programs. However, the USA staffing service was fraught with problems and the protracted security background checks for seasonal candidates resulted in hiring lags, which further strained operations at visitor information facilities.

Organizational Restructuring: Forging a Plan

In FY 2008, we continued to work on improving our organizational effectiveness through Core Ops restructuring plans and a Position Management Review (PMR). Decimated by position attrition over the past dozen years (a loss of 16 FTE representing over 30% of the staff), we find ourselves under-resourced and over-strained. The transfer of the AO and the retirement of the SAMA Supervisory Park Ranger destabilized operations until replacements came on board. Between key position vacancies and the intensive work load associated with multiple projects and initiatives, several staff members accrued more than 200 hours of comp time this year to meet budget deadlines and reporting requirements. The park is, therefore, anxious to finalize the PMR so that we may fill vacancies and move forward to implement our priorities.

The SAMA/SAIR Core Ops Target Organization calls for staffing shifts and new positions that are designed to: improve our Interp/Education programs at both sites; fill a long vacant LE position; ensure that skills are carried forward within the Maintenance Division; align and seek efficiencies in the Resource Management Division; and implement succession planning for retirements expected in the Interpretation and Administration Divisions. In support of the

Regional Right-sizing initiative, the park hired Regional Human Resources Specialist Christine Mac Donald, who is fast becoming an outstanding AO. Besides her many skills and impressive acumen, her sparkling personality has brought joy into the workplace.

With the gradual down shifting of project overdrive at Saugus this year, the park is committed to optimizing our effectiveness by transitioning from a “do it all or die trying” mode of operations to a tactical approach that strategically deploys resources. In October we initiated strategic planning sessions that will establish a common vision and develop a prioritized implementation plan for the next 5 years. With the goal of engaging our youth, renewing our education programs, and connecting with culturally diverse audience, we will reduce our hours or services at non-peak times. Saugus Iron Works will continue to be closed each winter (November 1 through March 31). At Salem Maritime, options for facility closures or reduced hours are currently under analysis for nonpeak times and may include Monday closures, shuttering of select facilities in January or February, reduced amenities, such as bathrooms and bookstores; and non-personal interpretive services offered exclusively at some areas. With our energies focused, we will work more cohesively and effectively to offer solid programming and meet our managerial obligations.



The highly skilled maintenance staff rehabilitated the Charging Bridge at Saugus Iron Works. The charging bridge allowed the iron workers to dump iron ore and other ingredients for smelting into the top of the enormous blast furnace. NPS photo.

The Year's Issues

Struggling with Staffing Shortages

With the transfer of our AO and the retirement of key interpretive staff in FY 2008, the park continues to be challenged to meet basic operations. Although our new AO is learning quickly and adroitly the intricacies of her new position, she is about to lose our long-time administrative assistant as she retires in November of 2008. Moreover, our Chief of Maintenance will be serving a tour of duty with the Air National Guard in Afghanistan from mid-November through late-August. In response to these and other staffing shortages, the park has been analyzing visitor use trends and will restructure the winter operating schedule at Salem and will continue to keep Saugus closed from November 1st to March 31.

Delays for Centennial Seasonal Hires

Because the Interpretation Division expected that more seasonals would be available in the spring through the Centennial Challenge, the park scheduled more school group programs. When the candidates failed to arrive, permanent staff were required to work overtime and comp time to cover basic visitor services. Also, additional costs were accrued for contracting services to issue vacancy announcements (\$1680 for each cert for three divisions).

A Chilly Seven Months

In November 2007, the outdated heater at the Salem Regional Visitor Center failed and its replacement was not in operation until May 2008. To keep the VC open, the park installed a canopy over the information desk to hold in the heat generated by new electric heaters that were purchased, which increased electric bills but decreased oil bills. The work environment was challenging for staff (those who could not endure the cold were relocated) and Eastern National reported a decrease in sales during this time as compared with other years.

Basin Bacteria

Testing confirmed high levels of e-coli bacteria in the Saugus river after a sub-contractor working in the Saugus River (with a large open wound) became ill and was hospitalized. As with many rivers in heavily industrialized areas, sewage systems become overloaded during periods of high rain causing outdated sewers to overflow. Public health

contacts reported that it took about 24 hours after the rain stops for the bulk of harmful bacteria to be flushed away, however, threats to staff, volunteers, and recreational watercraft users remain a major concern. To determine whether the high bacteria level is the result of short-term post-storm circumstances or are symptomatic of a more chronic condition, the park has contracted with CH2MHill. The contractor will conduct tests to characterize bacterial levels at both post-storm and dry periods and based on the data, provide guidance that will be used by park staff to work with the Town of Saugus to develop a remediation plan and procedures to ensure the safety of those that come in contact with the river water.

Facing the Potential of Unforeseen Costs: Facilitating the Removal of the Hamilton Street Weir

Staff are working with partners from Mass Riverways, the Saugus River Watershed Council, and the Town of Saugus to initiate the removal of the Hamilton Street Weir. Installed by the park's founding organization in 1954, the weir is now a degraded pile of rocks that lies between the embankments of the Hamilton St. Bridge, which is outside the park's boundary. Because the weir impacts the hydrology of the river, facilitating its removal was a permitting requirement for the Turning Basin project. It is possible that the sediments backed up behind the weir will require substantial testing and environmental compliance, which may accrue unforeseen costs to the NPS. On the other hand, the NPS may petition the regulators for alternative mitigation actions.

Underpinnings

Although many of the reconstructed iron works building elements and machinery have been rehabilitated, the underpinnings of sluiceways, hutches, and tailraces are coming upon their sixtieth anniversary and are near the end of their useful lives. To ensure that the dynamic visitor experience offered by the site's working machinery continues, these elements will need to be rebuilt. In order to access these structural elements, waterwheels and sluiceways will need to be disassembled and removed, then reassembled following the reconstruction of the hutch underpinnings. The park will seek funding to plan and implement this high priority project.

Much Gained but a Long Way to Go at Saugus

Initial planning called for the coordination of the Turning Basin (PMIS 60214) and Saugus River Stone Wall Bulkhead (PMIS 11895A) projects, because both would require the installation of coffer dams along the Saugus River. Project synchronicity would have reaped cost savings with the use of a single contractor and would have posed fewer environmental impacts to the river and its banks. Regrettably, funding for the Stone Bulkhead project was unavailable in FY 2008 and the project is now on hold.

The Accessibility Project was initially planned to provide physical access, not only to the Forge, but to the Slitting Mill and to the Blacksmith shop via a parking lot on the east bank of the river. However, unexpected archeological costs and funding cutbacks pulled money from the project and an accessible path to the Slitting Mill was not built. Although a handicapped parking lot was installed on the east side of the park, a planned wheelchair accessible path leading from the lot to the blacksmith shop was not completed because heavy equipment for the Turning Basin project needed to use the proposed accessible route.

The museum building's rehabilitation is complete and the climate control essential to protecting the renowned collection will be installed in FY 2009, if funding holds. In 2008, staff began to rehabilitate museum exhibits to better facilitate wheelchair accessibility and to showcase the 1646 waterwheel exhibit. This has been a low cost effort that largely recycled old exhibits and is intended as an interim measure until funding for a comprehensive, professional exhibit redesign is granted.

The Essex National Heritage Area's Uncertain Future

Serving as Salem Maritime and Saugus Iron Work's primary non-profit partner, the uncertainty and instability of the NPS funding continues to be a burden and limit the capabilities of the partnership. Authorized to receive \$15,000,000 over 15 years, the ENHA has been reduced to approximately \$600,000 annually, with further cuts anticipated in FY 2009. The ENHA uses the federal funds as essential seed money that it uses to hire staff and leverage matching funds and support. With the reduc-

tion of funds, the Essex National Heritage Commission must focus more of its efforts on fundraising, limiting the time it can spend to support efforts for Salem and Saugus. Adding to the issue, the State of Massachusetts just rescinded a promised \$100,000 grant. In response, the Heritage Area is redoubling its fundraising efforts, cutting some programs and if the fundraising is unsuccessful, will eliminate staff. The answer in part is for Congress to establish a Heritage Area program if funding is to be more stable. There are now 40 Heritage Areas with legislation pending for 17 more.

The Heritage Area remains committed to the long-term preservation of Baker's Island, and is expected to receive the title once the Coast Guard completes archeological analysis and some environmental clean up. Volunteer caretakers have been lined up and the Heritage Area is working with the park to seek a vessel to transport visitors, staff, marine biologists and goods to the island. The NPS is obligated to provide ranger-led tours and educational programs of the island's historic resources and towards this end, has been searching for a boat to accommodate the transportation of people and materials. Recently, the historic replica privateer schooner *Fame*, has come up for sale. Along with the boat, the sale price of almost \$700,000 includes the business, including daily sails, charters, and most importantly, a growing number of youth based camps. *Fame* fits perfectly with the legislated intent and interpretive themes of Salem Maritime, and based on initial analysis of the business operations, would cover its own cost and generate some additional revenues. The question is, where does the money come from, and who should own and operate the boat?

Trends

Intensifying demands from the continuing tourist boom in Salem continues to be a significant strain on park resources. As the location of the infamous witch trials, Salem has become the nation's premiere destination for Halloween. "Witch visitors" flock to the city from summer to fall, flooding the city's streets in October, and cresting on Halloween. During October, staff works tirelessly to serve visitors, protect resources, keep pace with janitorial demands, and to manage crowds and run events in coordination with the Mayor's office and other partners. Visitation was up for Halloween 2008 by nearly 30%. Despite increased use, partnership arrangements for port-a-potties and a satellite information booth helped mitigate pressures this year.

An uncharacteristically wet summer, skyrocketing gas prices, and America's perturbation over the erratic economy may have impacted visitation as well as Eastern National sales in FY 2008. Sales totaled \$193,576, at Salem Maritime for FY 2008, a decline of 8%. However, staff changes and resolving a longstanding inventory issue work has resulted in a 21% increase in October 2008. This year, sales at

Saugus Iron Works totaled \$10,594: a reported increase of 419% over FY 2007 (the park was closed for most of 2007).

With a permanent population of 42,485 and hundreds of thousands more during peak visitor season, Salem's crime levels and social problems continue to be issues for the park. In 2008 the City of Salem Police Department began a program to connect homeless individuals with appropriate social services agencies. This highly effective program has reduced the numbers of homeless by about 40% in the city, and has made a noticeable difference in the park's picnic area.

GPRA

In 2008, Salem Maritime and Saugus Iron Works met or exceeded 100% of a total of 25 Government Performance Results Acts goals (9 goals were met and 14 goals were exceeded with 2 goals not applicable). The parks saw no loss time injuries. When the park fills the vacant GS-09 LE Ranger position, we will re-double our safety program with an emphasis on accident prevention and incident review accountability.

Salem has become the nation's premiere destination for Halloween celebration. Thousands of visitors flock to the city during the month of October. Park Ranger Michelle Blees trained about 35 volunteers to work this information booth at the end of Essex Street in Salem, and the regular staff of Salem Maritime was supplemented by five interpretive rangers and six law enforcement rangers detailed from surrounding national parks. Photo courtesy of Salem Main Streets



ADMINISTRATION

Congressional Relations

The Superintendent has continued efforts to build strong relationships with Congressman Tierney's office, the offices of numerous State Representatives, the Mayor's office for the City of Salem, the Selectmen's office at the Saugus Town Hall, 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's office and updates his assistants on major events or issues through emails and telephone calls. This year the Congressman was the key note speaker at "New Pathways to History: The Grand Reopening of Saugus Iron Works NHS." His speech kicked off a two-day event that welcomed more 2300 visitors.

The Superintendent also communicates with Julie Rider of Senator Kennedy's office, who also attend Saugus' reopening event. The Superintendent attended events with the Senators and visited their offices in Washington, D.C.

Budget/Fiscal

With many thanks to Christine Mac Donald, Salem Maritime and Saugus Iron Works closed out FY 2008 with a balanced budget. Total budget for both parks for FY 2008 was \$3,335,440. Revenue from tour fees, special use fees, and donations totaled \$72,979 in FY 2008; an increase of \$5,600 from \$67,283 in 2007. Centennial Challenge allocations of \$196,000 provided for 13 seasonal employees.

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 FY 2008, the following personnel changes occurred:

- Our GS-11 Supervisory Interpretive Park Ranger retired

- Our GS-12 Administrative Officer transferred to EVER for career advancement
- A GS-12 Regional Human Resources Specialist Christine Mac Donald was hired in mid June as our new Administrative Officer. (The AO has continued to provide .35FTE of her time to support BOHA.)
- A GS-11 Interpretive Park Ranger (Education Specialist) Sheila Cooke Kayser came on board in June
- Our GS-11 Natural Resource Manager resource shared with BOHA was promoted to a GS-12 Resource Stewardship Manager and transitioned from .67FTE at SAMA/SAIR to .33FTE at SAMA/SAIR.

There was a change to the parks' diversity profile in the last quarter of FY 2008 with the retirement of an African-American Supervisory Ranger in July. Seasonal staff increased Hispanic representation. The Superintendent is mindful that diversity is a priority for all areas of our operation.

Efforts to build morale and enhance communications included all-staff meetings and park-wide dissemination of weekly SMT meeting notes. The Superintendent opens SMT meetings to anyone wishing to raise an item or issue for discussion and maintains an 'open office door' policy, inviting direct engagement with any staff member. 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 include an annual summer picnic, a holiday luncheon, and volunteer celebrations, which are held several times during the year.

Special Uses

Currently, there are no concessions at the parks. However, the park is exploring a possible boat concession that would ferry visitors to Baker's Island Lighthouse, should ENHA become stewards of that property. The park issued 65 Special Use permits in FY 2008.

Contracting

The park would like to express our thanks to BOST's Paul Cincotta, for his professional management of several Salem and Saugus contracts. We would also like to thank the DSC's Susan Walsh for her management of the Accessibility and Turning Basin contracts. The park was also supported by the generous guidance of Karl Merchant, Lauren Downing, Ellen Foley, and Beth Wear.

Training

This year, staff participated in a wide array of training and when possible utilized Tel Net and desktop computer courses as low cost training opportunities. The park achieved 100% compliance for mandatory trainings.

Trainings included:

- Marine Division offered 2 staff members and 4 volunteers sail training aboard the United States Coast Guard vessel, *USS Eagle*, which sailed from

San Diego to Panama City, Panama, and back to her homeport in New London, Ct.

- Salem Maritime hosted Navy cadet sail training aboard *Friendship*, while the *USS Constitution* was without rigged sails.
- Interpretation and Curatorial Division staff attended the Regional Interpretation & Education Conference
- SAMA Curatorial staff attended Omohundro Conference on Early American History and Culture at Suffolk University in Boston as well as the Massachusetts History Conference

Information Technology

This year IT Specialist Peter Brady continued a resource sharing arrangement with SAMA/SAIR at .020 FTE. Many thanks go to Peter for his help in networking the computer systems in the new Saugus headquarters and for updating and managing the computer systems at both sites.

Salem Maritime NHS celebrated its 70th anniversary in FY 2008 with a party at the Salem Visitor Center. Superintendent Patricia Trap and Salem Mayor Kimberly Driscoll cut the cake for the party. NPS photo.



INTERPRETATION AND EDUCATION

The division includes a Chief of Visitor Services, a Supervisory Park Ranger (vacant as of 7/08) a Park Ranger/Supervisory Education Specialists (filled in 6/08), an Education Specialist, a Manager for the Salem Visitor Center, and a Visitor Use Assistant. Permanent staff at Saugus consisted of a Lead Park Ranger.

Salem Maritime NHS

In 2008, Salem staff engaged visitors with the many powerful narratives our resources tell – from Puritan settlement, to the age of tall ships, to the twentieth-century Polish community. This year was another “all hands on deck” effort, whereby permanent staff performed multiple jobs to cover basic services. Once again, the park had to deal with delays in bringing on seasonal staff, while the retirement of the Supervisory Park Ranger and the transfer of the AO further complicated operations. Many thanks go to all permanent staff for their generous efforts and especially to the Manager of the Regional Visitor Center for the considerable work she invested in the seasonal hiring process.

Salem Maritime hired six Centennial seasonal park guides/rangers and seven base-funded seasonal park guides/rangers in the Interpretation Division. Out of these, 13 seasonal employees, 11 were hired through STEP appointments filled by students from Gordon College, Merrimac College, Salem High School, and Salem State College. An additional three seasonal park rangers were funded through the park’s interpretive fee program. Volunteers are important members of the Visitor Center operation throughout the year and are essential during periods of high visitation from June-October. This year eight dedicated volunteers donated over 1,100 hours at the Information Desk.

The park reinstated a coordinated orientation to the park for all new hires. While each division explained site resources, safety protocols, and procedures, the new hires also received a tutorial from Lowell NHP staff on visitor services, a presentation from the crew of Fame on the history of privateering, a talk on the South River, and Eppley on-line training for Informal Visitor Contacts and Interpretative Talks.

Centennial Challenge funding allowed Interpretation to offer more programs. We were able to open the 18th century replica ship, Friendship, each day from late May through September, which increased our ability to offer more interpretive and educational programs. Total visitor contacts reached 885,873. Interpretive program revenue totaled \$72,979 in 2008; an increase of \$5,600 from \$67,283 in 2007. Our education programs increased by 40% from FY 07 to FY08 and interpretive programs increased by 20% from FY07 to FY08. The total number of visitor contacts was 432,836. However, Salem’s expanded tours, Visitor Center contacts, wharf area, special events and education programs served 772,291 visitors, in FY 2008. Junior Ranger programs engaged over 1,000 youth. To reach the broadest and most diverse audiences, the park hosted several special demonstrations that drew about 11,000 visitors. Special events reached 23,300 visitors. Visitor surveys tabulated overall Visitor Satisfaction at 96% and Visitor Understanding at 82%.

Special Events

- Opened the Narbonne House free to the public each first Saturday from June - October as part of ENHA’s 17th Century Saturdays. Each of these events welcomed between 40-130 visitors.
- Offered special programs, “Salem Privateers versus Pirates,” which presented 6 tours with 120 visitors and “Salem’s Military History,” which offered 3 tours with 36 visitors for Essex National Heritage Area’s seventh annual Trails and Sails event
- Welcomed more than 10,000 visitors during the three-day Maritime Festival. Activities included live music, games, and demonstrations,
- Welcomed more than 20,000 visitors for Independence Day celebrations, that featured fireworks sponsored by the City of Salem.
- Partnered with the National Marine Fisheries to develop an exhibit on the importance of codfish to Salem’s international trade industry, which is to be exhibited at the new National Marine Fisheries Administration Building and as a traveling exhibit.

- Presented the award winning Underground Railroad Program in cooperation with Longfellow NHS as a special program delivered by Bruce Jones.
- Partnered with the Salem Chamber of Commerce, Destination Salem, Main Streets, Salem Partnership and Essex National Heritage Area to plan events and activities for Haunted Happening 2008
- Worked with the City of Salem to develop a preservation plan for the Salem Witch Trails Memorial.
- Hosted the Regional Interpretation and Education Sub Cluster Meeting to discuss the future of NPS programs and policies.
- Planned events for a UN Youth Group to study maritime trade of Salem and the world
- Hosted teacher groups from Massachusetts to study historic resources of SAMA.
- Presented a lecture to Federal Employees Retirement group on the history and future of SAMA and SAIR
- Participated in the First Bloom announcement event with First Lady

Laura Bush to initiate the second year of the National Park Foundation Program. During 2008/2009, nine parks, including Salem and Saugus, will be offering free programs that engage children from Boys & Girls Clubs with native plants.

Education Programs, Outreach, and Partnerships

This year the division conducted 154 education programs that reached 4100 students, up from 3,513 in 2007.

Educational Programs engaged about 1200 students as part of an eight week National Leadership Council program. Students from all corners of the United States explored Salem's leadership role in international trade and commerce. Over a five week period, 5 different student groups associated with the nationwide Junior Leadership Program explored Salem's maritime history.

The newly developed education program, "Building the Nation" was offered as a pilot program at no cost, but has been approved as a fee program.

The interpretive division presented several special programs throughout FY2008, including a Valentine's Day reading of historic love letters and poetry at the Salem Visitor Center by NPS staff and volunteers. Here, NPS seasonal Kate Bittenbender reads from an early 19th century letter.



Salem Regional Visitor Center

Open year round, the Salem Regional Visitor Center welcomed over 261,700 visitors during FY08. This was a decrease of about 13% from FY07, which served about 301,300 visitors. Peak visitation at the VC occurs in October and while 2008 Halloween visitation statistics are up; figures were down for October 2007. (Calculations for this report used the October 2007 statistics.) Working in close partnership with the city and making some programming changes, visitation in the Visitor Center was up for October 2008 by over 20%. In comparison with other years, analysis shows that visitation was consistently down each month from June through September 2008, while visitation during the spring months had increased. The decrease in visitation may be attributed to several causes, from the unusually wet summer, to high gas prices, to insecurity related to the volatility of the U.S. economy. The Visitor Center saw a significant increase of visitors from Canada, Great Britain, and Europe, who benefited from an advantageous exchange rate to the U.S. dollar during the summer.

More than 22,300 visitors saw the award-winning NPS film, "Where Past is Present," which explores the history of the Essex National Heritage Area. Over 600 of these visitors requested the foreign language translations in French, German, Russian, or Spanish.

Visitor Center staff worked closely with many partners, including the Essex National Heritage Commission and Heritage Area sites, North of Boston Convention and Visitors Bureau, Historic New England, the City of Salem, Destination Salem, Salem Main Streets and the Salem Chamber of Commerce. This year, eight dedicated volunteers worked over 1,100 hours to support the Visitor Center. Among the special offerings at the Visitor Center in FY 08 were:

- An exhibit on the Salem Witch Trial Memorial, produced in partnership with the Salem Award for Human Rights and Social Justice Foundation and the Peabody Essex Museum.

- In partnership with the City of Salem, NPS banners identifying the "Salem Visitor Center" were hung on the streets in front of the Visitor Center in coordination with the City of Salem.
- Essex National Heritage Area brochures and postings for events were displayed in coordination with Essex National Heritage Area visitor centers and heritage partners.
- Essex National Heritage Area's seventh annual Trails and Sails events were promoted through special postings and at an information table, staffed by volunteers, on the weekend of the events.
- "Seventeenth Century Saturdays" event was promoted in coordination with North of Boston Convention and Visitors Bureau and Historic New England (formerly SPNEA). Held on the first Saturdays in June through October, the event featured tours of First Period homes at Salem Maritime, Saugus Iron Works, and throughout Essex County.

An Information Booth publicizing Haunted Happenings was stationed at a major intersection, beginning in the later half of September - October 2008. This booth was a true partnership effort: The city obtained the booth; Salem Main Streets and the Chamber of Commerce recruited volunteers; the National Park Service provided visitor aides and coordinated brochures and signs; Salem Main Streets and the National Park Service presented a three-hour training for over thirty volunteers, who will donate between two to twenty hours each to staff the booth, greeting over 10,000 visitors.

Port-a-potties sponsored by the City of Salem were installed outside the Salem Visitor Center during Haunted Happenings to mitigate the demand on NPS facilities. This arrangement has cut our overtime costs and improved morale.



Lead Interpretive Ranger Curtis White shows off the three-dimensional bronze model of Saugus Iron Works that was installed as part of the accessibility project. It is designed to help visually impaired visitors to understand the relationships of the buildings to each other and to the Saugus River. NPS photo.

Saugus Iron Works NHS

After a seventeen month closure, Saugus Iron Works welcomed visitors through a soft opening in April and a formal reopening celebration in May that showcased the park’s transformative changes. Visitors were introduced to an array of accessible visitor facilities, pathways, and interpretive enhancements. Most dramatically, visitors were re-introduced to waterfront resources that have not been available since a 1957 dam breach choked the harbor with sediments and invasive plants. Thanks to turning basin project, visitors no longer ask the heretofore invariable query, “So, where’s the river?” With the dock surrounded by water once again, visitors quickly grasp the central role the river played in providing motive power and a transportation corridor for the colonial iron works operation.

Saugus Iron Works hired one Centennial seasonal park guide and two base-funded seasonal park rangers. Saugus Iron Works does not charge entrance or tour fees. Visitation totaled 39,361 for FY’08. Education programs reached 2491 students and Junior Ranger activities engaged 142 youth. Special events

drew 2,761 attendees. Visitor surveys showed that 99% of visitors were satisfied with their experience, while visitor understanding rated at 85%. Although surveys are vital to quantifying our success in programming, it is frustrating that the time spent conducting the survey reduced the amount of programming available to the visitor.

Throughout SAIR’s eight-month closure in FY’08 (Oct – May), work concentrated on finalizing a multiplicity of projects associated with the Accessibility and Turning Basin projects. The SAIR Lead Park Ranger took the initiative to direct the following projects:

Reconfigured Museum exhibits to facilitate accessibility and to showcase the conserved 1646 Blast Furnace waterwheel & hutch:

- Built new walls and partitions to improve visitor circulation patterns
- Worked with a contractor to rehabilitate working dioramas of the mill buildings
- Fabricated new exhibit surrounds
- Rehabilitated old exhibit text boards and fabricated new text boards

- Cleaned and painted walls and partitions
 - Helped to reassemble the Blast Furnace waterwheel and hutch
 - Worked with contractors to design and fabricate a 3-dimensional model to orient and enhance understanding for visitors with visual impairments
 - Planned Braille maps that will accompany Audio Wands and large-print brochures (developed in 07)
 - Worked with Eastern National staff to design displays for the New Annex Visitor Center
 - Worked with contractors and staff to develop virtual reality tours
 - Designed Junior Ranger activities to facilitate self-guided exploration of various themes, sub-themes, and special events.
 - Worked with volunteers and staff to set up the park library at the new headquarters
- Removed invasive vegetation from along the Saugus River
 - Updated the community about the progress of the Accessibility & Turning Basin projects through computer presentations at various venues

Special Events

- Took a central role in planning the Grand Reopening, which was attended by more than 2,300 visitors over two days.
- 17th Century Saturdays reached 403 visitors
- Trail and Sails events served 35 visitors

Education Programs, Outreach, and Partnerships

Education programs reached 2,491 students. Saugus Iron Works worked cooperatively with the Malden Public Schools for the education program “Voices Rising,” which was featured on the George Lucas Education Foundation website.

Scenes from the Saugus Iron Works Grand Reopening, clockwise from upper left:

Members of the Massachusetts College of Art Iron Guild pour molten iron into molds made by attendees to the celebration.

Deputy Regional Director Mike Reynolds addresses the crowd before the ribbon cutting

Ranger Michelle Blees serves cake to some eager young visitors.

Scottish dancers perform behind the Iron Works House.

NPS photos.

Organized Eagle Scout projects that:

- Preserved exhibited iron tools





MAINTENANCE

The Maintenance Division is comprised of a Facility Manager, a Maintenance Mechanic Leader, two Woodcrafters, a Carpenter, a Painter, a Gardner, two Maintenance Workers and 5 Seasonal Laborers. This year 5 Volunteers donated 250 hours to landscape maintenance.

Experts in historic preservation, traditional building methods, and landscape management, the SAMA/SAIR Maintenance Division accomplished several major projects, provided technical assistance to contractors, and performed day to day maintenance work to ensure the preservation of 51 Listed Classified Structures, 12 non-historic facilities, and the 17.5 acres of diverse cultural landscapes within the two National Historic Sites. As usual, the Maintenance staff worked diligently and with the utmost care to ensure the best preservation and presentation of these remarkable resources.

Major Projects

- The Maintenance Division rebuilt the Furnace Charging Bridge, as the final component of a multi-year project to rehabilitate the wooden structures surrounding the stone Blast Furnace. Guided by the original 1951 drawings, the team used hand tools to rebuild the massive timbers and planking for the bridge platform, reconstruct railings, rebuild outlookers, and reinstall the windscreen for the 51' x 20' Furnace Charging Bridge.
- Using appropriate preservation techniques, staff completed restoration of historic fences, building features and landscape elements from First Period, Georgian and Federal Periods:
- Reconstructed the historic fence on Palfrey Court
- Repaired Derby/Hawkes fences

Buildings & Structures Maintenance/Repairs

- Repaired the Forge & Carpenter shop roofs
- Completed planning and began rebuild work for the Custom House columns
- Built partition walls for the 2nd floor of the WIGS store
- Rehabilitated Walking Bridges & the

pedestrian bridge over Saugus River
Bridge St. pathway

- Rehabilitated windows in the Bonded Warehouse
- Repaired shutters on the Custom House
- Repaired Saugus wood board fences
- Refinished the floors at the WIGS
- Repaired Orange St. fences
- Repaired Narbonne boardwalk
- Repaired reproduction tools exhibited in the Forge
- Performed waterwheel maintenance: disassembled & reassembled of 4 out of 7 waterwheels and replaced gudgeons & wedges
- Facilitated HVAC contract at Salem Visitor Center and built temporary barriers over the Visitor Center information desk to capture heat during the winter months of HVAC system failure
- Provided technical expertise to the Turning Basin Project's contractors in reconstructing the wharf & bulkhead (LCS 040302)
- Moved office furniture and equipment into new Saugus headquarters building

Collaborated with the Curatorial staff at SAMA and SAIR to install iconic exhibits

- Custom built a display base and installed SAMA's 1826 Custom House Eagle exhibit in the Custom House.
- Moved waterwheel & hutch parts from temporary storage and worked with contractors & the curator to reassemble the 1646 furnace waterwheel and hutch for exhibit in SAIR's Museum.
- Facilitated the installation of the hammer and anvil exhibit at SAIR's Museum.
- Built 2 exhibit knee wall barriers.
- Collaborated with the Curatorial staff to move collections to new storage areas
- Used a Bob Cat and a chain-fall system to lift massive and unwieldy, yet fragile museum collection timbers from trailers to rehabilitated space in the Museum Attic.
- Transferred heavy iron collections from old cabinets to 20 new museum cabinets.

Opposite: Chief of Maintenance Tim Thornhill and Carpenter Doug Law removing one of the original columns from the 1819 U.S. Custom House for repair. NPS photo.

Saugus Iron Works Grand Reopening

The maintenance staff performed many duties in support of the grand reopening celebrations:

- The Chief of Maintenance Tim Thornhill served as the primary lead for the event, coordinating everything from banners, to Media Day events, to Volunteer coordination, to T-shirt designs
- Painted IWH Annex doors
- Painted interior of new Visitor Center
- Painted interior of former Contact Station (post opening)
- Rehabilitated lawn area damaged by construction vehicles
- Moved office furnishings and equipment from storage trailers to Headquarters & set up offices
- Restored lawn areas & rehabilitated the landscape around the new headquarters/ museum storage areas.

Custodial Work

The maintenance staff continued 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 Regional visitor Center, which remains in excellent condition after 12 years of intense usage.

Landscape Management

The landscape crews maintained diverse cultural landscapes at SAMA and SAIR including:

- Two period gardens, groomed lawns, a beach, a slag pile, historic trails, wetland borders, boardwalks, and a .5 mile nature trail (subject to heavy construction activity during the Turning Basin Project.)
- Staged and groomed settings for weddings and special events
- Snow removal for SAMA, SAIR and the Salem Visitor Center.

Green Projects

Staff continued to initiate a variety of environmentally sustainable and energy saving projects, including:

- Installed a solar pump at Baker's Island
- Installed automatic toilet flush and sink fixtures at Salem and Saugus
- Installed a new cover over the skylight at the Salem Visitor Center
- Installed Energy Star air conditioners
- Applied a "green" product wood preservative to preserve the Casting Shed roof, the Charging Bridge, and the Forge hammer wheel.
- Continued the recycling program



Maintenance staffers Dave Borden and Rick Saulnier carve a tenon for the charging bridge rehabilitation project at Saugus Iron Works.

MARINE AND SPECIAL PROGRAMS

The Marine and Special Programs Division includes a Chief, an Interpretive Park Ranger, a Rigger, a Deck Hand, and a Ship's Carpenter. The division is supported by a dedicated cadre of volunteers, who donate their expertise and energies to maintain and sail the 171-ft. replica East Indiaman, *Friendship* of Salem. The volunteer sailing and maintenance crew numbers 55 and the shipwright crew consist of ten highly committed volunteers; together they donate more than 11,000 hours annually.

In December of 2007, the Boston Globe printed a widely-read article that spotlighted the passion and commitment of the volunteer shipwrights. Sadly, we recently suffered the passing of Robert 'Joe' St. Pierre, who was featured in this article. In retirement, Joe discovered a love of sailing vessels and each weekday found him hard at work in *Friendship's* rigging shed. The warm camaraderie Joe found with the crew and the dedication he exemplified is a legacy that will continue to inspire us all.

In 2008, the division worked to ensure the ship's seaworthiness and its continued enjoyment by the public as both a dockside exhibit and as a "seafaring National Historic Site." Because *Friendship* is a replica, it allows hands-on engagement that connects visitors to maritime history in a direct and highly sensory manner. Whether dockside or under sail, the ship has the power to transport visitors to a distant era. It serves as a living classroom that offers a borderless sea of learning possibilities, including: history, geography, economics, physics, literature, art, and music (to name just a few). Through hands-on activities, students experience life lessons on the power of teamwork and coordinated planning.

At Derby Wharf, *Friendship* welcomed aboard over 24,000 visitors and students in FY 2008. The ship is wheelchair accessible and allows visitors to explore all decks where they learn of distant voyages and exotic cargos.

In FY 2008, improvements and special training programs on ship operations included:

- Acquired GIS, chart plotters, and other technological navigation systems to

enhance safety. These improvements expand our ability to sail further from Salem. The park is considering what would be our first international sail by voyaging to Nova Scotia in FY 2009.

- Trained 2 staff members and 4 volunteers via a sailing opportunity aboard the United States Coast Guard vessel, USS *Eagle*. The tall ship voyaged from San Diego to Panama City, Panama, then back to her homeport in New London, Ct.
- Offered Navy cadets who serve aboard USS *Constitution* 16 weeks of rigging training aboard *Friendship*, while *Constitution's* masts and spars are down for repair. We hope to continue this training as *Constitution* will remain down-rigged through 2010.

Friendship Under Sail & Centennial Challenge Programs

This year the Division also worked to continue *Friendship's* roles as an NPS Ambassador by setting sail for other ports. Staff use these seafaring ventures to train our volunteers on the ship's complex sailing operations.

This year, we were fortunate to receive Centennial Challenge funding for "Centennial Sails!" Developed in partnership with ENHA, this project added two extra port voyages to our FY 2008 sailing schedule. Altogether, *Friendship* made four sails this year: two Centennial sails and two sails sponsored by destination ports. While visiting Boothbay Harbor, ME; Portland, ME; Portsmouth, NH; and Duxbury, MA, a total of 10,500 visitors boarded the ship. Dressed in period clothing, staff and volunteers engaged visitors with hands-on activities such as line handling operations, sail furling, cargo loading, and other jobs aboard ship.

Also through the Centennial initiative, we were able to pilot an innovative overnight program to reach a diverse group of student sailors. During the 10 day program, Salem Maritime's Interpretation/Education and *Friendship* staff, together with staff from the schooner *Fame* and the Waring School, worked with 16 Waring School students on a variety of curriculum-based maritime proj-

ects. The culmination of the program was an overnight stay aboard *Friendship*, dockside at Derby Wharf. Based on the success of this “pilot,” we have begun planning to coordinate with several schools in the hope of reaching nearly 100 students. The Centennial initiative also provided funds to revise and reprint the Ship’s Mate Junior Ranger booklet and to create a separate version for younger Mates.

Visiting Vessel Program

Salem Maritime has continued to develop its Visiting Vessel Program, which offers 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 pinky schooner *Maine*. Although not historic, we continue to provide docking opportunities for the City of Salem’s Ferry – *Nathaniel Bowditch*.

The division continued the Maritime Lecture

Series, which hosts guest speakers each month in partnership with schooner *Fame*. Attendance totaled 500 at this year’s talks, which explored such subjects as, ship building, vessels lost at sea, and dreams for the future of boat building.

Special Park Uses

The division continued to manage a variety of special park programs. Staff issued 65 special use permits for weddings, corporate events, filming sessions, theatrical presentations, and neighborhood group meetings. Events were held on board *Friendship*, in the period garden, at the wharves, at the Salem VC and St Joseph Hall. St. Joseph Hall has become a popular location for community gatherings and meetings held by many of our partners.

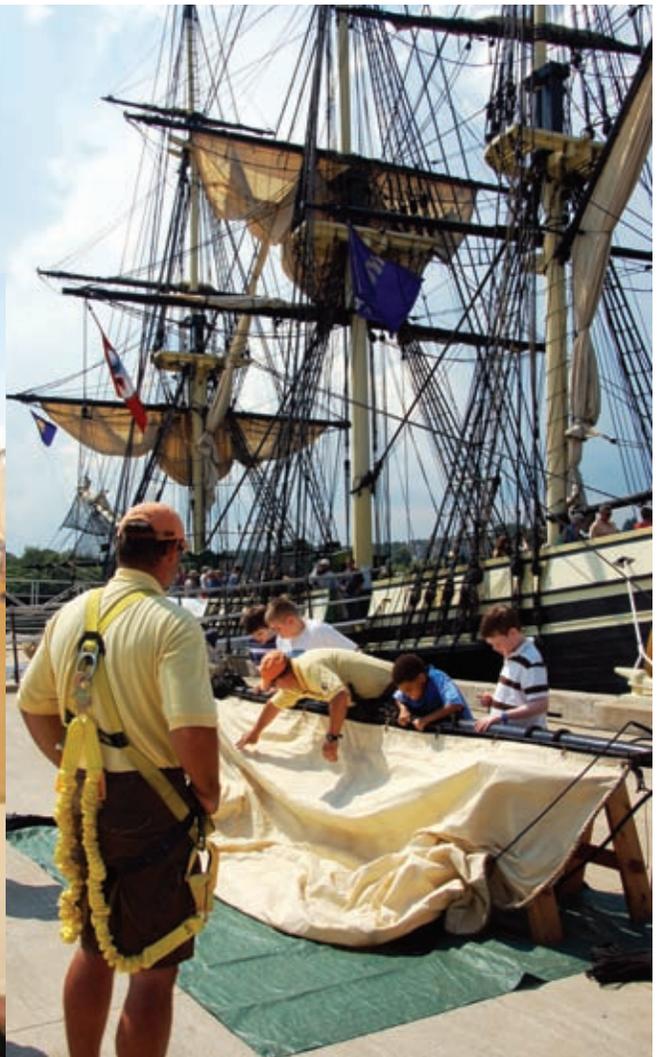
In 2009, we look forward to developing a business plan to guide the ever-expanding role of *Friendship* and other Salem Maritime facilities and to best expand our mission through the permitting of these spaces.

Scenes from *Friendship’s* Centennial Initiative trip to Boothbay Harbor, Maine:

Left: NPS Volunteer Stu Gralnik developed the cargo handling demonstrations that are one of the most popular hands-on interpretive programs on the ship.

Center: Interpretive Park Guide Merrill Kohlhofer welcomed visitors on board the ship and shared sea stories.

Right: Visitors try their hands at furling sails on a copy of one of the ship’s yards.



RESOURCES STEWARDSHIP

The Resource Management Division at Salem Maritime and Saugus Iron Works NHS is comprised of 2 Curators, a Museum Technician, a Park Ranger/Historian, and a Natural Stewardship Manager (a total of 4.33 FTE). Staff was augmented by three Centennial Seasonal interns, as well as two part-time volunteers who worked in archival processing. Additionally, a cadre of volunteers donated about 50 hours for wetland management projects.

This year the Division saw the following organizational changes:

- SAMA's long-term, 0.60 FTE SCEP, Emily Murphy was awarded a Ph.D. in American Studies from Boston University and transitioned to a full-time permanent GS-09 Park Ranger/Historian position working in the Cultural Resources Division.
- The SAMA/SAIR/BOHA Natural Resource Manager, Marc Albert was promoted to a GS-12 Natural Stewardship Manager and reduced his hours at SAMA/SAIR to 0.33 FTE.
- The Position Review Board approved a plan to promote an existing Curator to a GS-12 Cultural Resource Program Manager/Curator in order to align operations at both parks under this lead. This move will be finalized in near future.

Natural Resources Management

Throughout 2008, work focused on the \$3,500,000 Line Item Construction project: Restore Saugus River Turning Basin and Dock (PMIS 060214) and the multiple sub-components that tiered from this major undertaking. Major implementation actions for the historic waterfront and marsh restoration project have been substantially completed. These included:

Phase I implementation: the northern area (November 2007 – January 2008):

- Treatment of invasive non-native phragmites by NPS Northeast Region Exotic Plant Management Team.

- Excavation of contaminated sediments in the waterfront area
- Grading the basin to restore historic open water landscape and access for recreational boaters and historic replica vessels
- Demolition and reconstruction of the waterfront dock and bulkhead
- Construction of a gravel/cobble berm to maintain the active river channel habitat essential for Rainbow Smelt spawning.

Phase II implementation: the southern area (July – October 2008):

- Excavation of contaminated sediments and monoculture of invasive non-native phragmites in the downstream intertidal marsh
- Grading to establish topography appropriate for high marsh, low marsh, and mudflat environments, intended to maximize habitat diversity for plants, birds, fish, benthic invertebrates, and other wildlife,
- Planting of thousands of native marsh plants, sedges, shrubs, and trees from a variety of species to reestablish a healthy native wetland marsh.

Turning Basin Project Sub-Components

Saugus River Pilot Wetland Restoration Monitoring, PMIS: 139046 & 135017 Compliance permitting for the Turning Basin Project required a monitoring component, which has been funded as a pilot program.

- Biological monitoring includes: Marsh Vegetation; Marsh Nekton (Fish and Crustaceans); Anadromous Fish including Rainbow Smelt; American Eel; Benthic Invertebrates; Bird Diversity and Breeding; and Mammal, Reptile and Amphibian Site Utilization
- Physical monitoring includes: Tidal Hydrology; River Channel Morphology; Sediment Contaminants; Water Quality; and Photographic Documentation from Fixed Photo-points

Facilitation of Hamilton Street Weir Removal:
PMIS 135011

- NPS staff has begun working with partners from Mass Riverways, the Saugus River Watershed Council, and the Town of Saugus to initiate the removal of the Hamilton Street Weir, a requirement of the Turning Basin Project permits. In 2008, sediment data was collected and is currently being analyzed, and the results will determine the planning and compliance pathway for the weir removal.

Plant Vegetative Screen to Obscure Twenty-first Century Intrusions from Saugus River View: PMIS 69659

- A contract was procured to complete a feasibility study for restoration of the historic landscape and phragmites-dominated wetlands downstream from the Turning Basin (PMIS 69659).

Other Monitoring Initiatives

- In partnership with the Massachusetts Division of Marine Fisheries and the Saugus River Watershed Council, intensive population monitoring for both spawning rainbow smelt and American eel was conducted again in 2008.
- Long term Vital Signs Monitoring of

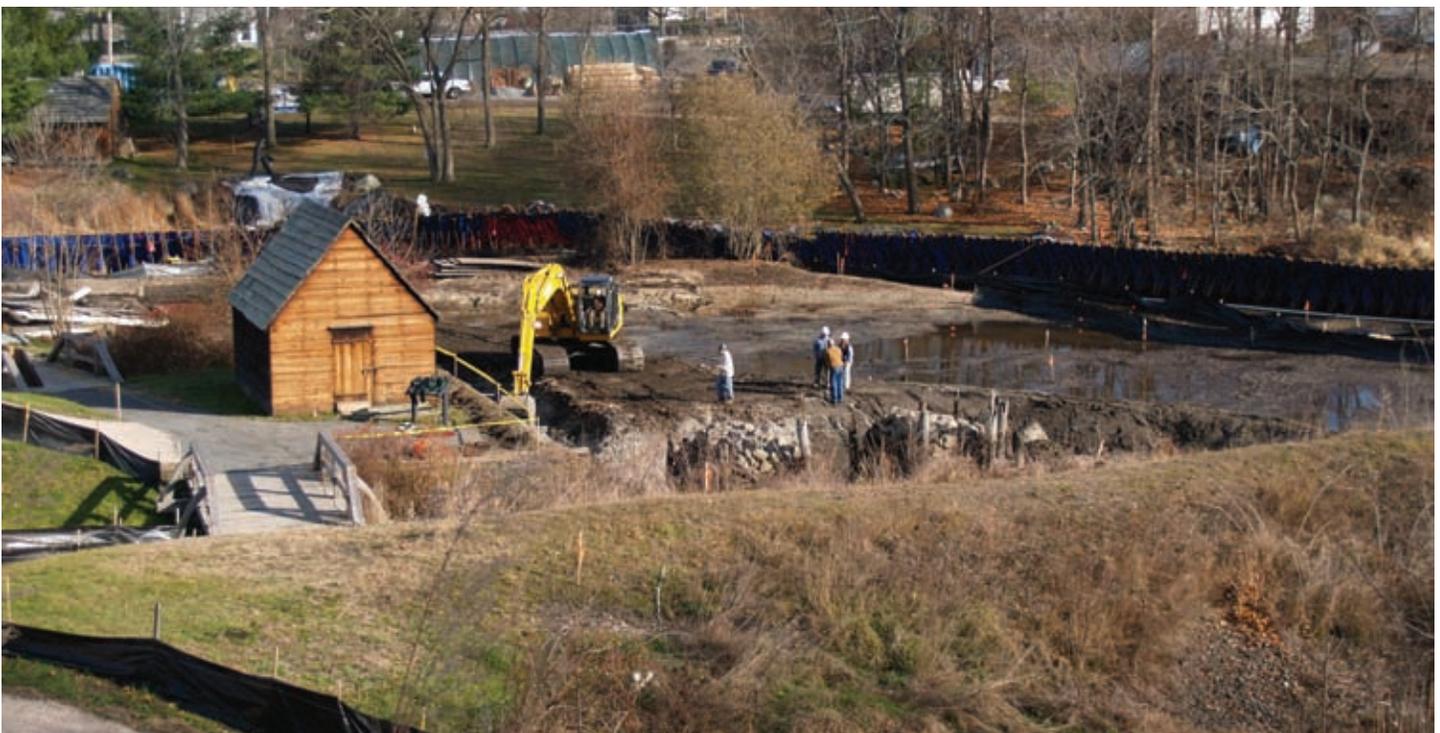
Saugus River water quality and breeding birds was implemented through the NPS Northeast Temperate Network of the Inventory and Monitoring Program.

- In partnership with the USGS, the park implemented the project Real-Time Monitoring of Sodium and Chloride Loads to the Saugus River (PMIS 124450). This project includes the display of multiple data on an easy to understand web site that is displayed in the park's visitor center (ma.water.usgs.gov/saugus/index.html).

Outreach Initiatives

- Staff continued to develop a Community Stewardship Program to engage volunteers in trail clearing, transplanting of native plants, removal of invasive non-native plants, and cleanup of accumulated debris in a park-owned field.
- Staff served as the NPS representative on the planning team for the New England Seamless Network, which brings together Federal partners involved with the management of coastal areas throughout New England. The key objective of the NPS Northeast Region Ocean Park Strategic Plan is to create "a seamless network of coastal parks, reserves, and preserves."

Excavation of the turning basin.
NPS photo.



Cultural Resources Management

Beyond expected responsibilities, such as cataloging, housekeeping duties, completing reporting requirements, and managing NPS-wide databases, staff at both parks oversaw complex reconstruction projects, completed major exhibits, and wrote a number of booklets or articles in FY 2008.

Salem Maritime NHS

Salem Maritime' CRM staff not only enacted a litany of projects but achieved major professional goals. Emily Murphy earned her Ph.D. in American History this year and transitioned from a SCEP to a full time Park Ranger/Historian within the CRM Division. Because the division lost its Historian position in January of 2008, Emily's skills and depth of knowledge has been an invaluable resource.

To advance professional development throughout the Granite Cluster, SAMA's Curator, Dave Kayser along with David Blackburn of LOWE, took a leadership role in establishing the Granite Curatorial Work Group. Acting in cooperation with the Northeast Museum Services Center, this initiative was formed to:

- Promote communication among sub-cluster curators and museum staff
- Identify projects that can best be accomplished through pooled efforts, combined resources, and shared skill sets
- Raise awareness of curatorial concerns with Superintendents
- Enhance collaboration with other divisions.

Project Management

Staff oversaw the reassembly of the 1770 Pe-drick Store House on Salem's Derby Wharf. Through the efforts of the NER Architectural Preservation Team all original framing timbers (approx 70 pieces) are in place and the building is on schedule to be enclosed for winter. Contractors began work to reconstruct the store house's 70' long deck.

- Facilitated the "Polish Ethnology Project," which is under contract to ethnographers associated with the History Department at the University of

Massachusetts, Amherst. The project will explore the Polish community's relationship to the park, especially to St. Joseph Hall.

- Served as COTR for park-wide intrusion alarm system upgrades.
- Served as COTR for "Repair Historic Chimneys at Salem Maritime and Saugus Iron Works," which contracted with historic masonry specialists to repair the Derby, Narbonne, Custom House, and Iron Works House Chimneys.
- Coordinated a Naturalization Ceremony on steps of Custom House

Exhibition Initiatives

- Worked with contractors Skylight Studio and Exhibit A Design, Brooklyn; the Maintenance Division; and NER conservators/preservation specialists to complete conservation tasks and to finalize the construction of a display platform for the 1826 Custom House Eagle Exhibit. This effort marks the completion of a multi-year project that achieved a full restoration of the original carved wooden eagle & the fabrication of an exact replica, which now perches atop the Custom House.
- Conducted charettes with contractor Mystic Scenic of Charlestown, MA to produce design ideas for World Trade Exhibits proposed for Derby Wharf. The accessible, non-traditional, interactive exhibits will explain Salem's role in 18th and 19th century seafaring trade.

Publications

- Rewrote or edited and reprinted the following publications: "Architecture in Salem;" "Salem's African American Heritage Sites;" "Poets, Shoemakers, and Freedom Seekers;" "Abolitionism and the Underground Railroad in Essex County;" "Bowditch's Salem;" *Friendship* of Salem Site Bulletin; "McIntire District Walking Tour."
- Developed a podcast tour for SAMA
- Continued to update the SAMA web site, which received over 100,000 hits in 2008.

Research Initiatives

- Began Library re-cataloguing project
- Continued to develop the Ship's Registry database

Support Initiatives

- Collaborated with Interpretation to redesign Junior Ranger programs & to develop the Continued Library Project
- Participated in SAIR's Grand Reopening
- Participated on the Essex National Heritage Area's Grants Screening Committee
- Provided support for various desktop publishing and PowerPoint presentations
- Produced publicity, signage, banners, etc. for the *Friendship* Centennial Sails trip to Boothbay Harbor, ME and the Salem Maritime Festival.
- Assisted with seasonal training at SAMA

Outreach Initiatives & Presentations

- Participated in meetings for the World History Conference in Salem.
- Participated in planning meetings with representatives from the Massachusetts

Historical Commission, the House of the Seven Gables, and Salem State College for the "Traces of the Trade" symposium.

- Assisted with seasonal training at MIMA

Delivered numerous interpretive presentations and special lectures including the following:

- Presented a history of the Second Corps of Cadets to Battery B of the 101st Field artillery. (Emily Murphy was awarded the Honorable Order of St. Barbara by the United States Field Artillery Association for her work with the Second Corps of Cadets)
- Presented a paper on the Massachusetts Navy during the American Revolution at the North American Society for Oceanic History/Council of American Maritime Museums conference in Pensacola, FL.,
- Spoke to the Massachusetts National Guard Medical Conference at the Hawthorne Hotel.
- Gave lecture to the Beverly Power Squadron on Privateering
- Conducted tours for Teacher's Institute programs for Salem State College

After years of conservation work, the 1826 eagle carved by Joseph True for the U.S. Custom House in Salem went on display in a former office on the second floor of the Custom House. NPS photo.



Saugus Iron Works NHS:

CRM staff worked to complete the final stages of various projects and sub-projects associated with the \$1,650,000 Line Item Construction project, Rehab Resources for Accessibility and Safety (PMIS 60099) and completed myriad tasks involved in the Grand Reopening Celebration.

- Purchased new Museum storage equipment (PMIS 11896c) and worked with the Maintenance Division to move thousands of museum collections to new storage spaces (still in progress)
- Outfitted and moved into offices at a new Headquarters space
- Worked with specialists to develop plans and submitted compliance to install fire suppression and climate control in the newly rehabilitated Museum building.

Exhibition Initiatives:

Completed object conservation treatment for all components of the 1646 waterwheel and hutch and worked with Interpretation Lead, Curtis White to reconfigure the Museum exhibits to best achieve universal accessibility, including:

- Worked with the Maintenance Division and contractor Skylight Studio to reinstall an expanded exhibition of the 1646 Blast Furnace waterwheel/hutch and a new hammer and anvil exhibit.
- Cleaned and painted Museum interior
- Developed an interim exhibit design that rehabilitated and re-installed old exhibits within a new configuration and designed and fabricated new exhibits (still in progress).
- Oversaw installation of motion detection and security camera equipment
- Worked with Origin Studios to develop exhibit text

Research Initiatives

- Provided extensive research and support for the project “Prepare Historic Structures Reports for Saugus Iron Works Restoration & Iron Works House Complex”
- Worked with Boston College to design and fund a metals analysis study that will determine a “signature” for Saugus

cast and wrought iron.

- Facilitated on-site researchers and provided research for several publications
- Completed requirement to update condition fields for 4800 ANCS+ records that were cataloged in 1988
- Continued to scan First Iron Works Association papers and records
- Continued to develop databases and tables on various elements of the colonial iron works operation.

Publications

- Developed text for virtual reality tours that provide intellectual access to site resources.
- Wrote multiple articles on the history of the iron works for newspaper circulars to promote the park’s Grand Reopening Celebration
- Currently co-writing Chapter 10 for Saugus Iron Works: The Roland W. Robbins’ Excavations 1948-1953 edited by William A. Griswold, Ph.D. and Donald W. Linebaugh, Ph.D.

Support Initiatives

- Completed a variety of work to support the park’s Grand Reopening Celebration: composed invitations, briefing papers, speeches & thank you notes for dignitaries
- Helped paint the boat Alewife
- Wrote successful award nominations: SAIR was awarded the 2008 National Accessibility Award for PMIS 60099; Curtis White was awarded the 2008 Freeman Tilden Regional Award.
- Wrote Core Ops Report & Superintendent’s Annual Report for 2007



RESOURCE AND VISITOR PROTECTION

The Resource Protection and Law Enforcement Division is comprised of a Commissioned Chief Ranger and one Park Operation Assistant. Throughout FY 2008, a GS-09 LE Ranger position remained vacant. With Centennial Challenge funding, the park hired two GS-07 Commissioned Rangers (1039 appointments) to maintain a law enforcement presence at the park seven days a week. These Rangers did a great job handling a variety of law enforcement issues on land and at sea. Three non-commissioned Centennial Challenge appointees were shared with the Resource Management Division to ensure the protection of natural and cultural resources

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 remained level in comparison with FY 2007, numbering 120 this year. Graffiti and senseless vandalism predominated. Issues with the homeless population have been mitigated to some extent by the Salem Police Department's Community Impact Unit, which provided social services counseling to match homeless individuals with appropriate agencies. The homeless population is down about 40%.

The division completed installation of the narrow band radio system at Salem Maritime and Saugus Iron Works. We have experienced mixed results with the new system: radio communications work well within each park, but reception between the parks is less than desirable. In FY 2008, the Saugus intrusion alarm system was successfully rehabilitated and a new monitoring company was assigned.

Moreover, the Blast Furnace fire alarm system was replaced.

Visitor/Staff Safety and Security

All staff who work in visitor services or who operate potentially dangerous equipment attended First Aid/CPR training in 2008. LE staff expanded the AED program, with 7 units distributed between the parks. The division reinforces safety through weekly email messaging to all staff. First Aid kits are now managed in house at a cost savings of about \$2,000. The kits are resupplied on a schedule. Safety inspections for buildings are conducted quarterly.

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. Law Enforcement staff also supported Friendship sail events, providing medical services and gate security as requested.

In planning for Haunted Happenings 2008, the LE division met with local police and surrounding law enforcement agencies to coordinate response strategies and to distribute shared-frequency radios. For Halloween evening 2007, 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.

Opposite Top: the band Entrain were featured performers at the 2008 Maritime Festival

Opposite Bottom: the Salem Maritime Festival draws large crowds every year to Derby Wharf. NPS Photos.



PARTNERSHIPS & VOLUNTEERS

Throughout FY 2008, the parks worked in various ways to strengthen and expand our partnerships. Volunteers continue to serve a critical and much appreciated role.

Volunteers

What better way is there to foster community relevancy and the values of resource stewardship than by engaging volunteers in preserving their heritage? Volunteers are integral to the operations at both parks. At the Salem Regional Visitor Center, volunteers donated more than 1,100 volunteer hours to greet and orient visitors. *Friendship* volunteers donated 11,000 to sail and maintain the ship. An array of volunteers offered more than 150 hours for the Saugus grand reopening celebration. In maintenance, five volunteers contributed a total of 250 hours in grounds keeping work. Two dedicated volunteers contributed about 450 hours to archival processing at Saugus, while 50 volunteer hours were given to wetland management. In total the park received 13,000 hours of volunteer service.

Essex National Heritage Area

The Essex National Heritage Commission serves as our de facto Friends Group, as well as a strong advocate and partner. We are most grateful to the staff of the Heritage Area and would like to particularly thank Executive Director, Annie Harris and Public Relations Specialist, Barbara McGowan for their invaluable expertise and assistance in working on various Saugus and Salem events and projects. This year, the ENHA partnered with the parks on the following projects:

- Planned and co-funded the Centennial Challenge project: Centennial Sails! which voyaged to Boothbay Harbor and Portland, ME
- Planned and supported the Saugus Grand Reopening event -from writing press releases to designing flyers, to organizing a media day
- Joined SAMA in welcoming the new Regional Director to the park sites and the Heritage Area.
- Planned the 2nd Century Commission meeting, held in October 2008.
- Planned for the stewardship of Baker's Island Light station and evaluated

costs/benefits of acquiring the Schooner Fame to provide transit and tours of the historic light house facilities and help the park meet its mission.

- Presented the inaugural Heritage Hero Award to recognize the special contributions of individuals and groups that embody the mission of Essex Heritage.

Eastern National

We are grateful to Eastern National's Director George Minnucci for his support and to Betsie Lind and Rosemary Drapier for their speedy completion of merchandising arrangements at Saugus Iron Works' new visitor center and for their creative ideas and hard work preparing for the Saugus Grand Reopening. We also appreciate their fine efforts at Salem Maritime.

Community Involvement and Cooperative Activities

The City of Salem

Salem Maritime worked closely with the city of Salem and its various agencies on several events and initiatives to our mutual benefit:

- Salem Maritime helped plan October's "Haunted Happenings" in coordination with City of Salem and several other organizations, including: North of Boston Convention and Visitors Bureau, Historic New England, the City of Salem, Destination Salem, Salem Main Streets and the Salem Chamber of Commerce.
- A satellite information booth, publicizing Haunted Happenings, was stationed at a major intersection from mid- September - October 2008 to provide accurate and consistent historical information. The National Park Service provided visitor aides, brochures, and signs and presented a three-hour training session for over thirty volunteers, who donated between two to twenty hours each to staff the booth, greeting over 10,000 visitors. The City of Salem also installed port-a-potties that reduced pressures on NPS facilities. These temporary facilities saved the NPS overtime dollars and greatly improved morale.

Opposite: Volunteers Matthew Brenkle (center), Greg Hurley (left) and Jamie Lechiaro (right) interpret an early 19th century ship chandler's shop on Derby Wharf during the 2008 Salem Maritime Festival. NPS photo.

- Salem Maritime continued to work with the City to facilitate docking for the Salem Ferry. The Ferry had a successful year and its funding has been expanded.
- The park continued planning the Independence Day Celebration and the Maritime Festival in coordination with the City of Salem

The Saugus River Watershed Council

Saugus Iron Works strengthened and expanded its cooperative activities with the Saugus River Watershed Council (SRWC) through:

- SRWC worked with the park to monitor fish and eel populations, as well as to monitor water quality
- SRWC worked closely with the park in planning the Turning Basin restoration project
- SRWC participated in planning the park’s grand reopening event, during which the SRWC presented canoe outings and “river critters” programs
- The SRWC held its annual picnic and children’s festival at Saugus Iron Works.

Other Partnerships

- Salem Maritime partnered with the Peabody Essex Museum, Historic New England, The Salem Partnership, North of Boston Visitor and Convention Bureau and others to produce special tours and interpretive booklets.
- Salem Maritime worked with the Historic Ports of Massachusetts Initiative to attract cruise ships to various historic ports
- Salem Maritime worked with The Salem Partnership on special Christmas events
- Saugus Iron Works worked with the Town of Saugus to provided photos of the iron works for a “gallery” at the Town Hall
- Saugus Iron Works worked cooperatively with the Malden Public Schools for the education program “Voices Rising,” which was featured on Curtis George Lucas Education Foundation website.

The Saugus River Watershed Council presented canoe outings on the restored Turning Basin during the Grand Reopening. NPS photo.



CONCLUSION

Final Assessment for the Year and a View to the Future

This was a year where significant advances were made to ensure the park's natural and cultural resources were preserved for future generations. Large-scale projects restored the historic Turning Basin and transformed the visitor experience at Saugus. Visitors now understand the role the Saugus River played in America's early industrial history. Through a multiplicity of physical and conceptual pathways, Saugus achieved accessibility goals, while preserving the integrity of buildings and landscapes. These accessibility initiatives welcomed underserved populations and prompted us to think differently about our interpretation and education programs. By offering opportunities to learn through different modalities, we helped to eliminate barriers to discovery, to foster independent learning, and to better reach the 21st Century visitor. The Saugus grand reopening connected us to local business community and enhanced volunteerism opportunities.

Salem Maritime engaged visitors at large festivals, special events, and through Friendship visits to other ports. Staff also worked in myriad ways to strengthen our partnerships and cooperative relationships. We preserved and rehabilitated resources and created compelling exhibits and dynamic interpretive programs. Our education programs were increased by 40% at Salem. Centennial Challenge funding allowed us to enact exciting projects and voyages, to serve more visitors, and to protect and maintain resources. The park hopes that hiring delays and other administrative issues will be ironed out in future years. Facing additional retirements in 2009, we urge that the Position Management Review is approved.

We welcomed a dynamic new Administrative Officer and a highly respected Interpretation/Education Specialist, who is already helping to grow our education programs. As operational demands continue to grow and staff numbers continue to shrink and change, we are taking a strategic stance in FY 2009. We will be focusing on organizational development, clarifying our vision and aligning the organization to achieve the goals that we will set. We are setting our priorities with a realistic view of our resources—time, skills, and money—and will strategically deploy our time and energies in a more deliberate and discerning way.

We recognize that with an uncertain economy, our park's visitation and future is equally uncertain. However, we are hopeful that the regions' beauty and rich history will continue to draw interested visitors, and that heritage tourism will continue to serve as an economic engine for the local community.

National Park Service
U.S. Department of the Interior



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