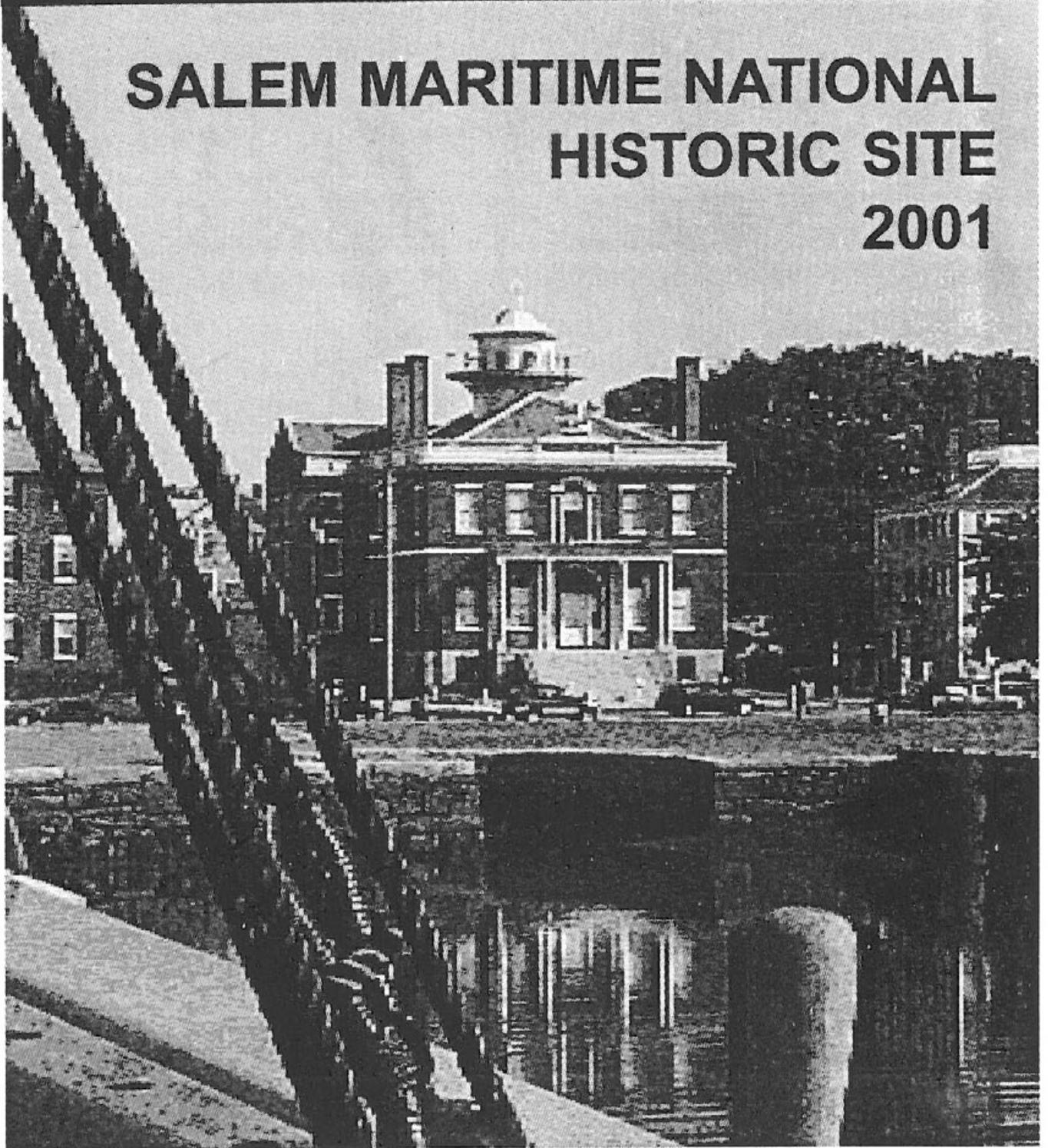


LONG-RANGE INTERPRETIVE PLAN

**SALEM MARITIME NATIONAL
HISTORIC SITE
2001**



NATIONAL PARK SERVICE



LONG-RANGE INTERPRETIVE PLAN

**SALEM MARITIME NATIONAL
HISTORIC SITE
MASSACHUSETTS**

2001

**PREPARED BY
DEPARTMENT OF THE INTERIOR
NATIONAL PARK SERVICE**

**Salem Maritime National Historic Site
Staff and Partners**

**Harpers Ferry Center
Interpretive Planning**

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INTRODUCTION

Spanning a period of over three centuries, the story of maritime Salem, Massachusetts, is a stirring saga of humans using the sea. This is the story of merchant adventurers and mariners, whose enterprise and daring transformed a tiny, uncertain settlement into a major international seaport. Today, this story is told through the historic buildings, wharves, and landscapes of Salem Maritime National Historic Site.

The natural environment of New England drove seventeenth-century Salem inhabitants to the sea. The landscape was hilly and the soils thin, but the area offered protected harbors, seemingly endless natural forests, and the harvest from the sea. In the early years, local fishing provided Salem residents with a secure economic base, allowing them to develop trade along the coast with the West Indies, Nova Scotia, and across the Atlantic. During the Revolution, patriot seafarers carried the battle to sea. Privateering was crucial to the American effort in the early years of the war, and Salem seamen proved adept at this task. Over the course of the Revolution, the port's 158 privateering vessels took 458 British vessels, accounting for more tonnage than any other American seaport. Privateering profits founded the fortunes of many of Salem's postwar merchants, helping them expand their enterprises and make Salem a center of world trade.

Today, Salem Maritime's waterfront and historic buildings help visitors recall and understand the Salem of the eighteenth and nineteenth-centuries, and through that experience, understand the growth and development of the United States.

THE PLANNING PROCESS

The goal of the interpretive planning process is not the creation of a plan. The ultimate goal is the development of a cost-effective, tightly focused, high-quality park interpretive program that effectively addresses all audiences and achieves management goals.

This Long-Range Interpretive Plan (LRIP) recommends actions that should occur over the next 8 - 10 years. It identifies park themes, describes visitor experience goals, and recommends a wide array of interpretive services, media, programs, and outreach activities to communicate in the most efficient and effective way the park's purpose, significance, themes, and values. It will join a park-produced annual interpretive plan and interpretive

database to make up a comprehensive interpretive plan for Salem Maritime National Historic Site.

Work on this LRIP began in the summer of 2000 when the Harpers Ferry Center interpretive planner visited the park for a scoping meeting and met with park staff. Park staff and the interpretive planner then selected the planning team to include members of the park staff, park partners, subject-matter experts, and other National Park Service staff. The purpose, significance, themes, and visitor experience goals were developed in a two-day interpretive planning workshop in Salem in September 2000. A subsequent workshop to develop recommendations was held in February 2001.

Barring legislative changes or major new research, the planning foundation expressed in this LRIP -- purpose, significance, themes, and visitor experience goals -- will remain constant over the life of this plan. Specific recommendations about media and programs may need to be updated as staffing, funding, technology, or resource conditions change. Further design documents will need to be prepared to implement some of the goals and recommendations in this plan.

SITE BACKGROUND

BACKGROUND

Salem Maritime National Historic Site is located 20 miles northeast of Boston in Massachusetts. The site consists of nine acres of land and twelve historic structures along the Salem waterfront, as well as a downtown visitor center. The site includes the Custom House, Public Stores, Scale House, and West India Goods Store and other buildings and landscapes located primarily along Derby Street. The site faces Salem Harbor in what was once the main waterfront section of the city and is now a densely settled residential and commercial area.

The park superintendent and some park staff are shared with Saugus Iron Works National Historic Site.

Salem Maritime National Historic Site is one of many historic and natural sites in Essex County that form the Essex National Heritage Area, designated by Congress in 1996. The National Park Service, working with partners, designed the media in the Salem Regional Visitor Center so that it could serve as the primary visitor center for the Essex National Heritage Area. Salem Maritime National Historic Site employees operate the Visitor Center.

LEGISLATIVE BACKGROUND

- Salem Maritime National Historic Site was designated on March 17, 1938, as the nation's first National Historic Site.
- Boundary changes were made in December 1963, November 1978, June 1988, and November 1990. These changes included the addition of the Narbonne House and St. Joseph Hall.
- The Essex National Heritage Area was authorized on November 12, 1996. It includes a 500-square mile area between the Atlantic Coast and the Merrimack Valley, including Salem Maritime National Historic Site. The Heritage Area contains thousands of historic sites and districts that illuminate colonial settlement, the development of the shoe and textile industries, and the growth and decline of the maritime industries.

PURPOSE AND SIGNIFICANCE

PURPOSE

Planning focuses first on why a park was established and what conditions should exist there before delving into details about specific actions.

The **purpose** of Salem Maritime National Historic Site, based on legislation, is to:

- preserve and interpret resources along the waterfront of Salem, Massachusetts, that explain the nation's settlement, its evolution into a maritime power, and its development as a major industrial force.
- assist in the interpretation and preservation of resources related to the three themes of the Essex NHA: the early settlement of the United States, its emergence as a maritime power, and its subsequent industrial development.

SIGNIFICANCE

Salem Maritime National Historic Site has national **significance** for the following reasons:

- Salem Maritime National Historic Site's collection of public buildings, private homes, and wharves forms the best preserved and most complete example of the maritime infrastructure that evolved to serve the extensive world trade network that was critical to the development of the nation.
- Salem Maritime National Historic Site is the historic focal point of Essex County and provides thematic links among the thousands of historic resources in the Essex National Heritage Area.

INTERPRETIVE THEMES

Primary interpretive themes are those ideas or concepts that every visitor should understand. They are the key ideas through which the park's nationally significant resource meanings are conveyed to the public. These themes provide the foundation for interpretive programs and media at the park. The themes do not include everything we may wish to interpret, but rather the ideas that are critical to a visitor's understanding of the park's significance. All interpretive efforts should relate to one or more of the themes, and each theme should be addressed in the overall interpretive program.

Meaningful interpretation doesn't cost anything; it just requires a theme.

The themes are listed in no priority order, but have been numbered for easy reference.

1. **Maritime trade, as carried out from Salem, helped develop the capitalist society of America and establish the economic independence of the United States.**
2. **Privateering, such as that operating from Salem, played a critical role in the United States winning the Revolutionary War.**
3. **Salem's maritime community fostered a vibrant, cosmopolitan culture that nurtured lasting international contributions to trade, the arts, industry, science, and technology.**
4. **Salem Maritime NHS is administered by the National Park Service, which is dedicated to the protection of this nation's natural and cultural resources.**

VISITOR EXPERIENCE GOALS

"Visitor experience" is what visitors take from a park. It is everything that visitors do, sense, feel, think, and learn; it includes knowledge, attitudes, behaviors, and values; it is affected by experiences prior to the visit and affects behavior after the visit. Interpretive planning describes desired experiences, and recommends ways to facilitate those experiences.

Visitor experience goals describe what physical, intellectual, and emotional experiences should be available for visitors to Salem Maritime National Historic Site. These experiences will be available to visitors of all abilities, including those with visual, auditory, mobility, or cognitive impairments.

Visitors to Salem Maritime will have opportunities to:

- Contemplate, relax, and enjoy without pressure.
 - Have a safe visit.
- Experience a cultural landscape as an active place, not as sterile and sanitized.
 - Have their comfort needs met.
 - Have a multi-sensory experience to help them imagine life in the seventeenth, eighteenth, and nineteenth-centuries. This includes feeling that park collections and exhibits are not "behind bars."
 - Connect to the human aspect of the story.
 - Learn about park themes in ways appropriate to their age and ability, and access information about other sites that have similar themes.
 - Acquire information and material to help them learn about the themes before and after their visit.
 - See all the real park resources, including walking out onto the wharves, regardless of physical ability.
 - Get involved in the preservation and interpretation of the park.
 - Interact formally and informally with park staff.
 - Find their way around the park without needing to ask assistance.

VISITOR & AUDIENCE PROFILES

Salem Maritime visitors have a wide range of interests, expectations, and abilities, and use the park for a variety of activities. Salem Maritime received approximately 796,000 visitors in 2000. Because there are no central entrance points to the park, measuring visitation to Salem Maritime is difficult. Manual counts by staff do not give accurate representations of visits. The site is generally not a destination site, but rather one of many destinations within the city of Salem. Many visitors enter the park without coming into contact with National Park Service personnel, whether in the yards of the houses or on the wharves.

October is the busiest month, followed by July and August. In October, visitors swarm to Salem for the month-long Halloween events related to witches and as a stop on New England fall foliage tours. May, June, and September are also busy months.

A visitor study of Salem, Massachusetts and the Salem Maritime National Historic Site was conducted by Salem State College in 1989 as part of The Salem Project. This provides the only hard data about park visitors. The results of this survey have been blended with staff observations to develop a list of current or potential audiences for interpretive programs. The statements about park visitors are generalizations and are meant only to give an idea about park visitors and audiences.

Families come from all over the world to Salem, usually attracted by the Salem witch trial story. Most are in Salem for a day or less, and many will stop at Salem Maritime after visiting some of the other Salem attractions. These visitors tend to stay 15 minutes to an hour. Some just use the park's convenient restrooms. Most get their information from the Internet and from travel books.

School groups visit the park mostly in late spring and early fall. Most are from local schools and spend 2-3 hours visiting the site and participating in the park's education programs. The park also receives a considerable number of home-schooled children.

Senior groups and tour groups visit the park on buses. Many come in the fall to see fall foliage or as part of an October visit to Salem.

Incidental visitors often see the brown Essex National Heritage Area signs on the highway and stop by the park. Others are on the way to or from Logan Airport, see the signs, and stop at the park to pass some time.

Regional visitors often come to Salem for a day or a weekend. Many bring out-of-town family or friends.

Local residents underutilize the park. Many are recreational users who use the park for walking dogs, running, walking, sun bathing, or picnicking on a daily or frequent basis.

Virtual visitors may never physically visit Salem Maritime for economic, accessibility or other reasons. However, they still have an interest in the park and may wish to learn about park themes or enjoy "armchair" visits to the park.

Subject matter enthusiasts come to Salem Maritime because they have a special interest in maritime history, in Hawthorne, in New England architecture, or for other specific reasons.

EXISTING CONDITIONS

SUMMARY

Most visitors to Salem Maritime do not know when they are in the park. Many confuse the National Park Service-operated Salem Regional Visitor Center with Salem Maritime National Historic Site. The park offers wonderful resources and unique experiences that are generally underutilized by visitors to Salem.

PREVISIT INFORMATION

Most Salem Maritime visitors are not destination visitors. They may visit the historic site as a sidelight to other Salem attractions during a full-day or half-day visit to Salem. Many learn of the park once they arrive at the Salem Regional Visitor Center or learn about the park from the prominent signs on the major routes and interstates.

Information on Salem Maritime is available on the park's website, by phone, and by mail. Information is also available in Essex National Heritage Area literature and on the ENHA's website. Once in Salem, most visitors get information on Salem Maritime because they stop at the Salem Regional Visitor Center or happen to walk by the Orientation Center.

Parking is a scarce commodity around the site. Visitors are directed to park in the Derby Street South Harbor parking garage or the parking garage near the Salem Regional Visitor Center.

ONSITE FACILITIES AND EXPERIENCES

Many first time visitors to Salem start their visit at the National Park Service-operated Salem Regional Visitor Center. Repeat visitors are more likely to go directly to whatever attraction is their destination in Salem - the House of the Seven Gables, the Peabody Essex Museum, the Witch Museum, or Salem Maritime National Historic Site. Good consistent signs direct visitors from major routes to the Salem Visitor Center.

Salem Regional Visitor Center

The Salem Regional Visitor Center opened in 1994. It serves all the attractions in Salem and the Essex National Heritage Area more than Salem Maritime National Historic Site. However, some visitors assume that the Salem Visitor Center is Salem Maritime National Historic Site and conclude after touring the visitor center that they have "seen" the site.

The central component of the visitor center is the information desk. Here visitors can ask questions of the National Park Service and Eastern National staff, learn about Salem and Essex National Heritage Area attractions, and get maps and directions. Eastern National has a large sales outlet adjacent to the desk.

Exhibits within the visitor center orient visitors to the primary themes of Salem and the Heritage Area - early settlement, maritime trade, and early industry. Below each exhibit are brochures from specific sites in Salem and the Heritage Area related to that theme.

In the rear of the building is a ticketing booth, where visitors can purchase tickets for commercial transportation tours.

A 27-minute film, "Where Past is Present," is shown in the auditorium every hour. The film provides an excellent introduction to the Essex Heritage area. Many visitors expect more information specific to Salem.

Once visitors leave the Salem Regional Visitor Center, there are no signs directing them to Salem Maritime National Historic Site. The city maintains a red line on the sidewalk as a heritage trail connecting the major attractions. It is questionable how well this line serves to guide visitors rather than confuse them.

Salem Maritime National Historic Site Orientation Center

The Salem Maritime National Historic Site Orientation Center is located on Derby Street across from the park's historic buildings. This early waterfront warehouse originally stood on Front Street and was moved here by the National Park Service in 1978. Traffic on Derby Street discourages some visitors from crossing over and entering the Orientation Center. These visitors miss their only opportunity to receive an orientation to the site and learn how to visit the park.

The main sign identifying the site is on the street side of the building. There is a sign on the wharveside of the building identifying it as an orientation center, but many visitors may not know what an orientation center is. During most opening hours, a temporary sign is placed out on the sidewalk in front of the Orientation Center encouraging visitors to enter. The sign is not professional looking, is not weather resistant, and if it is not out, visitors do not know where to go. Many visitors enter the Orientation Center just to see what it is, and many don't know what they will be oriented to.

Many people entering the Orientation Center are looking for public restrooms or a public phone. The National Park Service built restrooms behind the Orientation Center, but they are not readily visible by or signed for the public.

Inside the Orientation Center is a small exhibit area, a computerized "virtual" tour of the park, a small sales area, and an information desk. The 17-minute orientation film, "To the Farthest Port of the Rich East," is shown in the small auditorium at the back of the building. This film provides a good introduction to the park and its themes, but many visitors do not know it is there and the physical setting is not that inviting.

The small, scattered exhibits are not thematically based. There is limited explanation of what there is to see at the park, how long it takes, how much it costs, and how to see the park. Visitors depend on the staff member present to explain these things to them. If visitors do not know to ask, they may never learn and could miss the park altogether. Program fee tickets for tours of the historic houses must be purchased at the Orientation Center, but there is limited information on how to do this.

Once leaving the Orientation Center, visitors do not have any good tools for navigating the park. The map of the park in the park Map and Guide brochure is embedded and not very good for navigation. The signs located on buildings do not always correspond to how they are labeled on the park Map and Guide brochure.

The Wharves

The wharves at Salem Maritime National Historic Site stretch out into the salt waters of Salem Harbor, testifying to the city's former dependence on the sea. Derby Wharf (1762), Hatch's Wharf (1819), and Central Wharf (1791) are all that remain of the more than fifty wharves that once lined Salem Harbor. Because Derby Street separates the wharves from the park's historic buildings, the wharves and the buildings compete for the visitor's attention and the connection between them is not apparent.

Of all the wharves, Derby Wharf offers land-tied visitors their best entry into the world of the sea. As people move along its length, the streetscape fades into the distance, and the sights, smells, and sounds of the sea predominate. The view back towards town from the end of the Wharf is spectacular. However, modern Derby Street is a visual break in the connection between the wharves and the buildings, and the historic view is interrupted by power lines and parked cars.

At the end of Derby Wharf is a lighthouse built in 1871 and restored by the National Park Service. It is currently an underappreciated and underutilized resource.

The wharves changed in size and shape over the years, as Salem's needs changed. Different materials on the surface of the wharves are supposed to

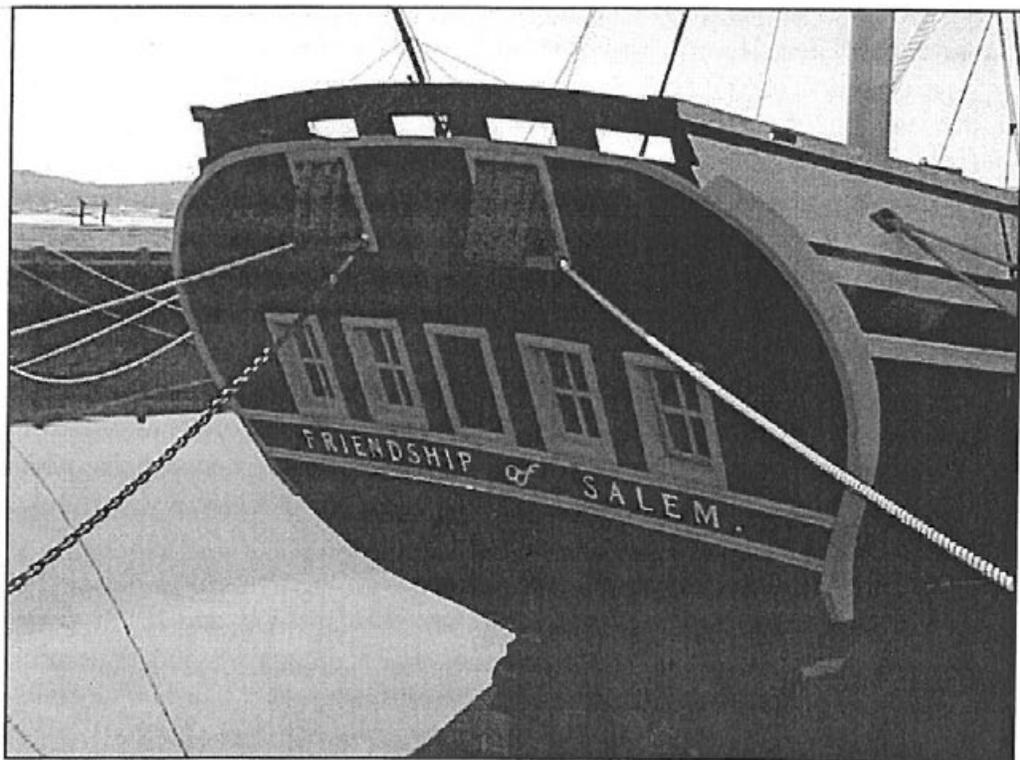
indicate the size of that wharf at a certain point in time, but this indication is not readily apparent and decipherable to the visitor.

It is not apparent to the visitor that the wharves are part of a National Park. In general, the wayside exhibits scattered throughout the wharves are the best indication that the visitor is on National Park Service property. The neighborhood residents use the wharves, often on a daily basis, in ways that they would use a city park - for running, walking pets, sun bathing, and picnicking.

The landscape on the wharves is beautiful and well-maintained but is too sanitized and stark to accurately portray that the wharves were centers of activity for several centuries. Wayside exhibits help to bring the wharves alive, but the activity they portray is in sharp contrast to the condition of the wharves today.

Friendship

The National Park Service, with the support of the Salem Partnership, is currently building a full size replica of the Salem merchant vessel *Friendship* of 1797. *Friendship* will be permanently berthed at Derby Wharf and will be used as an interpretive exhibit. A wealth of documentary evidence, including paintings, models, and records, have helped the National Park Service accurately replicate *Friendship*.



Friendship

The Historic Buildings

Three historic buildings at Salem Maritime are regularly open to the public on a guided basis: the Custom House, the Narbonne House, and the Derby House. A \$3 program fee ticket is required to enter these three buildings. During the peak summer season, the houses are open to ticketed visitors all day long and are staffed by stationed interpreters. This interpreter conducts an impromptu tour or answers questions when visitors arrive. During the off-season, the buildings are open on a scheduled tour that enters all three.

The ticketing process is confusing to visitors. Visitors do not know that they need tickets, do not know where to buy the tickets, and are not sure what their ticket gains them entrance to. Temporary signs placed on the sidewalk outside the buildings are often the only indication that they are open to the public. These signs are not professional looking and if they are not out, visitors do not know they can enter the buildings.

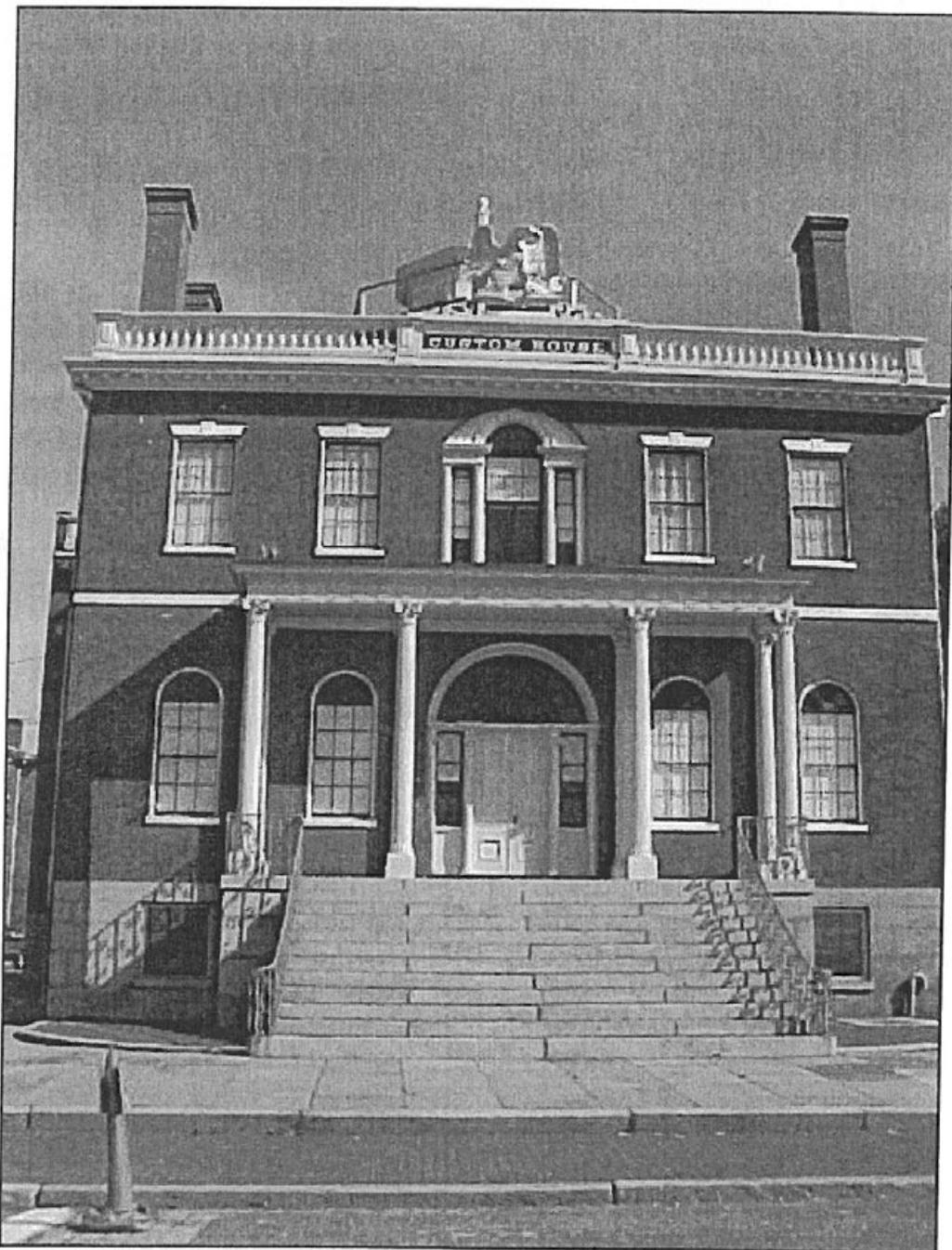
While visitors like the freedom to be able to visit the houses on their own with their own time schedule, only in the peak summer season are all three buildings open every day with stationed interpreters. During the rest of the year, ranger-lead tours are offered, with tour times and frequency dependent on staff availability. This can make it difficult for visitors to plan their visit.

Sprinklers and hoses may disrupt visitor traffic around the houses. Noise from ongoing maintenance work may disrupt visitors' enjoyment of the houses. Noise pollution from the city, cars, and trucks is also very evident in and around the houses.

The backyards of the Custom House, Derby House, Narbonne House, and Hawkes House are all open to the public free of charge and contain interpretive waysides. The Public Stores, Scale House, and West India Goods Store are also open to the public free of charge. However, the waysides are not apparent until a visitor has already made the effort to enter the backyard, and it is not readily apparent that the backyards are open to the public. The backyard vistas are good for taking the visitor back in time since they have minimal modern interruptions. Because they are so well maintained and do not contain any historic accoutrements of daily life, they feel like old houses in the twentieth-century, not old houses in the eighteenth-century.

The Custom House

Built in 1819, the Custom House represented the U.S. Government in the port. Here were collected the duties on imports - the all-important revenues that financed the operations of the Federal Government. The building is also significant for Nathaniel Hawthorne's presence as an employee from 1846 to 1849. He described the Custom House in the foreword to his novel, *The Scarlet Letter*.



The Custom House

The Public Stores

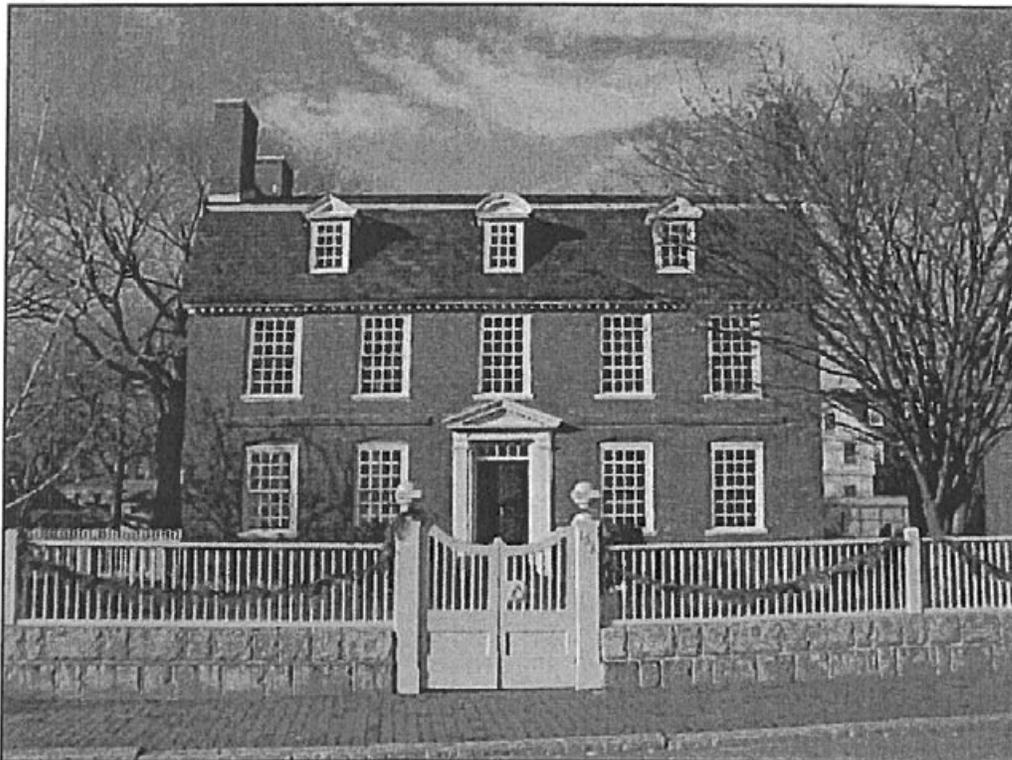
Warehouses like the Public Stores, a U.S. Government Bonded Warehouse, located behind the Custom House, could be important to ship owners. The security provided by the structure indicates the value of most imports, such as spices, coffee, tea, and silks. Inside the Public Stores are replica trade goods, exhibits, and an audio track telling the story of trade in Salem. Visitors underutilize this wonderful experience because the entrance is tucked behind the Custom House and is not well signed. This exhibit area is open free of charge.

The Scale House

The Scale House (1829) sheltered the large scales and associated equipment used by the Custom Service for weighing and taxing the innumerable shiploads of goods landed at Salem for distribution or re-export. Exhibits and an audio program describe the process of weighing goods and assessing taxes. Because this exhibit is hidden away behind the Custom House, many visitors miss it even though it is free of charge.

The Derby House

Built in 1762, the Derby House is the oldest brick house in Salem. The house was built for shipowner Elias Hasket Derby and stood within sight of the owner's ships and wharves. Eight period rooms lend authenticity to the visitor experience and an exhibit in the ell gives an overview of Derby's life and accomplishments.



The Derby House

For preservation and security reasons, the front door to the Derby house is kept locked. As a result, many visitors think the house is closed or have difficulty finding the entrance through the back door of the house. The area behind the house is beautifully landscaped and contains a wonderful garden but there is no signage, and visitors do not know that they can visit the area.

The West India Goods Store

At the West India Goods Store (c. 1800) and other shops, imported cargoes were sold at retail - an important but relatively small part of the distribution of goods. The store is set up today as a functioning store, managed by Eastern National, where visitors can purchase goods similar to those that were imported to Salem in the eighteenth and nineteenth centuries. The store offers a wonderful experience complete with the sights and smells of trade goods. However, many visitors do not realize it is part of the park and therefore do not make the connection to the park story.

Hawkes House

Derby used the Hawkes House (1780) as a privateer prize warehouse during the Revolution. It was purchased and completed in its present form in 1801 by Benjamin Hawkes, owner of a shipyard next to Derby Wharf. The Hawkes House serves as the administrative headquarters of Salem Maritime National Historic Site and Saugus Iron Works National Historic Site.



The Hawkes House

Narbonne House

Built in the seventeenth century, the Narbonne house is an outstanding example of a seventeenth-century middle-class house. The house was a home and shop for such craftsmen and tradesmen as a slaughterer, a tanner, a rope-maker, and a seamstress. The house has been stabilized but has not been restored to any particular time period. In 1974-76, the yard was archeologically excavated, revealing 160,000 artifacts documenting nearly 300 years of life in a family's household. Exhibit cases in one room of the house display some of the many archeological artifacts. These exhibits do not support any particular theme and are not well labeled.

The Narbonne House is not well signed and many visitors have difficulty locating it.

St. Joseph Hall (The Polish Club)

St. Joseph Hall served as a religious, cultural, and social center from 1909 to the 1980's. It also provided housing for Polish immigrants and new residents in Salem until the 1960's. Park maintenance facilities and offices occupy the first floor of the building. The second floor of the building is the park education center. The second floor is not physically accessible and there are no restrooms in the building, hampering its ability to serve as an education facility.

PERSONAL SERVICES

National Park Service interpreters staff the Salem Regional Visitor Center and the Orientation Center daily. Stationed interpretation of the houses is offered during the summer season, and guided tours of the houses are offered in the off-season.

School Programs

The park offers a variety of programs for school groups ranging in age from pre-school to college level. Programs include "Trade Routes and Trade Goods," "Exotic Trade," "Literary Focus," "Custom House Operations," "By the Sea," "A Stitch in Time," and "Apprentice Shipwright Skills." All have ties to the Massachusetts Curriculum Frameworks. The park works closely with museum educators throughout the Essex National Heritage Area to develop and implement school programs and publications linking theme-related sites. A Junior Ranger program is available.

Staffing

The Division of Interpretation and Education currently has the following staff:

Chief of Interpretation and Education, GS-12 (shared with Saugus Iron Works National Historic Site)

EXISTING CONDITIONS AND VISITOR EXPERIENCE

Interpretive Park Rangers, GS-9 (3)

Park Guides, GS-5 (2)

1 unfilled SCEP position

Seasonal Interpreters, GS-1, 2, 3, 4, 5 (17); many are students; non-students are at the GS-5 level; most seasonals are part time.

Volunteers augment this staff. The volunteer program provides visitor information and helps visitors learn about the site's themes through the interpretation and the preservation of theme-related historic skills.

ISSUES AND INFLUENCES

The following visitor, management, and safety issues could be addressed through interpretation.

Safety Issues

- The combination of pedestrians and vehicles in and around the park can be dangerous. Visitors must cross Derby Street, which can be quite busy, to connect the two halves of the park.
- The park's maritime resources contain falling and tripping hazards.

Visitor-Related Resource Issues

- Vandalism of park resources occurs, especially on the wharf, where the site is wide open 24-hours per day.
- Visitors may not be aware of the available parking in downtown Salem or in the South Harbor parking garage and seek to park at the waterfront, where parking is limited.
- Many of the park's historic structures are not physically accessible.
- Unauthorized collecting of resources occurs, often because visitors do not realize beach combing is not allowed within the park.
- Public use can compromise preservation efforts. For example, by letting visitors have access to certain historic sites and houses, the preservation of that site may be compromised. Ongoing preservation activities are not interpreted, confusing visitors and missing an educational opportunity.
- The cultural landscape is not well-defined, making it difficult to manage and interpret.

Management Issues

- Some teachers and educators do not realize how Salem Maritime National Historic Site can help them teach their curriculum, resulting in missed opportunities for the park and students.
- Development along park boundaries may not always be compatible with the park and may compromise the viewshed.
- Some visitors and local residents do not understand what Salem Maritime National Historic Site is and what uses and activities are suitable. Others do not realize they are in a National Park.

ISSUES AND INFLUENCES

- Visitors who come to Salem are often primarily interested in witches. Interesting them in other historical themes can be challenging.
- A large new exhibit, *Friendship*, will come on-line in less than a year. The role the *Friendship* will play in the interpretive experience and how it will be operated will evolve as experience and public use change.
- The city's inconsistent sign system makes it difficult for visitors to locate the park and other Salem attractions.

RECOMMENDATIONS

The following is a description of programs and media proposals designed to realize the visions, objectives, themes, and visitor experiences previously described for Salem Maritime National Historic Site. The discussion of each program or media proposal identifies its purpose, special considerations, and sometimes the suggested themes or methods of presentation. However, the methods of presentation are merely suggestions and should not limit creativity in the media design stage.

Interpretive planning analyzes all needs and recommends a wide array of interpretive services, facilities, and programs to communicate in the most efficient and effective way the park's purpose, significance, and values.

Common to All Interpretation

The following principles will apply to all interpretation at Salem Maritime:

- All interpretation will address physical and programmatic accessibility.
- Where possible, interpretation will use objects and personal examples to bring the story alive for visitors.
- Where possible, the park will partner with neighboring institutions to develop programs, media, share research, etc.
- The park will increase the use of the National Park Service arrowhead and will implement recommendations coming from the Messaging Project.
- Interpretation will include examples and perspectives from diverse ethnicities, genders, and economic levels.
- Where possible, "virtual visits" (via photographs, video, Internet) will be provided of areas closed for resource protection.

PRE-VISIT INFORMATION

Information about Salem Maritime will continue to be made available by telephone, mail, and the Internet. Signs to the Salem Regional Visitor Center are generally good until visitors arrive in the city of Salem. The park will encourage the city to take ownership of and redo the tricolor signs that direct visitors to various attractions in Salem. Signs to Salem Maritime NHS could be redesigned to read Salem Maritime National Historic Site, since most potential visitors do not know what an "NHS" is.

Park staff will work with tourism officials and other sites in Salem to collectively market Salem as a multi-dimensional attraction. Similarly, park staff will inform visitors about the crowded October season and list other times to visit by posting information on the website and in publications.

A better orientation panel directing visitors to Salem and providing information about Salem Maritime NHS will be designed and installed at the train station in Salem.

Website

The website will be expanded to include information about all the themes represented in this document. Links will be made to the following types of information:

- A database of privateering records, a database of people related to the resources of Salem Maritime for genealogy research.
- A virtual tour of the site's resources and historic structures.
- A link to international places where Salem ships would have traded, links to sister ships or sister ports.
- A link to Eastern National featuring bibliographies for age-specific reading materials about park themes.
- Links to history departments of schools and colleges.

Publications

For information that is available only in print, the park will need to consider alternatives for the visually impaired. The park will also develop some publications in large print and some in other languages. Where possible, primary resources will be used (reproduced or replicated) in developing publications.

The park's greatest need in terms of publications is a good map of Salem Maritime NHS that would contain orientation information about the park. This

publication would be designed to help visitors understand how to visit the park and help them navigate the park. Resources that are open to the public, as well as restrooms, would be clearly marked. This publication could be in the form of a tear-off map.

Additional recommendations for publications include development of the following:

- A checklist of where trade goods commonly passing through Salem came from.
- Quotes from famous people who visited Salem in its heyday (theme 3).
- A sign-in book for descendants connected to the park's resources.
- A site bulletin on privateering.
- A site bulletin about the development and evolution of marine insurance.
- A revised African-American trail brochure, linking to theme 3.
- An accessibility guide to the park.

The scope of sales for Eastern National will be revised based on the themes in this document. Eastern National sales areas, located in three distinctly different resources in the park, need to highlight the resources through interpretive messages and displays. Eastern National outlets could expand sales items, with interpretive messages, which would have been part of the Salem trade. An age-specific bibliography of sales (or non-sales) items related to park themes will be developed. Sales items about privateering (theme 2) will need to be identified and offered for sale. The publication about archeology at the Narbonne house should be made available.

ONSITE PARK FACILITIES & SERVICES

Arrival Experience

The park will consider several options to increase awareness that visitors are arriving at a National Park. Options include:

- Develop consistent boundary markers around the site.
- Develop signs that resemble street signs with Salem Maritime NHS and name of specific site resources.
- Develop better park signage on the Essex Street side.
- Develop better "entry" signs from Pickering Wharf and for traffic coming from the harbor.
- Develop "entrance" signs for pedestrians.
- Place an entrance sign on Derby Wharf.
- Place a large banner across Derby Street with an entering park sign.
- Place flagpoles at either end of park.
- Put a sign on each site resource with its name and bulleted information about the resource.
- Have more NPS uniformed presence near Derby Street and the waterfront.

The park will work to allow visitors to begin their visit to Salem Maritime NHS at any point in the park, not just the Orientation Center. To this end, orientation signs with "you are here" will be placed at all the entries to the park. Program fee tickets to the site's resources will be available at any resource that needs a ticket. The park will consider developing an audio tour of the park that would help visitors navigate from place to place and encourage them to visit all the resources in the park.

Parking is an issue at Salem Maritime. The park will use all interpretive media to encourage use of the parking garages and direct visitors to them. The park will try to identify more parking near specific destinations for mobility impaired visitors. The park will consider working with other Salem attractions to develop a partnership shuttle between the various attractions in Salem - this would reduce parking problems in downtown Salem.

Traffic on Derby Street discourages visitors from crossing the street, is a visual intrusion, and artificially divides the park site in half. To help mitigate this problem, the park will consider several options:

- Prohibiting parking on Derby Street or reducing it to two hours at a time.
- Narrowing Derby Street.
- Working with the city and the Public Works Department to establish periodic speed traps along Derby Street, to install speed bumps, or to develop better signage for both pedestrians and vehicle operators.
- Raising Derby Street to increase park identification and calm traffic.
- Developing a footbridge.
- Utilizing volunteer crossing guards.
- Develop streetlights for Derby Street that are in character with the park.

Resource Protection Recommendations

Graffiti will be addressed as soon as it occurs in order to reduce the likelihood that it occurs again. Low key illumination of the resources will be considered to increase their visibility and decrease vandalism. Walking surfaces will be routinely maintained to prevent tripping hazards. Handicapped circulation around the site will be improved. The present guard service will continue at existing levels, and if possible, increase. Ongoing preservation and maintenance projects will be interpreted using temporary signs. Thresholds of use will be developed for sensitive resources - if resources need to be closed to the public, these decisions will be explained, and where possible, virtual experiences will be offered.

Salem Regional Visitor Center

Visitors and staff alike are confused about the function of the Salem Regional Visitor Center. The purpose of the visitor center is to provide regional one-stop information and interpretation about the historic, natural, and cultural resources of the Essex National Heritage Area. The center could be renamed the Essex National Heritage Area Visitor Center, or the "downtown" Salem Visitor Center. Methods will be explored to provide more of the tourism, hotel, and restaurant information, as well as locker facilities, which many visitors desire and expect. The National Park will work with other third parties to provide a booth in the breezeway or other location where visitors can acquire this information conveniently. Alternatively, a commercial entity could be found to develop and operate a commercial website linking visitors to hotel and restaurant options in the area. The National Park Service would then provide Internet access at the Visitor Center, which would also allow visitors to link to other related sites, such as Essex National Heritage Area attractions.

The Visitor Center needs to provide more information about Salem Maritime NHS. This could include a specific exhibit about Salem Maritime and what there is to see and do there. Information about Saugus Iron Works NHS and

how to get there should be available. Information should be available at the front desk about NPS employment and volunteer and Student Conservation Association-type opportunities.

More interactive opportunities need to be available for visitors. A visitor comment area should be provided, as well as a sign-in book. A specific corner should be set aside with chairs and copies of the latest research from the park and Essex National Heritage Area for visitors to flip through. More programs should be offered, and discovery boxes should be available for families. A current list of events in the region should be maintained and posted.

Salem Maritime National Historic Site Orientation Center

Many visitors do not know what an Orientation Center is, or do not understand its function. The building needs to be renamed - possible names include Information Center, Salem Maritime Visitor Center, the Waterfront District at Salem Maritime, or just Salem Maritime National Historic Site. Regardless of the name chosen, the building will need signs on Derby Street. Signs should be installed directing visitors to the building. A 24-hour brochure rack should provide information outside the door.

The building needs to do a better job of orienting visitors to the site and representing the themes. Visitors should easily be able to figure out where they are, what Salem Maritime is about, and how to see it. The exhibits need to be reorganized with this in mind. The program board should be moved to where it is more easily visible. The difference between Eastern National sales functions and the NPS should be clearer. Quotes from famous people about Salem (theme 3) could be posted on a wall or behind the information desk.

A quick reference book with facts about the various sites within the park and answers to commonly asked questions should be made available for use by staff and visitors. A visitor comment area should be established.

The "virtual" visit computer program needs to be updated and needs to be tied into park themes. The film subtitling will also need to be updated.

Interpretive materials and tour times will be posted in the restroom next to the Orientation Center. A bicycle rack should be installed outside the Orientation Center, and a public phone made available. A spigot should be made available next to the water fountain.

The Wharves

The park needs to complete a landscape plan that reconsiders the decisions made in the 1939 plan. This landscape plan would help guide the park in managing the landscape on the wharves and around the historic houses.

The wharves need to be made more active, similar to how they were during Salem's hey-day. Boxes, barrels, ropes, and benches should be placed on the wharf, similar to how they would have been in historic Salem. A wagon with trade goods could be wheeled onto the wharf daily, and could be staffed by a costumed interpreter (theme 1). Reproduction scales could also be placed on the wharves (theme 1). Dates should be chiseled onto the wharf's surface indicating the wharf's extent at that time. The warehouses that used to be on the wharves could be rebuilt, or if that is impractical, at least the foundation outlines should be built to give visitors a sense of what the wharf used to be like. Ambient sounds, such as ships' cannons going off periodically, bells, or foghorns should be considered.

Orientation kiosks or welcome signs should be placed on the wharves to give visitors a sense of being in a National Park. A wayside exhibit should be developed for placement at the end of the wharf that would describe "beyond the wharves," how the harbor related to the activities at Salem's docks.

A variety of personal services could be offered on the wharves to bring them alive. For example, art classes could be given on the wharves interpreting theme 3. First person interpretation could be developed, such as two colonists arguing on the wharf about independence, or first person interpretation of a wharfinger. Natural resource programs could be presented about the ocean - "Salem beyond the docks." Participatory activities could be developed that take visitors out in small boats in the harbor.

The surrounding community uses the wharves as local green space. While this use should continue to occur, the park should encourage the city to develop a dog park somewhere outside the NPS site. The park should also consider providing other picnic opportunities around the site. Signage discouraging collecting of artifacts should be developed for the beach area.

Friendship

Friendship will soon be completed and open to visitors. The ship will be berthed next to Derby Wharf. Initially it will be berthed at the park 90-95% of the time. Later, it could be used more for special events or for overnight activities. The ship will be interpreted in the context of and relation to the rest of the park, not as an end in itself. Entrance to *Friendship* will be incorporated into the existing program fee ticket that allows access to the historic houses. Existing plans to make the ship handicap-accessible will need to be implemented.

During the summer months, *Friendship* will be open with stationed interpreters. There will be an emphasis on the off-ship experience - pre and post on-ship experience - to reduce crowds. In the off-season, *Friendship* will be open by guided tour.

The park will need to make some modifications to the dock environment to integrate *Friendship* with the rest of the park. More physical props (scales, ropes, boxes) should be placed on the wharf near the ship. Visitors could follow the movement of goods (or move the goods themselves) from *Friendship* to the Custom House to the scales, and so forth to integrate their *Friendship* experience with the rest of the park. Demonstrations or activities could occur in the rigging shed, while it remains at the site, to help tie *Friendship* to the rest of the park.

Waysides or models of ships could be placed along the dock describing or showing the evolution of ship technology relevant to Salem (theme 3). This would provide visitors with some interpretation while they were waiting to board *Friendship*. A wayside about *Friendship* could be developed that would identify the parts of the ship and compare the replica to what the original would have been like. This would also serve as a "virtual" experience for visitors who arrive when *Friendship* is not berthed at the park.

There are many opportunities for personal interpretation and special events using *Friendship*. Simulations of its arrival and departure from port could be staged. First person interpretation of some of the international characters involved in its operation could occur. School programs - both day and overnight - will be a large part of its operation.

The park will need to develop a large cadre of volunteers to operate, maintain, sail, and interpret *Friendship* so that the staff does not need to neglect other sites in the park. Initially the park may partner with the U.S. Navy to sail the ship.

Friendship will need to be interpreted in the context of the park themes. Some of the specific information that visitors may desire would be more information about the crew: Who were they? How were they recruited? What was life like on the ship? What ethnic groups were involved with *Friendship*? Park staff will need to dispel various myths about ships as part of *Friendship's* interpretation. There are also opportunities to discuss maritime technology (theme 3) and privateering (theme 2) on *Friendship*.

If there is accurate material, a documentary featuring the building of the present-day *Friendship* could be produced.

The Historic Buildings

Figures could be developed for placement inside the historic houses. This suggestion would bring the buildings alive either for visitors who enter the houses or for those who look through the windows. A wayside exhibit could be developed for placement outside the houses that describes Salem's contribu-

tions to architecture and shows that architecture in Salem was cosmopolitan for its time (theme 3). Architectural walks could be led by park staff or by volunteers (theme 3).

If no visitors are in the buildings, interpreters stationed in each house could rove around the building talking to visitors, or could stand on the sidewalk in front of the house encouraging visitors to enter.

The Custom House

The Custom House best represents themes 1 and 3. Park staff will continue to explore solutions to the accessibility issues the building poses. A new indoor exhibit is being developed about the role of customs in Salem and the developing United States. An exhibit depicting the relative amount of trade from various countries could be incorporated (theme 3). The indoor exhibits could be redone to link Hawthorne to theme 3. A three-dimensional model of the Custom House during Hawthorne's time could be developed. A logbook of replica documents related to ships (manifests) and custom duties could be made available for visitors to flip through (themes 1 and 2).

There are a variety of opportunities for personal service programs at the Custom House. Programs comparing trade with China 200 years ago to trade with China today could be given (theme 3). An interpreter could dress as a Customs Officer. Program fee tickets could be sold at the Custom House and be tied into paying taxes (for example have the ticket say "duty paid.")

The Public Stores

The Public Stores is a wonderful experience that needs to be promoted more. Better signs should be developed. Parts of the exhibit could be brought out onto the sidewalk each morning to lure visitors to the exhibit. Living history programs could be conducted on the sidewalk and in front of the Public Stores entrance. A scavenger hunt for adults could be developed that would require them to go into the building to get some of the answers they need. Personal service programs could be developed that utilize the Public Stores.

The ideas for making the area handicapped-accessible need to be implemented. In the meantime, the experience in the building could be videotaped and close captioned to offer a "virtual" experience.

The existing exhibits could be modified to highlight the fact that the items shown were rare in their day even though they are common today (theme 3). An audio station where visitors could hear the different voices of the people involved in the port would help visitors realize the diversity of peoples involved in port activities.

The Scale House

If a new exhibit is being developed for the Custom House, the Scale House could be used for display of a touchable exhibit. Or it could be used as storage for an interpretive wagon that would be taken out daily onto the sidewalk in front of the Custom House or onto Derby Wharf.

The Derby House

The Derby House best represents themes 2 and 3. Space usage inside the Derby House will be reconsidered. The ell room, where tours currently begin, could be improved as an orientation area and a staging area for tours. It could be used as a staging area for school groups, could be used for art exhibits, or for performances or other special events. An audio station could be developed where visitors would listen to two captains discussing plans for their next sail (theme 1). The circulation used during the tours should also be reconsidered, with thought given to using the front door as the starting point for tours. There are resource protection issues to be considered, and weight loads to be considered. Better lighting options indoors need to be explored. If tours cannot go to the second floor, then there needs to be something on the first floor that depicts the second floor. More female representation needs to be developed for the house - for example, female clothing draped over the furniture.

Interpreters will need to be carefully trained to ensure they are interpreting themes, not just giving furniture tours or describing the people that lived in the house. First person interpretation of a family member who lived in the house could be considered (theme 1). Programs could also be developed relating to the stock market and risk taking (theme 1). Interpreters will need to be prepared to discuss servants and slavery as it relates to the house and the lifestyles of the people who lived in it.

A wayside exhibit or a brochure should be developed about the plants in the eighteenth-century garden behind the house (theme 3).

The West India Goods Store

The West India Goods Store provides an excellent multi-sensory experience that is underutilized by park visitors. The store needs better signage. If historically accurate, the color of the building could be changed to make it more noticeable. The building needs to be highlighted on the park map (in both the map and guide and in a tear-off map that is developed in the future) and somehow marked as both a store and an interpretive experience. Interpretive tours should reference the store to encourage visitors to enter, or even bring the visitors there on the tour. The program fee ticket could include a free trinket from the store that would get visitors in the door.

Boxes and barrels could be placed on the sidewalk in front of the store, or wares placed on the sidewalk to attract attention. Fans could send the aromas of the store out onto the sidewalk. Music could be piped out onto the sidewalk. First person, costumed interpretation of a shopper could spill out onto the sidewalk. Goods displayed in the Derby House kitchen could be made available at the West India Good Store. Demonstrations and story telling could attract visitors.

Accessibility and lighting issues need to be addressed indoors. The sales area and exhibits need to be interspersed.

The Hawkes House

Plans are in place to make the first floor of the Hawkes House open to the public with exhibits about privateering (theme 2). The plans to make the building accessible will need to be implemented. One of the exhibits or an outdoor sign needs to identify who Hawkes was. Some specific exhibit ideas include:

- Exhibit on why the Revolutionary War was fought.
- An explanation of privateering.
- An interactive decision-making simulation where a naval officer needs to decide whether he will remain with the Navy or go privateering.
- Development of a short video about privateering and risk-taking.
- An exhibit showing how privateering mapped and explored the world and established trade routes.
- Graphs to represent the impact of privateering on the war effort.
- An exhibit that shows logbooks, maps, drawings, and actual manifests from the time.
- An exhibit video about the economic impact of privateering.
- Access to the computerized database of privateering.
- An exhibit with prisoner art.
- A video depicting *Friendship's* capture.
- Replica manifests with losses - visitors can make claims.

The Narbonne House

The Narbonne House provides an opportunity to show what daily life was like for many of the working class people of Salem. The house needs to be brought alive and given warmth and personality with outdoor gardens, demonstrations of trade skills, and other special events. A replica archeological dig could be staged outside the Narbonne describing the importance of archeology in helping us learn about the park themes.

The indoor exhibits need to be reworked to use the collection to tell a theme. The collection could be used to show the transition of Salem from colonial to maritime to industrial (theme 1). An exhibit could be developed that shows how trade contributed to the cosmopolitan culture of Salem, even for the common people. Visuals could be developed that show the changes to the house over time - this could be architectural models, or a checklist of architectural elements that visitors need to find inside or outside the house (theme 3). An exhibit about people who lived in the house and their relationship to the community could be developed. Photographs of the second floor and the attic should be made available to visitors.

A wide variety of programs could be developed particularly dealing with the consumer point of view (theme 1).

St. Joseph Hall (The Polish Club)

The first floor windows of St. Joseph Hall will contain exhibits about Salem's immigrant community (theme 3). They will be designed to attract people walking by on their way to the House of the Seven Gables and other Salem attractions. The second floor will continue to function as an educational space. Interpretive messages should be developed for the stairway from the first to second floor. If staffing allows, the second floor could be used for drop-in family visits. The space could also be used to increase special events such as a reenacted lyceum or teacher workshop. Safety issues with the windows would need to be addressed. The third floor will be utilized for park offices.

The park will make a concerted effort to capture the history of the Polish community related to St. Joseph Hall by interviewing community members who are still alive.

PERSONAL SERVICES

Rangers will be encouraged to reference the other resources within the park as well as other non-park sites related to the theme of the program. Additional ideas for personal service programs that have not been previously mentioned include:

- First person interpretation of a husband and wife discussing whether the husband should become a privateer.
- Programs where audience members get to role-play seaport jobs (theme 1,3).
- First person ghost interpretation of privateers who never came home, or of their remaining family members.
- Use of existing songs about privateering in programs.
- Develop a role-playing game where visitors play the U.S. and British sides on privateering (theme 2).
- First person interpretation of Hawthorne with the "Yarn of the Yankee Privateer."
- First person interpretation of a sailor describing how the crew captured a ship.

Outreach

Parks cannot survive as islands. Many resource issues transcend park boundaries and need the support of local and national audiences to be adequately addressed. This is particularly true at parks such as Salem Maritime that are located in the middle of established towns, adjacent to private land and modern development, and subject to growth pressure from outside the park.

The park will work with existing local, state, and special interest news and media publications to send out information on the park's themes, park activities, resource issues, and events. The information could be in a variety of formats including a newsletter, press releases, or media packets. The newsletter could also be distributed to park neighbors and friends.

Programs will be developed that will be presented in the off-season and targeted to local residents. Programs could be given about other NPS sites. A regular schedule of events will be published periodically in the newspaper to attract local residents. Articles about park themes will be sent to the local newspaper. An ask-a-ranger or ask-a-historian column could be established in the local paper. A scavenger hunt with prizes could be developed and published in the local newspaper. A traveling exhibit about what the National Park

Service does at Salem Maritime could be developed and placed in locations around town (theme 4).

Park staff will increase visitation to high schools and colleges to talk about possible careers in the National Park Service. National Park Service presence at local festivals will increase. Annual park birthday events will be planned. Park staff will do work and volunteer projects with local youth with the hope of increasing stewardship and reducing vandalism.

Special Events

A variety of special events will keep the park feeling lively and attract repeat visitation from local audiences. Special events can be filmed to make them available more than once. Some ideas for special events include:

- Host a watercolor workshop (theme 3).
- Host an exhibit of Salem related art (theme 3).
- Develop an Artist-In-Residence Program (theme 3).
- Develop events for the 225th anniversary of the Revolutionary War or 375th year of Salem.
- Commission a privateer.
- Sponsor parades, parties, an annual ball, dances, food festivals, or music festivals that incorporate entries from all around the world to reflect theme 3.
- Recreate a lyceum-like setting offering lectures related to historic events (theme 3).

Education Program

The park will expand and alter the existing education program to include the addition of *Friendship* and will review and update programs to reflect the themes in this document.

In consultation with local teachers and school districts in Essex County, Salem Maritime will review and revise its education plan to reflect targeted themes and their relationship to Massachusetts frameworks and appropriate grade levels. The plan will also identify the needs of educators and schools, and how these needs can be met through the park's resources and distant learning programs. Homeschool teachers, public and private school educators, curriculum coordinators, the Essex National Heritage Commission education representatives, faculty from Salem State College or other colleges, museum educators, and students will continue to work closely with the park to ensure active and relevant educational programs. The park will explore the possibility of expand-

ing its partnering with other institutions for theme related educational programming.

All educational programs tie in with park themes. Once the theme and goals of a new program are established, the park will need input from the schools and teachers to determine the most effective way to deliver the message. Newly developed programs will need to include pre- and post-visit activities, but could also include ranger visits to the classroom, onsite programs, and an activity guide for self-directed programs, traveling trunks, or teacher workshops and training. New programs could include offsite or web-based educational programs.

Once the programs are established, the park will need to contact schools detailing how Salem's educational programs can help them meet curriculum requirements. When groups arrive onsite, park staff will meet with the group leaders to brief them on safety issues and rules of conduct. Resource protection messages will be reinforced.

Several specific ideas for educational programs were suggested during the interpretive planning process. These ideas will need to be evaluated in light of the above considerations:

- Offer onsite archeological programs related to "don't collect."
- Conduct a teacher institute to help teachers develop their own educational modules about Salem. Give four credit courses for teachers.
- Offer school programs where the final result is kids giving interpretive programs.
- Develop math curriculum activities related to theme 1.
- Develop a traveling trunk about theme 1.
- Develop a scavenger hunt for kids where they are problem solving and see how their decisions can have economic outcomes (theme 1).
- Have students take an inventory of the Public Stores.
- Develop a children's game about theme 1 where each group is given money, a vessel, destinations, and the group makes investment decisions and discovers the outcome.
- Give children a problem that can be solved using only the technology that was developed in Salem.
- Develop a Sea Scout program.
- Revise and publicize the Junior Ranger program.

Staffing

Interpretive training should be offered for all staff, since visitors cannot tell the difference between maintenance workers, administrative employees, and interpreters. Interpretive staff needs ongoing training to ensure that they know how to protect park resources. Interpretive staff will need continual training about other nearby and thematically related sites to ensure the quality of information they give is accurate and timely.

Information about SCA and Volunteer opportunities needs to be readily available. The work done by volunteers should be highlighted to show appreciation and encourage future volunteers. Volunteer opportunities could be marketed as a working vacation. A consistent volunteer uniform needs to be developed and implemented.

A special events coordinator and volunteer coordinator position should be established. This position can be shared with Saugus Iron Works NHS.

PARTNERSHIPS

Implementation of elements of this long-range interpretive plan depends on the continuation and expansion of existing partnerships and the development of new ones. Some of these cooperative efforts have been proposed in other sections of the plan but will be summarized here.

The ultimate outcome of planning for national parks is an agreement among the National Park Service, its partners, and the public on why each area is part of the National Park System, what visitor experiences should exist there, and how those conditions can best be achieved.

The park will continue to partner with Essex National Heritage Area and its affiliated sites to interpret the site's themes, coordinate programming, share training opportunities, answer specific questions, and market programs. A map or publication of Essex National Heritage area sites related to privateering could be developed.

Partnership with other National Park Service units through such efforts as the Boston Area Parks Strategy can expand audiences through joint marketing, can enhance and enrich the program offerings at the cooperating parks, and can improve awareness of the National Park Service in the Boston area.

Partnerships with other Salem area resources can increase the effectiveness and awareness of interpretive and educational programs. A consortium of local museums and sites could be established and could meet periodically to discuss programs, issues, and research. Possible partnership programs include: a boat tour to maritime and seaport sites, programs about lighthouses, architectural tours of Salem, a maritime trail with a shuttle and interpretation, cooperative programs with the Bowdich House and the Peabody Essex Museum, on theme 3, programs addressing multicultural visitor interests. This group could also investigate the development of combined tickets for Salem attractions.

Cooperating with local schools and educational institutions will be critical to the success of the park's educational programming. The park will work with local colleges to develop internship programs, work-study programs, or curricula relevant for college students. Partnerships with vocational schools can be forged to teach preservation skills. A cadre of high school or college students could be trained to do living history programs (could be for credit). These agencies could partner to develop temporary exhibits in the Salem Regional Visitor Center about theme 3, or a brochure about theme 3. The park will also work with Elderhostel and other educational institutions to offer educational programs to a wide range of ages and audiences.

PARTNERSHIPS

The partnership with Eastern National is important for the development of educational materials about the park. This partnership helps tell the park story, develops interpretive activities and programs, develops interpretive sales items, and supports research.

Partnerships with the town of Salem and with local landowners will be important to resolve regional growth planning issues and to promote local stewardship. A specifically identified friends group could be developed.

The park can partner with other area museums to share training opportunities, research results, and design ideas.

THE PLANNING TEAM

Salem National Historic Site

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Rae Emerson, Chief of Interpretation and Education
John Frayler, Historian
Martin Fucio, Park Guide
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David Kayser, Museum Curator
Steven Kesselman, Superintendent
Peter D LaChapelle, Chief of Visitor Services
Shelly Lewis, Park Ranger - Salem Regional Visitor Center
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John Pydynkowski, Woodcrafter
Hazel Trembley, Park Ranger - Educational Coordinator

Other National Park Service Staff

Kate Hammond, Interpretive Planner, DSC-HFC, Team captain
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Connie Witherby, Interpretive manager, Gateway National Recreation Area

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Alison D'Amario, Salem Witch Museum, Education Director
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Scott Guild, Federal Reserve Bank of Boston, Director of Economic and
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Annie Harris, Essex Heritage Commission, Executive Director
Dr. Martin Krugman, The Gloucester Adventure, President
Betsie Lind, Eastern National, Regional Manager
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Jim McAllister, Historian
Denise Morrisey, Walden Pond State Reservation
Dane Morrison, Department of History, Salem State College
David Olson, The House of the Seven Gables, Museum Director
Doris Swofford, Eastern National, Salem Visitor Center
Libby Tucker, Education Coordinator, Zoo New England

APPENDIX I

Accessibility

Every attempt will be made to promote full access to interpretive media and programs to ensure that people with physical and mental disabilities have access to the same information necessary for safe and meaningful visits to National Parks. This is in compliance with the National Park Service policy:

"...To provide the highest level of accessibility possible and feasible for persons with visual, hearing, mobility, and mental impairments, consistent with the obligation to conserve park resources and preserve the quality of the park experience for everyone."

NPS Special Directive 83-3, Accessibility for Disabled Persons

All interpretation will follow general standards for accessibility as described in the Harpers Ferry Center Programmatic Accessibility Guidelines for Interpretive Media.

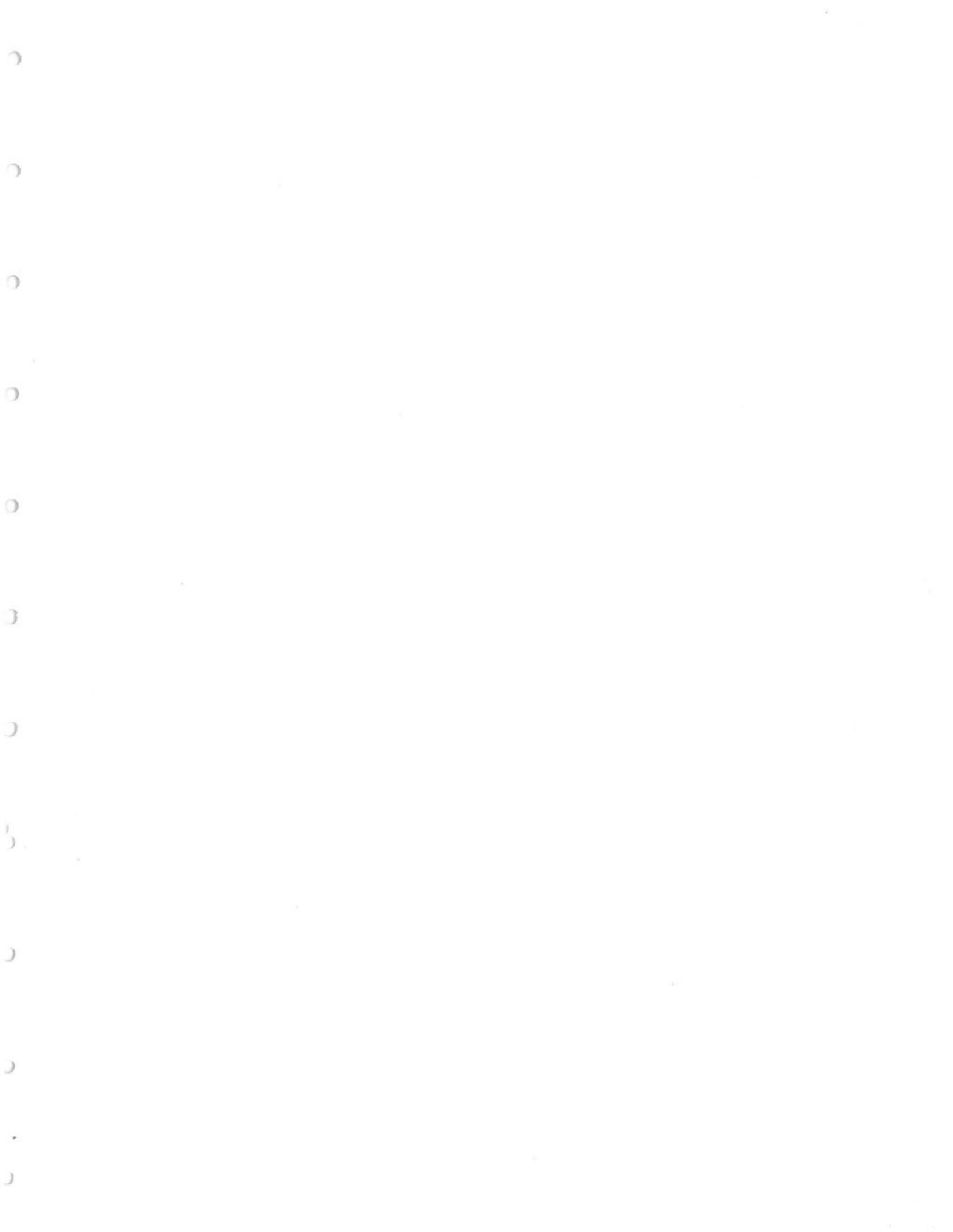
APPENDIX II

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