



STATE OF THE PARK REPORT

Salem Maritime National Historic Site

Salem, Massachusetts

April 2013

On the cover: The tall ship, Friendship of Salem, the Custom House, Hawkes House, and historic wharves at Salem Maritime National Historic Site. (NPS)

Disclaimer. This State of the Park report summarizes the current condition of park resources, visitor experience, and park infrastructure as assessed by a combination of available factual information and the expert opinion and professional judgment of park staff and subject matter experts. The [internet version](#) of this report provides the associated workshop summary report and additional details and sources of information about the findings summarized in the report, including references, accounts on the origin and quality of the data, and the methods and analytic approaches used in data collection and assessments of condition. This report provides evaluations of status and trends based on interpretation by NPS scientists and managers of both quantitative and non-quantitative assessments and observations. Future condition ratings may differ from findings in this report as new data and knowledge become available. The park superintendent approved the publication of this report.

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EXECUTIVE SUMMARY

The mission of the National Park Service is to preserve unimpaired the natural and cultural resources and values of national parks for the enjoyment, education, and inspiration of this and future generations. NPS Management Policies (2006) state that “The Service will also strive to ensure that park resources and values are passed on to future generations in a condition that is as good as, or better than, the conditions that exist today.” As part of the stewardship of national parks for the American people, the NPS has begun to develop State of the Park reports to assess the overall status and trends of each park’s resources. The NPS will use this information to improve park priority setting and to synthesize and communicate complex park condition information to the public in a clear and simple way.

The purpose of this State of the Park report is to:

- Provide to visitors and the American public a snapshot of the status and trend in the condition of a park’s priority resources and values;
- Summarize and communicate complex scientific, scholarly, and park operations factual information and expert opinion using non-technical language and a visual format;
- Highlight park stewardship activities and accomplishments to maintain or improve the State of the Park;
- Identify key issues and challenges facing the park to help inform park management planning.

The purpose of Salem Maritime National Historic Site is to preserve and interpret the history and resources along the waterfront of Salem, Massachusetts, that illustrate the nation’s maritime history and its industrial evolution from the colonial period to the 20th century.

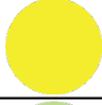
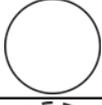
Salem Maritime National Historic Site is significant because:

- It was designated by the Secretary of Interiors in 1938 as the first National Historic Site in the United States.
- The collection of historic buildings, wharves, lighthouse, and replica tall ship tell the saga of Salem’s international tall ship trade and its role in advancing America’s economic independence after the Revolutionary War.
- It communicates the relationship of the land to the waterfront, maritime history, Salem Sound, and beyond.
- Represents the intersection of a mercantile enterprise, governmental development, and maritime trade in the midst of a growing cosmopolitan community.
- Nathaniel Hawthorne used his work experiences at the Custom House in the introduction to his famous novel *The Scarlet Letter*.

The summary table, below, and the supporting information that follows, provides an overall assessment of the condition of priority resources and values at Salem Maritime National Historic Site based on scientific and scholarly studies and expert opinion. The internet version of this report, available at <http://www.nps.gov/stateoftheparks/sama/>, provides additional detail and sources of information about the resources summarized in this report, including references, accounts on the origin and quality of the data, and the methods and analytical approaches used in the assessments.

The Status and Trend symbols used in the summary table below and throughout this report are summarized in the following key. The background color represents the current condition status, the direction of the arrow summarizes the trend in condition, and the thickness of the outside line represents the degree of confidence in the assessment.

Key to Condition Status Symbols

Condition Status		Trend in Condition		Confidence in Assessment	
	Warrants Significant Concern		Condition is Improving		High
	Warrants Moderate Concern		Condition is Unchanging		Medium
	Resource is in Good Condition		Condition is Deteriorating		Low

State of the Park Summary Table

Priority Resource or Value	Condition Status/Trend	Rationale
Cultural Resources web		
Archeological Resources		86% of listed archaeological sites (57 of 66) are in good condition. All sites in the park are considered stable, although there are many unevaluated sites. Knowledge of date ranges/activities associated with archaeological sites is high.
Cultural Anthropology and Ethnographic Resources		The Polish community and its relationship to St. Joseph's Hall have been documented. An Ethnographic Overview and Assessment study to identify other social and ethnic groups related to the site is scheduled in the next two years. The relationships between the park's historic structures and the descendant community of shipping families will be part of the Ethnographic Overview and Assessment study.
Cultural Landscapes		The Cultural Landscape has yet to be fully documented or evaluated. 0% of the landscape has appropriate use and treatment plan identified. Staff is currently working on developing a Cultural Landscape report to outline treatment plan and objectives. A Cultural Landscape Inventory has not been conducted.
Historic Structures		100% of structures have been evaluated and documented with National Register criteria. The park recently completed National Register nomination. 13 of 14 structures in LCS are in good condition. Historic structure reports need updating.
History		A large body of existing scholarly research informs staff/management decisions in the absence of a general Historic Resource Study for the park. Knowledge of history is supplemented by Historic Structure Reports for assorted resources in park. National Register documentation for site properties is 100%.
Museum Collections		Collections are fully accessioned and catalogued. Some existing materials need to be reevaluated to assess whether or not they fit within the current Scope of Collections. Limited staff available for regular collections management.
Natural Resources web		
Air Quality		For 2005–2009, estimated values for ozone and nitrogen and sulfur wet deposition in the historic site warrant significant concern based on NPS Air Resource Division benchmarks . Estimated average visibility warrants moderate concern for 2005–2009.
Water Quality		<i>Enterococci</i> bacteria levels in the outflow from the Derby Wharf storm drain following rain events routinely exceed the EPA standard.
Shoreline / Waterfront		Sea level has risen by 22.6 cm (10 inches) during the 86-year record for the NOAA tide gauge at Boston, MA, and sea level rise is projected to accelerate in the future. Sea level along the North Atlantic coast of U.S. is rising at a faster rate than elsewhere along the U.S. coast.
Visitor Experience web		
Number of Visitors		The total of 737,073 visitors to the park in 2011 is higher than that of 2009 (723,088) but lower than 2010 (806,506). The 2011 total is also lower than the 10-year average of 760,828 visitors for 2001–2010.
Visitor Satisfaction		Based on the standard visitor satisfaction survey conducted each year, the percent of visitors satisfied (rating of "good" or "very good") in FY11 was almost 100%, up from 96% the previous year. Additionally, the FY11 satisfaction rate has increased over both the previous 5-year average (FY06–FY10) of 95% and the 10-year average (FY01–FY10) of 96%.

State of the Park Summary Table continued

Priority Resource or Value	Condition Status/Trend	Rationale
Interpretive and Education Programs – Talks, Tours, and Special Events		The park offers a full slate of formal interpretive programs, curriculum-based education programs and hosts large special events each year, including the Salem Maritime Festival and the City of Salem’s 4 th of July Celebration.
<i>Friendship of Salem</i>		<i>Friendship of Salem</i> , a reconstruction of a 171-foot three-masted Salem East Indiaman built in 1797, plays a fundamental role in the interpretation of the park’s historic significance and allows visitors to see, touch, and feel a (replica) ship of the 18 th -century global trade that brought goods, riches and prominence to Salem and the United States. Park staff, volunteers, and contractors perform maintenance and repair work, some of which has had to be deferred, to correct deteriorating wood in her hull and framing components and to correct deficiencies in the ship’s rigging and its docking and mooring facilities.
Interpretive Media – Brochures, Exhibits, Signs, and Website		All waysides were updated and replaced in 2011. Exhibits are in a variety of conditions ranging from new to old, good physical condition to needs attention. Print media is outdated and being gradually phased out in favor of digital media. Unigridd is current and regularly distributed. Website contains a high volume of historic/cultural content and visitor information, but needs better organization and usability upgrades.
Accessibility		Approximately half of the park’s public use buildings (primarily historic structures) are not ADA compliant. Two of the three park orientation films are captioned, but reliability of captioning system is a regular issue for staff. Visual accommodations for visitors are limited to park audio tour and large-print Unigridd. Multi-lingual interpretive resources are extremely limited to non-existent.
Safety		Annual recordable law enforcement and medical incidents are consistently low (1 medical, less than 12 criminal incidents in 2012). Park coordinates regularly with Salem PD and FD for cooperative response and patrol.
Partnerships		Park maintains ample, regular partnerships with the Essex National Heritage Area, Salem School District, Salem State University, City of Salem, Salem Chamber of Commerce, Destination Salem, Schooner Fame, and Salem PD/FD.
Park Infrastructure web		
Facility Condition Index (Overall FCI)		The overall Facility Condition Index for 42 assets in 2012 is 0.061, which is Good based on industry and NPS standards.
Energy Consumption		Energy usage (39,118 BTUs per gross square footage of buildings) in 2012 was 27% lower than the average for the previous 4 years.
Water Consumption		The park took over responsibility for paying for water consumption at the Visitor Center in Salem in FY 2012, which resulted in a 93% increase in water consumption compared to the 4-year average for 2008–2011
Carbon Footprint		SAMA belongs to a network of parks nationwide that are putting climate friendly behavior at the forefront of sustainability planning. The Park is developing a climate action plan to reduce emissions of greenhouse gases at the park by 2016. Park emissions during the baseline year were 253 MTCO ₂ E, roughly equivalent to the emissions from the energy use of 46 households each year.

Summary of Stewardship Activities and Key Accomplishments to Maintain or Improve Priority Resource Condition:

The list below provides examples of stewardship activities and accomplishments by park staff and partners to maintain or improve the condition of priority park resources and values for this and future generations:

Cultural Resources

- Prepare Cultural Landscape Report
- Derby House Archeological Investigation
- Conservation of Custom House eagle
- Re-cataloging park library to increase access
- National Registry listing development

Natural Resources

- Pepperweed removal on Derby Wharf

Visitor Experience

- Increased opportunities for hands-on activities by visitors
- Youth sign-making program
- New wayside panels for SAMA
- Increased number of staff who conduct educational programs
- Sailed the *Friendship of Salem* to New York City. Sixteen diverse interns with the Student Intern Intake Program (SCIP) participated
- *Friendship of Salem* was used to train 25 U.S. Navy sailors in how to sail a tall ship
- New film at Visitor Center
- Electronic/digital information board at Visitor Center
- Walking tours provided to tell about Nathaniel Hawthorne, architectural talks
- Volunteers in Parks program: 23,084 hours contributed by volunteers at SAMA and SAIR
- New wayside exhibits were designed with QR (Quick Response) codes to allow visitors to access additional content about the exhibits via their smart phones.
- The Visitor Center showcased temporary exhibits from Essex National Heritage Area sites that encourage visitors to get outdoors and enjoy the beauty of local coastlines and the richness of our historic heritage.
- The Visitor Center was nominated by the Salem Chamber of Commerce for a Salem Community Service Award

Park Infrastructure

- Repaired exterior brick walls of Visitor Center
- Re-pointed exterior of Derby House
- Friendship hull repair
- Pedrick Store House rehabilitation on Derby Wharf
- Derby House carpet & interior painting
- Hawkes House rehabilitation (design component has been initiated)
- Replaced Public Stores fence & Narbonne House fence
- Replaced West India Goods Store windows
- Painted exterior of Narbonne House & WIGS
- Replaced Public Stores & Narbonne House boardwalks (Green Product)
- Custom House portico and cupola restored
- Future Leaders Program (40 youth positions)—recruiting local youth
- Greening of site: Use reel mowers and battery powered weed-trimmers to maintain building area grounds
- Continually repaired path and landscape erosion on Derby Wharf
- Completed boardwalk around the Narbonne House
- Maintained lawns, beaches, and other elements of the cultural landscape
- Annual and comprehensive condition assessments are conducted for buildings and utilities

Key Issues and Challenges for Consideration in Management Planning

Introduction

In preparation for the 100th anniversary celebration of the National Park Service in 2016, it is a great honor for Salem Maritime National Historic Site and Saugus Iron Works National Historic Site to have been selected as the nation's first historic sites to complete a State of the Park Report. To date, only a select collection of natural resource-based national parks have completed this exercise. In contrast, Salem Maritime and Saugus Iron Works National Historic Sites are small, urban national parks with predominately cultural and historical significance. The parks recently worked with a variety of experts in the fields of natural and cultural resources, interpretation, law enforcement, and facility management to develop a set of baseline assessments that can now serve as a model for other historical and cultural-oriented nation parks across the country.

In this time of accelerated change and increasing fiscal challenges, our ability to plan ahead necessitates that we have objective baseline data to assess our park operations and to develop articulated plans to address the multifaceted needs of the parks. Global climate change, rising sea levels, and an increase in the frequency and severity of storms are forcing us to envision new ways of manag-

ing and protecting our park resources. Innovations in information technology and a streamlining of government procedures are bringing broad changes to our administrative and management systems. Fiscal constraints, changing visitor demographics, and a need to diversify our workforce are all ushering in complex challenges for our parks as we enter our second century. The State of the Park Report will help us strategically assess our operations, plan for the future, and clearly communicate current park conditions to the public.

Partnerships

Salem Maritime National Historic Site has a long history of positive, productive partnerships that assisted with the original creation and development of the park over the last 75 years. Additional federal directives encourage the park to explore mutually beneficial partnerships to further our agency's mission and the park programs, where and when appropriate. While we recognize the beneficial contributions from our existing partnerships, we must also reassess the role, value and appropriateness of our partnerships within the context of our agency's primary mission and the enabling legislation of the park. Partnerships with local governments, civic institutions, non-profits and citizens may be a critical component of the long-term strategy to maintain the existing portfolio of park assets.

Wharves /Waterfront Rehabilitation and Protection

The 18th-century wharves are the heart of Salem Maritime NHS. As visitors stroll the wharves (Derby, Hatches, Central, & Tuckers Wharf), they enjoy panoramic views of Salem Harbor with waves splashing on an adjacent beach and can explore our replica tall-ship *Friendship of Salem*. However, Derby Wharf is being eroded away by rising sea levels, higher tides, and more frequent severe storms. We must consider the possibility that natural forces will ultimately submerge this historic wharf and thus require new ways of "protecting, preserving and allowing for the enjoyment thereof." This is one of the park's greatest challenges.

Tall-ship *Friendship of Salem*

Created in 1997 as a tall-ship exhibit with the capability to sail, *Friendship of Salem* is a replica of a 1797 three-masted cargo ship from Salem that was lost to the British in the War of 1812. The annual cost to maintain *Friendship* is very high.. Her status as a modern replica competes for limited funding with the large number of original historic assets in the park. Management has continually evaluated the function of *Friendship* over her fifteen-year existence and has been forced to ask numerous questions about her role in the park due to the high cost of upkeep.

National Park Service Regional Visitor Center

Salem Maritime has a large National Park Service Regional Visitor Center in downtown Salem that is approximately a half-mile from the official park boundary, including the waterfront, wharves and *Friendship*. Surrounded by privately-owned buildings and a municipal parking garage, this facility is physically removed from the park and creates a disconnected feeling for both our visitors and employees. An existing historic building, located within the park boundary and directly opposite the park's historic wharves and buildings, also serves as a traditional visitor center. In the current fiscal climate it will be difficult to sustain staff and maintain two visitor centers.

Park Planning

Salem Maritime NHS is celebrating its 75th anniversary this year, but has never completed a comprehensive park plan to define its mission, roles, and priorities. In addition, the park is part of a complex urban environment within the greater Boston metropolitan area that creates significant demands on our available resources and calls for a comprehensive plan to provide guidance. A comprehensive park plan, referred to as a Foundation Document and its associated Resource Stewardship Strategy are crucial to filling this planning deficiency. These plans will define and update our mission, roles, and priorities to serve the visitors and protect the park in the 21st century.

The park has many significant resources to manage, protect, preserve and interpret. Our historic resources and facilities include the Custom House, Narbonne House, Hawkes House, Derby House, West India Goods Store, Pedricks Storehouse, Derby Wharf, Central Wharf and Derby Lighthouse, as well as museum collections, archives, libraries, and cultural landscapes. Our proximity to the ocean and the historic significant of our waterfront resources require that we devote attention to monitoring and protecting the natural resources of the park; including the land, water, and air resources surrounding us. In order to assess all these resources and their competing needs, we must develop these comprehensive management plans to manage, monitor, mitigate, protect, preserve and interpret these resources.

Conclusion

The Centennial celebration in 2016 is a time for us to reassess how well we have met the mandates of our mission to protect, preserve and provide for the enjoyment of these nationally significant resources along the North Shore. In the past, management did not have a fully objective set of metrics that could be applied consistently to all of the National Parks across the country to evaluate their conditions. The State of the Park process provides us with clear, convenient and measurable metrics for the first time.

CHAPTER 1. INTRODUCTION

The purpose of this State of the Park report for Salem Maritime National Historic Site is to assess the overall condition of the park's priority resources and values, communicate complex park condition information to visitors and the American public in a clear and simple way, and to inform visitors and other stakeholders about stewardship actions being taken by park staff to maintain or improve the condition of priority park resources for future generations. The State of the Park report uses a standardized approach to focus attention on the priority resources and values of the park based on the park's purpose and significance, as described in the park's Foundation Document or General Management Plan. The report:

- Provides to visitors and the American public a snapshot of the status and trend in the condition of a park's priority resources and values.
- Summarizes and communicates complex scientific, scholarly, and park operations factual information and expert opinion using non-technical language and a visual format.
- Highlights park stewardship activities and accomplishments to maintain or improve the state of the park.
- Identifies key issues and challenges facing the park to inform park management planning.

The process of identifying priority park resources by park staff and partners, tracking their condition, organizing and synthesizing data and information, and communicating the results will be closely coordinated with the park planning process, including natural and cultural resource condition assessments and Resource Stewardship Strategy development. The term "priority resources" is used to identify the fundamental and other important resources and values for the park, based on a park's purpose and significance within the National Park System, as documented in the park's foundation document and other planning documents. This report summarizes and communicates the overall condition of priority park resources and values based on the available scientific and scholarly information and expert opinion, irrespective of the ability of the park superintendent or the National Park Service to influence it.

The purpose of Salem Maritime National Historic Site is to preserve and interpret the history and resources along the waterfront of Salem, Massachusetts, that illustrate the nation's maritime history and its industrial evolution from the colonial period to the 20th century.

Salem Maritime National Historic Site is significant because:

- It was designated by the Secretary of Interiors in 1938 as the first National Historic Site in the United States.
- The collection of historic buildings, wharves, lighthouse, and replica tall ship tell the saga of Salem's international tall ship trade and its role in advancing America's economic independence after the Revolutionary War.
- It communicates the relationship of the land to the waterfront, maritime history, Salem Sound, and beyond.

- Represents the intersection of a mercantile enterprise, governmental development, and maritime trade in the midst of a growing cosmopolitan community.
- Nathaniel Hawthorne used his work experiences at the Custom House in the introduction to his famous novel *The Scarlet Letter*.



Location of Salem Maritime National Historic Site in Salem, Massachusetts.



Map of the 9-Acre Salem Maritime National Historic Site. (NPS)

CHAPTER 2. STATE OF THE PARK

The State of the Park is summarized below for four categories—Cultural Resources, Natural Resources, Visitor Experience, and Park Infrastructure—based on a synthesis of the park’s monitoring, evaluation, management, and information programs, and expert opinion. Brief resource summaries are provided below for a selection of the priority resources and values of the park. Clicking on the [web4](#) symbol found in the tables and resource briefs below will take you to the internet site that contains content associated with specific topics in the report.

The scientific and scholarly reports, publications, datasets, methodologies, and other information that were used as the basis for the assessments of resource condition are referenced and linked throughout the report and through the [internet version of this report](#) that is linked to the NPS [IRMA data system](#) (Integrated Resource Management Applications). The internet version of each report, and the associated workshop summary report available from the internet site, provide additional detail and sources of information about the findings summarized in the report, including references, accounts on the origin and quality of the data, and the methods and analytical approaches used in data collection and the assessments of condition.

Resource condition assessments reported in this State of the Park report involve expert opinion and the professional judgment of park staff and subject matter experts involved in developing the report. This expert opinion and professional judgment derive from the in-depth knowledge and expertise of park and regional staff gained from their being involved in the day-to-day practice of all aspects of park stewardship and from the professional experience of the participating subject matter experts. This expert opinion and professional judgment utilized available factual information for the analyses and conclusions presented in this report. This State of the Park report was developed in a park-convened workshop.



Friendship of Salem and Pedrick Store House on Derby Wharf, Salem Maritime National Historic Site. (NPS)

2.1. Cultural Resources

Archeological Resources

A total of nine National Register contributing archeological sites have been identified within the district, the majority of which are directly related to its maritime shipping history. The two largest resources include the buried remains of Derby and Central wharves, dating from 1762 to 1914. In addition to the wharf structures, a number of commercial building and warehouse remains dating from 1765 to 1938 also have been identified including Elias Hasket Derby’s counting House or Upper Store Site, the Forrester Warehouse Foundation, Forrester’s Warehouse 77 Site, John Derby’s “New” Store, John Prince’s Store, and the Office and Shed 74 site. Finally, the Narbonne House Site, a residential site with an occupancy spanning from 1675 to 1927, has also been identified as a contributing archeological resource (from 2012 National Register update).

There are some concerns as to the reliability of the ASMIS survey that was completed in 2005 so the status of archeological resources in Salem is green and stable with medium confidence in the information/metrics presented here. It should also be noted that there are a significant number of undocumented sites, with no immediate plan to examine most of them; many of these may qualify as local resources for ASMIS.



Archeological artifacts from the Narbonne House yard. (NPS, Norm Eggert)

Archeological Resources			web
Indicators of Condition	Specific Measures	Condition Status/Trend	Rationale
Knowledge	Percent of sites with known date ranges associated with them.		Archeological Overview and Assessment (2005), Salem Maritime National Historic Site Historical Research 1626–1990 (1991), Narbonne House Investigations (1982), Derby and Central Wharf Investigations (1998), Terrestrial and Marine archeological remote sensing and archeological monitoring (1995); most known sites at the park are associated with a research theme.
Inventory	Percent of park intensively studied.		ASMIS survey completed within O&A done 7 years ago. Inventory is complete but reliability unknown; some sites may be better classified as local resources. Derby Counting House survey is underway.
Condition	Percentage of archeological resources in good condition.		Regional archeologist receives multiple PEPC statements, indicating that effects on archeological resources are taken into account for projects. 86% of listed sites (57 of 66) are listed in good condition. All sites in the park are considered stable.

Cultural Anthropology and Ethnographic Resources

At the time of European settlement, the Naumkeag people, the Native Americans inhabiting the Salem area, were part of a loose confederation known as the Pawtucket or Penacook Indians. Smallpox epidemics, hostility between tribes, and the encroachment of European settlers pushed these people north and west. Salem was founded in 1626, and by the end of the 18th century, it was one of the leading international trading ports in the United States.

Descendants of shipping families remain an important element in the composition of contemporary community. Subsequent industrial activity attracted a succession of immigrant populations which formed their own communities in Salem, including Irish, Polish and other groups, in the 19th and 20th centuries. The park site is situated in the heart of what was the former Polish neighborhood, and it preserves an historic meeting hall which was an important social institution in the Polish community.

Overall, ethnographic resources for the park appear to be good, but there is much work that can be done to expand the body of knowledge for the park. A rating of unchanging green, with a high level of confidence expresses the quality of the work that has been completed to date, as well as the potential for further scholarship.



Women in traditional dress walk past St. Joseph Hall on Derby Street during a Polish Community parade, c. 1940. Salem Maritime's buildings can be seen in the background. (NPS collections)

Cultural Anthropology and Ethnographic Resources  web		Condition Status/Trend	Rationale
Indicators of Condition	Specific Measures		
Knowledge	Does sufficient research exist to understand the relationship of the park's ethnographic resources to the historic contexts of the park?		The Polish community and its relationship to St. Joseph's Hall have been documented. An Ethnographic Overview and Assessment study to identify other social and ethnic groups related to the site is scheduled in the next two years. Groups to be investigated include descendants of shipping families, other European groups that contributed to the development of modern Salem and Native Americans (in conjunction with Saugus). This plan recognizes that the story of Salem and its maritime and immigrant dynamics cannot be told with resources within the park boundaries.
	Are there appropriate studies to document ethnographic resources and uses?		The community associations with St. Joseph's Hall have been documented and consultations are ongoing. The relationships between the park's historic structures and the descendant community of shipping families will be part of the Ethnographic Overview and Assessment study.

Resource Brief: St. Joseph Hall and the Derby Street Polish Neighborhood

Founded in 1899, the St. Joseph Society was among the earliest, possibly the earliest, of many local voluntary associations designed to provide civic, economic, educational and social benefits for Poles in the city of Salem. Built in 1909, the Hall served as a community base of the Derby Street Polish neighborhood for many decades. But by the 1980s, the population of the surrounding neighborhood had changed greatly, and in 1988 it came into the keeping of the National Park Service.

Today, St. Joseph Hall has been restored to its former grandeur, and an exhibit focusing on its neighborhood activities has been installed. In 2009, an ethno-historical study of the role of the Hall in the Derby Street neighborhood over the years was completed with the collaboration of community members who are the descendants of those originally involved with the Hall. The study highlights the many functions of the Hall and contextualizes these activities within the Polish community throughout its life in Salem. Using the words of community members, the building becomes alive and its community significance is described. Many people have fond recollections of this neighborhood as a largely self-contained ethnic enclave that incorporated home life, an elementary school, shopping and socializing. Among the third-generation Polish Americans who retain first-hand memories of the Derby Street neighborhood as a center of Polish life in the city, a sense of community and connection endures. This study is the first of several activities engaged in by the park to further document and explore these historical and ongoing traditional associations of the park with the now dispersed community.



In the early 20th century, clubs like St. Joseph's played an important role in the lives of young people by hosting dances and fielding sports teams. The St. Joseph's basketball team, shown here in 1930, was a successful team. (NPS collections)

Cultural Landscapes

The Salem Maritime National Historic Site is an 8.93-acre historic district that fronts on Salem Harbor in Salem, Massachusetts. The district is historically associated with the important role that Salem played in the development of international maritime trade during from the late 17th century to the mid-19th century. The district is located within an urban setting south of Salem’s historic downtown core area around Salem Common.

The cultural landscape is important as a representative and highly intact work of NPS Landscape Architect Norman T. Newton, who created the park’s original General Development Plan/Master Plan from 1938 to 1939 under the direction of Chief Architect Thomas Vint. Salem was the first National Historic Site designated under the 1935 Historic Sites Act and Newton’s Master Plan reflects early NPS thought regarding the restoration and interpretation of historic properties within the National Park System.

The Master Plan Landscape demonstrates Newton’s efforts to enhance visitors’ experience through the improvement of views and the incorporation of Colonial Revival style design elements based on historic references. Primary components of the as-built plan include open views of the wharves, a network of sidewalks, wood perimeter fences, plantings, and the retention of pre-existing 19th-century landscaping around the Custom House – Public Stores. Two historic properties north of Derby Street (the Narbonne House and St. Joseph Hall) are excluded from the Master Plan Landscape because the NPS acquired them in the late 20th century. Today, the landscape provides an evocative setting for the historic district’s buildings and structures and contains historic resources contributing to the historical and architectural significance of the park.

In general, the condition of the cultural landscape is rated yellow, trending upward with high confidence due to several major projects slated for upcoming years as well as the current progress being made on the Cultural Landscapes Report which will serve as a jumping off point for other documents.



View of Hawks House and landscape setting from Derby Garden. (NPS)

Cultural Landscapes			web
Indicators of Condition	Specific Measures	Condition Status/Trend	Rationale
Knowledge	Does sufficient research exist to understand the relationship of the park's cultural landscapes to the historic context(s) of the park?		Sufficient research exists, yet the landscape has not been fully documented or evaluated.
	Percentage of cultural landscapes evaluated using appropriate historical contexts.		100% of cultural landscapes are evaluated using appropriate historical contexts in the National Register documentation (2012).
Inventory	Is the scope of cultural landscapes in the park understood?		Scope is understood; landscape is considered fundamental in the context of National Park Service history.
Condition	Percentage of cultural landscapes in good condition.		Given the absence of a Cultural Landscape Inventory (CLI) for the park, condition has not been assessed.

Historic Structures

The historic structures that constitute the core of the Salem Maritime National Historic Site (established in 1938) are preserved to tell the story of a once vital and prosperous commercial seaport, whose heyday spanned three centuries. The centerpiece of the site is the three wharves: Derby Wharf (1762), Central Wharf (1791), and Hatch's Wharf (1819). Associated with the wharves are the U.S. Custom House and Public Stores (1819) at the head of Derby Wharf, along with several distinctive domestic structures—the Narbonne House (1675), Derby House (1762), and Hawkes House (1780).

The Custom House was the workplace of author Nathaniel Hawthorne, and his experiences there are featured in the introduction to his novel *The Scarlet Letter*, while the homes were lived in by the merchants, mariners, craftsmen, and widows who made Salem one of the leading seaports in the country in the 17th through the early 19th centuries. In addition, Salem Maritime has several structures that supported the work on the historic waterfront, including the West India Goods Store (c. 1800), a retail shop built by a resident of the Derby House, the Scale House (1829) where the Customs Service stored equipment, the Forrester Warehouse Foundation (pre-1832) which is the only original remnant of the dozens of warehouses that once stood on the wharves, and Derby Wharf Light Station (1871), erected at the end of Derby Wharf to aid navigation in Salem Harbor. The Hawkes House and West India Goods Store are currently office space and storage space respectively; the rest of the buildings are museum buildings and open regularly to the public.

In recent years, Salem Maritime NHS has acquired three additional historic structures that enhance interpretation and provide additional office space. St. Joseph Hall (1909) was built as a club house by the Polish community that moved into the area around Derby Street in the late 19th century. Today it is administrative offices, maintenance facilities, and an education center. Two warehouses have also been moved to the property: the Central Wharf Warehouse (c. 1805) originally stood a few blocks away, and when it was threatened with demolition, it was moved to the site

in 1976 and is now the Orientation Center for Salem Maritime. Pedrick Store House (c. 1770) was also threatened with demolition at its original site in Marblehead. The building was disassembled and conserved in 2003, and reassembled on Derby Wharf beginning in 2007 to serve as an interpretive facility and a maintenance facility for the replica tall ship *Friendship*, which has been an interpretive exhibit at Derby Wharf since 1999.

Currently, Salem Maritime National Historic Site has 14 historic structures certified in the National Park Service's List of Classified Structures (LCS), with 13 of these structures listed in good condition and 1 in fair condition. There are 14 additional structures in the shadow records, awaiting evaluation based on the 2012 National Register documentation. Of the shadowed structures, 11 are in good condition, 1 in fair condition, and 2 in poor condition. Historic Structures Reports (HSR) exist for nearly all of the certified structures; however, many of these HSRs are at least 40 years old. Historic American Buildings Survey measured drawings are extant for many of the principal historic structures. These measured drawings were produced between the years 1939 and 1968.

Historic Structures receive an overall rating of stable green. Reported with high confidence, the green stable rating is because of the 2012 National Register (NR) documentation, even though there are several overarching needs at the site, as follows: the need to update the List of Classified Structures to reflect the recent NR documentation; the need to update Historic Structure Reports that were for the most part written over 40 years ago; the need to provide training and mentoring opportunities for maintenance personnel in the preservation and protection of historic structures; and the need to provide training for staff and Future Leaders in the potential human and environmental threats to historic park structures.



The Derby House. (NPS)

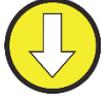
Resource Brief: Pedrick Store House

In the summer of 2007, Salem Maritime embarked on an exciting new project: to reassemble an 18th-century warehouse on Derby Wharf. Pedrick Store House was built in 1770 by Marblehead merchant Thomas Pedrick. It stood on Marblehead Harbor for over 200 years, first as a warehouse and then as ferry offices, until the site it stood on was to be redeveloped. The National Park Service accepted the building from the town of Marblehead in 2003, and began several years of conservation on the original 18th-century timbers. Between 2007 and 2012, the warehouse was re-erected on Derby Wharf and clapboarding and windows were installed to bring the store house back to its 19th-century appearance.

Having a warehouse on Derby Wharf makes a significant contribution to Salem Maritime's ability to interpret the wharf, which in the 19th century was covered with warehouses ranging from one to three stories high. These important support structures stored cargo and equipment for vessels, provided a space for repair work, and occasionally housed a merchant's counting house (office). However, these buildings were not maintained once they were not needed, and were usually torn down when a town's shipping ended. Today, few original 18th century warehouses survive in New England's port communities. Salem Maritime is fortunate to have acquired Pedrick Store House.



View of Reconstructed Pedrick Store House and Friendship. (NPS)

Historic Structures			web
Indicators of Condition	Specific Measures	Condition Status/Trend	Rationale
Knowledge	Does sufficient research exist to understand the relationship of the park's historic structures to the historic context(s) of the park?		With the 2012 National Register nomination update, a foundation has been established for enhancement of the park's understanding of its historic structures in these recently evaluated contexts.
	Percentage of historic structures evaluated using appropriate historical contexts.		100% of structures have been evaluated in the National Register update.
Documentation	Percentage of historic structures with adequate National Register documentation		100% have National Register documentation with the completion of the National Register update (2012)
	Are all historic structures recorded at a level commensurate with their significance and mandated purpose?		100% of what records have survived is in the archives with finding aids. Most of our historic structure reports were done in the 1970s, and could use updating to reflect the large amount of scholarly research that has been published in the last 40 years.
Condition	Percentage of historic structures in good, fair, poor condition.		14 structures are currently in LCS, 13 of 14 are listed in good condition (93%) and 1 is in fair (7%)

History

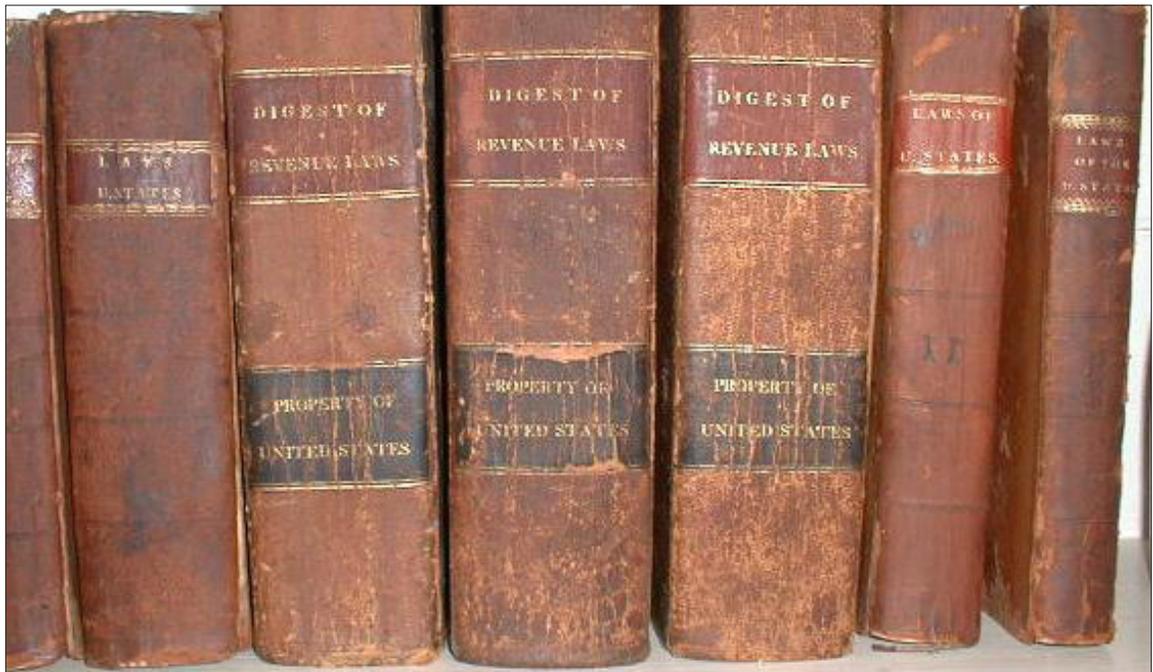
The secretarial order that formally designated Salem Maritime in 1938 stated in part that the park was to engage with “the maritime history of New England and the United States.” In terms of historical study, this has meant that Salem Maritime has focused on the nearly 400 year history of Salem itself, and its important role in the development of the country.

Using the resources as touchstones, historical research at the site relates to the 17th century development of trade within the British Empire, and the growth of Salem's economy, as seen in the Narbonne House, built in 1675 by butcher Thomas Ives. The Derby House and wharves give focus to study on the expansion of British trade, particularly with the Caribbean Islands, and the privateering that provided support to the American Revolutionary War effort. The Custom House provides an opportunity to look at the development of government structure in the early republic, and to dip into literary history through the connection with Nathaniel Hawthorne. St. Joseph Hall and the Salem Armory support investigation into the immigrant communities in the city, and the seaport's transition into an industrial center in the later 19th century.

As a historic unit within the National Park System, Salem Maritime NHS was administratively listed in the National Register of Historic Places (National Register) on October 15, 1966. The original National Register documentation for the district was prepared in 1976. A portion of the district is also located within the boundaries of the Derby Waterfront National Register Historic District, listed in 1976, and the Derby Street Local Historic District, listed in 1974. The Narbonne House is a contributing resource within the Salem Common National Register Historic District, listed in 1974, and was enumerated in the appendix of the First Period Buildings of Eastern Massachusetts

Thematic Resource Area in 1990. Derby Wharf Light was individually listed in the National Register in 1987 as part of the Lighthouses of Massachusetts Thematic Resource Area. Salem Maritime is also significant in the history of the National Park System, with the General Development Plan/Master Plan Landscape of 1938–39 reflecting early NPS thought regarding the restoration and interpretation of historic properties within the National Park System.

A rating of green, unchanged, with high confidence demonstrates that the History condition is in very good shape, with the completion of a National Register update which was submitted to the Federal Preservation Officer in July of 2012. Other documentation, such as the Administrative History, is in need of updating, but there are no current plans for these projects.



The Digests of Revenue Laws were used as reference manuals by U. S. Customs officials in the Salem Custom House in the 19th century. (NPS collections)

History			web
Indicators of Condition	Specific Measures	Condition Status/Trend	Rationale
Knowledge	Has sufficient research been conducted to understand the national significance and historical contexts for the site?		There is no general Historic Resource Study for the park, but there are some Historic Structure Reports for specific buildings/structures. It is possible that the park doesn't necessarily need one, as a large body of scholarly research already exists.
	Does the appropriate level of investigation precede planning decisions involving cultural resources?		Not in the past, but reports about the history of vessel exhibits, for example, are being done. Cultural Landscapes Report will be thorough and the new National Register update is thorough.
Documentation	Percentage of historic properties with adequate National Register documentation or with DOEs.		100% of historic properties have adequate National Register documentation as of July 2012.

Museum Collections and Archives

The museum collection at Salem Maritime NHS contains approximately 4,500 objects, including many of national significance, which are original to the contributing buildings within the district. The US Treasury Department, Bureau of Customs, transferred many objects directly to the National Park Service when the site was established in 1937. Various individuals and organizations donated other components of the museum collection. Notable compilations of objects include furnishings and housewares associated with the Derby House, plaques and regalia from the St. Joseph Society, and more than 1,000 specimens of architectural fragments retained from extant buildings and structures on site. Maritime-related objects, Colonial Revival-era commemorative materials, and objects associated with the original, 18th-century vessel Friendship round out the museum collection.

Salem Maritime NHS currently has 10 archeological collections totaling approximately 189,000 artifacts. Significant archeological collections maintained by the NPS include an assemblage of 150,000 artifacts recovered during excavations at the Narbonne House, information regarding the physical evolution of the wharves, and 13,906 artifacts collected at Front Street during the relocation of the Central Wharf Warehouse. Archival material at Salem consists of 90 shelf feet of organizational records, personal papers, historic books, and more than 3,500 photographs.

The Salem Maritime NHS collections contribute to the site's national significance because they enhance the understanding of Salem's evolution and function as one of the country's most important maritime ports. In contrast with other, older institutions in Salem, whose collections focus on the American luxury products of the maritime trade and the belongings of the wealthy merchant class, Salem Maritime NHS preserves the material culture of the city's most important wharf and its dependencies (from 2012 National Register update).



This was the stencil used by famous author Nathaniel Hawthorne during his tenure as surveyor of the Salem Custom House. He mentions this stencil in his famous introduction to the *Scarlet Letter*, now known as the "Custom House" essay. (NPS collections)

Resource Brief: Restoration of the Custom House Eagle

“Over the entrance hovers an enormous specimen of the American eagle, with outspread wings, a shield before her breast”

This was how Nathaniel Hawthorne described the eagle perched on the edge of the Salem Custom House in “The Custom House,” the introduction to his masterpiece, *The Scarlet Letter*. When Hawthorne was working in the Custom House in 1848–1849, the eagle was over 20 years old. She—according to Hawthorne, the eagle is a female—was carved in 1826 by Salem craftsman Joseph True, who also made carved furniture and decorations for ships for the town’s residents.

Initially, the eagle was painted like a bald eagle, with a brown body and white head, but by the early 1870s, she was gilded. During World War II, she was painted a dark color to prevent sunlight glancing off her gilding and catching the attention of the U-boats that were occasionally seen near Salem Harbor. As soon as the war was over, however, gold paint was reapplied to the eagle, and she again gleamed in the sunlight above the Custom House door.

By 2002, the Custom House eagle had sat on her perch for over 175 years, and despite a number of repairs over that time, she was beginning to show her age. She was removed from the roof of the Custom House, and once the conservators from the Northeast Museum Services Center were able to take a close look at her, it became obvious that in order to preserve the eagle, she would have to be permanently removed from the exterior of the building and put on display out of the weather. A fiberglass replica was made and installed on the roof in 2004, and the original eagle went through three years of painstaking conservation. Layers of paint and gilding were removed, revealing Joseph True’s detailed hand carving. Most importantly, the original head, which had been damaged and replaced with a copy in 1948, was restored and reinstalled. Once again, the eagle displayed the “fierceness of her beak and eye,” that Nathaniel Hawthorne noted in “The Custom House.”

Thanks to the National Park Service conservators who spent hundreds of hours restoring this important piece of American and literary history, the Custom House eagle is now safely displayed out of the weather in the second floor of the Custom House, where visitors can get a close look at her details, while the replica eagle spreads her wings over Salem Harbor.



Left: The original eagle on display in the Custom House. Right: The replica eagle getting ready to be lifted into place. Riggers from Salem Maritime’s replica tall. ship *Friendship* helped to make a harness that would safely carry the replica eagle to her perch. (NPS)

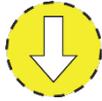
Museum Collections			web
Indicators of Condition	Specific Measures	Condition Status/Trend	Rationale
Inventory	Is the scope of museum collections understood?		Park collections are fully catalogued; the next step in improving catalog data would be to evaluate the collection, particularly older accessions, to determine if all materials fit within the stated Scope of Collections.
	Percentage of objects accessioned and catalogued.		100%. New donated collections, park resource management records, and archeology will be steadily added each year. Without curatorial staff, the park will begin to show a backlog of work to be done.
Documentation	Are furnishings in historic structures documented via furnishings report?		Decisions need to be made with respect to Secretary of the Interior standards.

2.2. Natural Resources

The crisp ocean air and salt water of the park waterfront, and scenic views including wildlife on the waters of Salem Harbor, are part of the experience of Salem Maritime NHS. Ecological habitats in the park are limited to the shoreline, a small lawn and beach next to Derby Wharf, and patches of vegetation among the developed landscape. However, the interaction between the ocean and the historic wharf and waterfront buildings is one of the defining features of the park, and the predicted threat of sea level rise and increasing storm intensity will continue to be a central management challenge into the future.

Air Quality			web
Indicators of Condition	Specific Measures	Condition Status/Trend	Rationale
Ozone	Annual 4th-Highest 8-Hour Concentration		The estimated ozone level for 2005–2009 at Salem Maritime NHS was 76.4 parts per billion (ppb), which warrants significant concern based on NPS Air Resource Division benchmarks . Although Salem Maritime NHS does not fall within a county designated by the EPA as non-attainment for ground-level ozone standard of 8-hour average concentration of 75 ppb, the 8-hour average ozone frequently exceeded the EPA ozone standard in 10 of the 11 years where data are available (1998 to 2008) (US EPA 2010, air data website). For 2000–2009, ozone levels at the monitoring site representing Salem Maritime NHS remained unchanged (NPS ARD 2013).
Wet Deposition	Sulfur Wet Deposition		For 2005–2009, estimated sulfur wet deposition was 4.5 kilograms per hectare per year, which warrants significant concern based on NPS ARD benchmarks . Adequate data are not available to calculate the trend (NPS ARD 2013).
	Nitrogen Wet Deposition		For 2005–2009, estimated nitrogen wet deposition was 3.5 kilograms per hectare per year, which warrants significant concern based on NPS ARD benchmarks . Adequate data are not available to calculate the trend (NPS ARD 2013).
Visibility	Haze Index		For 2005–2009, estimated average visibility in Salem Maritime NHS was 6.8 deciviews (dv) above natural conditions, which warrants moderate concern based on NPS ARD benchmarks . For 2000–2009, visibility improved both on the 20% clearest days and 20% haziest days (NPS ARD 2013).

Water Quality			web
Indicators of Condition	Specific Measures	Condition Status/Trend	Rationale
Pathogens	Enterococci per 100 ml		Enterococci in outflow from the Derby Wharf storm drain has been sampled regularly since 2006 by the Salem Sound Coastwatch, Clean Beaches and Streams program. Levels following rain events routinely exceed the EPA standard (Enterococcus < 104 CFU/100mL for single sample, or if the geometric mean of the most recent five samples <35 CFU/100mL). However, the storm drain outflow mixes with Salem Sound ocean water. Any exposure of people at Derby beach to water would likely be in the mixed water, which is very likely to have lower Enterococcus levels. The open ocean water has not been tested, thus no trend can be established at this time.

Shoreline / Waterfront			web
Indicators of Condition	Specific Measures	Condition Status/Trend	Rationale
Flooding	Frequency of flooding events		Flooding impacts waterfront cultural resources such as Derby Wharf. Condition Status/Trend is based on anecdotal reporting from facility managers. Improved elevation data is required to quantify status and trend. Over the 86 year record for the NOAA tide gauge at Boston, MA sea level has risen by 22.6 cm (10 in.), and is projected to accelerate in the future. Sea level along the North Atlantic coast of U.S. is rising at a faster rate than elsewhere on U.S. coast (Sallenger et al. 2012).

Resource Brief: Derby Wharf

Derby Wharf is one of the last three remaining wharves out of the nearly fifty wharves that lined Salem Harbor during the height of the East India Trade. It is an important historic structure, as well as the foundation for the Derby Light Station and the berth for the *Friendship*. The wharf extends a ½ mile into Salem Harbor and is heavily used by both local residents and visitors for walking, running, photography and interpretive tours. Derby Wharf is both a physical and thematic centerpiece for the entire park.

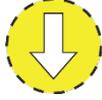
Derby Wharf is highly vulnerable to sea level rise, with areas of the wharf flooding multiple times a year, including on the highest tides of the year (perigean spring tides), during large storms and when smaller storms coincide with spring tides. Damage resulting from the flooding includes erosion of gravel along the east side of the wharf, as receding flood waters wash the fill out through holes in the bulkheads. This erosion creates safety hazards for visitors and requires periodic maintenance. Flooding during gales or hurricanes, especially those that coincide with spring tides, saturates the ground around the mooring bollards for the *Friendship*, which allows shifting. This system is slated for replacement in 2015, with a more robust design.

Over the 86 year record for the NOAA tide gauge at Boston, MA, which is the nearest long term tide record, sea level has risen by 22.6 cm (10 in.). This amount of sea level rise has affected the frequency of flooding on Derby Wharf. The rate of sea level rise (SLR) is projected to accelerate in the future and it will be important to consider a range of possible SLR when addressing flooding concerns. Moderate increases in the rate of SLR would make the frequency of flooding a major concern, affecting visitor safety and accelerating the rate of structural decay. In addition to redesigning the *Friendship* bollard system, there is the need to design protections for Derby Wharf, to minimize erosion in the medium term, and to reduce overtopping in the long term. For Salem Maritime NHP, the state of the natural resource (sea level in Salem Harbor) is primarily of concern in how it impacts cultural resources (Derby Wharf and other historic structures at risk of flooding). Preparing for rising sea level will help protect historic structures essential to sharing the history of maritime trade, built at a time of lower sea level.



Derby Wharf extends one-half mile into Salem Harbor and is a popular resource for public recreation and interpretation. (NPS)

2.3. Visitor Experience

Visitor Numbers and Visitor Satisfaction			web
Indicators of Condition	Specific Measures	Condition Status/Trend	Rationale
Number of Visitors	Number of visitors per year		The total of 737,073 visitors to the park in 2011 is higher than that of 2009 (723,088) but lower than 2010 (806,506). The 2011 total is also lower than the 10-year average of 760,828 visitors for 2001–2010. Confidence in these figures is low-moderate due to the reliance on staff to observe and record all visitor activity by hand (manual clicker)—and the fluid nature of visitor use/activities in an urban park environment.
Visitor Satisfaction	Percent of visitors who were satisfied with their visit		Based on the standard visitor satisfaction survey conducted each year, the percent of visitors satisfied (rating of “good” or “very good”) in FY12 was 88%, down from 96% the previous year. Additionally, the FY12 satisfaction rate is below both the previous 5-year average (FY06–FY10) of 95% and the 10-year average (FY01–FY10) of 96%.
Visitor Understanding	Percent of visitors who leave understanding the site’s significance		Based on survey results, approximately 70% of visitors in 2012 left with an understanding of core themes of the park, down from 83% in 2011. Confidence in this figure is low because the visitor survey mechanism used for this measurement is subjective and often misinterpreted by visitors.

Resource Brief: The National Park Service Regional Visitor Center in Salem

The Visitor Center serves as an information and orientation gateway for visitors to Salem Maritime NHS, Saugus Iron Works NHS, the Essex National Heritage Area and the City of Salem. The Visitor Center is staffed and maintained by Salem Maritime NHS employees and volunteers. This large facility occupies the site of the former Salem Armory and features a sizeable bookstore, three-story atrium, exhibit space, 200-seat theater, comprehensive brochure library for local/regional attractions, and a heavily-trafficked information desk. Annual visitation to the Visitor Center in the past decade has ranged between 250,000–350,000/year. The restrooms and comfort facilities are the most frequently used public facilities in the city.

The Visitor Center’s role as a multi-purpose facility representing two local NPS units (the Essex National Heritage Area and the City of Salem) presents unique management and operational challenges for the park. The Visitor Center is physically removed from the boundary of Salem Maritime NHS by ¼–½ a mile (a 7–15 minute walk) and has both relatively low visibility and identity compared to neighboring urban attractions. The multi-faceted nature of the historic and cultural themes of the Visitor Center’s service area (two NPS units, a NHA, and a 40,000 person city) presents significant challenges to the structure and organization of exhibit space and information kiosks. The existing exhibits, fixtures and layout of the Visitor Center are over fifteen years-old and require a refresh to better serve and inform visitors.

Many visitors enter the doors of the Visitor Center without subsequently traveling the short distance to Salem Maritime NHS or Saugus Iron Works (10 miles away). Staff at the Visitor Center understands the important role they play in supporting park visitation and local tourism, but view the facility as an “island unto itself” due to its removed location relative to Salem Maritime NHS. The Visitor Center is held in high regard by the City of Salem and local businesses as a crucial resource for supporting local and regional tourism. Management is currently exploring opportunities to partner with the City of Salem and Essex National Heritage Area to support sustainable future operations at the Visitor Center through an in-kind exchange of personnel, services, and/or utilities.



Daily visitation to the Visitor Center in October (peak season) can top 14,000 people/day. (NPS)

Interpretive and Education Programs – Talks, Tours, and Special Events  web			
Indicators of Condition	Specific Measures	Condition Status/Trend	Rationale/ Comments
Education Programs	Number and quality of programs, and number of participants		Park interpreters presented 52 programs in 2011 to 2,028 participating students. Number of participants can vary based on whether <i>Friendship of Salem</i> is in port and open. These measures both show a decrease from FY10, when there were 159 educational programs presented to 5,909 students. This decrease is due to changes and reductions in staff.
Ranger Programs	Number and quality of programs and attendance		<p>Many changes in staff and programs have occurred in the past several years. West India Goods Store was closed in 2011, and the hours of the Narbonne House and Custom House were decreased in 2009. The format of Friday, Saturday, and Sunday tours was also changed in 2011. These changes were offset by increasing the number of <i>Friendship</i> staff, and the beginning of hands-on programs on-board.</p> <p>There were 1,051 formal interpretation programs in FY11, with 7,950 visitor contacts, down from the 1,242 formal interpretation programs in FY10 resulting in 5,899 visitor contacts.</p> <p>The park also provided 521 demonstrations in FY11, with 14,127 visitor contacts. In FY10, 19,995 visitor contacts occurred due to 927 demonstrations and/or performing arts events.</p> <p>FY10: 1,242 formal interpretation programs with 5,899 visitor contacts; 927 demonstrations with 19,995 visitor contacts.</p>
Junior Ranger Programs	Number of programs and attendance		2,245 Junior Rangers were sworn in during FY11, down from 3,566 in FY10.
Special Events	Variety and longevity of events, community involvement		Many special events in Salem are coordinated by park staff and are centered on park features and interpretive themes. Special events include: the annual Maritime Festival, Trails and Sails, Haunted Happenings, 17 th Century Saturdays, black powder demonstrations, theater groups on board the <i>Friendship</i> . Park helps train extra volunteers for some special events.

Resource Brief: Friendship of Salem

Friendship of Salem, a reconstruction of a 171-foot three-masted Salem East Indiaman built in 1797, arrived on September 1, 1998 at Salem Maritime National Historic Site, after two years of construction at Scarano Boat Building in Albany, NY. She is the largest wooden, Coast Guard certified, sailing vessel to be built for a New England port in more than a century. The replica is based on a model of the original 18th-century *Friendship* at the Peabody Essex Museum, as well as several paintings of the ship and numerous documents, including logs of the ship's voyages.

She is certified by the U.S. Coast Guard as a fully operational sailing vessel and as a moored attraction. *Friendship* typically stays in-port at Derby Wharf to allow visitors to board her for regular interpretive tours and to observe ongoing maintenance activities by NPS staff and *Friendship's* 60+ volunteer crew. *Friendship* occasionally sails to local and regional maritime history events as a maritime ambassador for the National Park Service and the Essex National Heritage Area.

Friendship plays a fundamental role in the interpretation of the park's historic significance and fulfills the late 1930s vision of a "physical ship" as a core feature of the National Historic Site. The ship is a thematic touchstone for visitors, allowing them to see, touch, and feel a (replica) ship of the 18th century global trade that brought goods, riches and prominence to Salem—and the United States. The ship, along with the wharves and U.S. Custom House, complete the historic fabric of the site—enabling visitors to visualize and understand the core processes of trade, taxation and commerce. The ship is a marquee attraction for both the park and local residents, who have passionately embraced *Friendship* as an icon for the city of Salem.



Friendship of Salem is a magnet for visitors and a cherished icon for local residents of Salem. (NPS)

Since 2009 *Friendship* has required regular maintenance and repair work, in addition to basic preventive and cyclic maintenance, to correct deteriorating wood in her hull and framing components. This work has been undertaken by a combination of staff, volunteers and contractors. In 2012–13 a condition survey was completed by Paul Haley of G.W. Full and Associates Marine Surveyors to assist in condition assessment and future maintenance planning. This work will likely continue for many years, until deteriorated portions are repaired and design changes can be implemented to prevent or delay future deterioration. Dockside programming will continue during this period, though the vessel’s ability to operate underway as a certified sailing vessel will likely be limited or suspended.

Friendship of Salem			web
Indicators of Condition	Specific Measures	Condition Status/Trend	Rationale
Structural Integrity	Condition of hull components		Some areas are being repaired while others are being deferred, active monitoring and inspections for most areas, some areas have yet to be surveyed due to the labor involved with accessing them
	Condition of rigging		Active inspections and correction of most problems, planning has been performed on known deficiencies with some corrected and others deferred
Docking and Mooring Facilities	Overall Condition		Both park floating docks were surveyed in 2012. No critical issues were identified, some remediation has been implemented (painting and anodes), other remediation and corrective actions are deferred.

Interpretive Media – Brochures, Exhibits, Signs, and Website			web
Indicators of Condition	Specific Measures	Condition Status/Trend	Rationale
Wayside Signs	Condition and currency of signs		All wayside signs were replaced and updated in 2011.
Park Directional Signs (off-site)	Usefulness, quantity, and placement		Signs directing visitors to site from various roads and highways. Signs are helpful, but have aged and need cyclical maintenance. New pedestrian signs have been placed around the town of Salem.
Exhibits	Orientation Center		Exhibits have been in place for at least ten years. While the content is still relevant, the presentation needs to be evaluated and refreshed.
	Visitor Center		Themes presented are incomplete and disjointed; portions of exhibits have been removed and not replaced. Overall exhibit plan is needed.
	Narbonne House		Used to be staffed during the summer; is now a tour only. Content is relevant but overall it needs refreshing. Inside text panels need updating. Compelling stories are not being adequately told.
	Custom House/Bonded Warehouse/Scale House		Custom House used to be staffed during the summer; is now a tour only. Others are open during visitor hours. Maintenance issues are affecting overall visitor experience. Internal signage and text panels are correct but need refreshing.
	Derby House		Open by tour only. Currently undergoing structural and maintenance renovation and will reopen in late 2012. Renovation presents the opportunity to evaluate and refresh exhibits as part of reopening.
	Derby Wharf		Waysides on the wharf are new and in good condition. Erosion of wharf could affect visitor experience and exhibits in the future.
	Friendship of Salem		Working ship, which has become a major and iconic attraction of the park and community. Many exhibits are hands-on. Ship is a reproduction and combines historically accurate elements as well as modern safety and accessibility features. Interpretation is highly dependent on staff services. When ship is away, overall visitor experience is negatively affected.
	Print Media	Accuracy and availability of primary park publications	

Interpretive Media Table continued

Indicators of Condition	Specific Measures	Condition Status/Trend	Rationale
Audio-visual Media	Orientation Films		Three films are shown in the park. One is new; the others are 15–20 years old. While the content is relevant, older films need to be reviewed and the technology for all films needs to be updated.
	Other AV material		Examples include: audio tour of Salem (podcast), visitor-activated audio, interactive digital slide show that provides orientation to the city and park. Podcast distribution is via the park website only and is under-used. Other audio tools are unreliable and prone to breakdowns.
Websites	Currency and scope of SAMA website; number of website visitors		Website is frequently updated with new information and overall presents good breadth of content. Park does not have a webmaster and outdated information is not regularly reviewed or removed. Lack of technological knowledge among staff prevents developing and maintaining site to its full potential.
	Social media: Facebook updates and “likes,” overall activity		Park has established Facebook and Twitter pages, plus a YouTube channel. Over 600 “likes” on Facebook.

Resource Brief: Special Events

The site's long historic wharves and grassy open spaces play host to thousands of local residents and visitors throughout the year as part of numerous special events at the park. The Salem Maritime Festival (a 25-year tradition initiated by the NPS), 4th of July Festival and the Revolutionary War British Encampment are high-profile events showcasing the historic resources and national significance of the park.

The Salem Maritime Festival features two days of live musical performances, traditional craft demonstrations, colonial games, marine science activities and a celebration of all things nautical. The 4th of July in Salem features an award-winning fireworks display on Derby Wharf, accompanied by a 30+ piece live orchestra. These annual special events serve to elevate the profile of the site and enhance the community's awareness of the park.



Fireworks illuminate the sky over Derby Wharf and Friendship of Salem during the annual 4th of July event. (NPS)

Accessibility  web			
Indicators of Condition	Specific Measures	Condition Status/Trend	Rationale
Mobility	ADA compliance		Orientation Center, Visitor Center, and <i>Friendship of Salem</i> are all ADA compliant with the exception of automatic doors. Other structures are not accessible and it may not be possible (or desirable due to historic integrity) to retrofit all to become compliant. Alternatives for interpretation (waysides, virtual tours, slide shows) needed if access is not possible. Wharf and associated exhibits are compliant.
Visual accommodation	ADA compliance		Audio tour (Podcast) is available from park website but is under-used and not reaching all audiences. Large-print park brochure is available. Film programs do not include descriptive audio; websites are 508-compliant.
Auditory accommodation	ADA compliance		Two of the three park films are captioned (however, one is not working); YouTube videos need captioning. No transcriptions available for ranger programs or tours.
Public transportation	Access to park via public transportation		Access to park is possible via commuter rail, buses, and trolleys during the summer and fall months. Salem also provides free bicycle lending program.
Multi-lingual resources	Audio and print materials in multiple languages		Park has visitors that represent a range of countries and languages. Visitor Center auditorium film is available (via headset) in four languages (English, Spanish, German, French) but is currently not functional. Unigrid and other print materials are in English only. Translation assistance may be an excellent opportunity for volunteers' assistance.
	Bi-lingual staff		At least two staff members speak Spanish. Special events, in particular, could benefit from multi-lingual staff or volunteers.

Safety  web			
Indicators of Condition	Specific Measures	Condition Status/Trend	Rationale
Number of law enforcement incidents	Recordable incidents		Limited number of case incidents, largely due to presence of uniformed staff and patrols. As an urban park, staff cooperates regularly with local law enforcement. Eleven recordable incidents in 2012. Police/fire response time to park is less than 5 minutes.
Number of accidents or injuries	Recordable incidents		Very few incidents; most assistance is no more than basic first aid. 1 recordable incident in 2012. EMS response time to park is less than five minutes.

Partnerships			
			web
Indicators of Condition	Specific Measures	Condition Status/Trend	Rationale/ Comments
Volunteers	Number and hours contributed		Volunteers are essential, regular members of the park operations team in Interpretation, Education, Marine and Cultural Resource divisions. 14,510 hours contributed by 291 volunteers in 2012.
Partnerships	Number of official and unofficial partnerships		Examples of current partners include: City of Salem, Essex National Heritage Area, Salem Partnership, Salem Chamber of Commerce, Schooner Fame, Salem State University and more. Ongoing partnership with the U.S. Navy and USS Constitution: sail training is conducted annually on the Friendship of Salem.

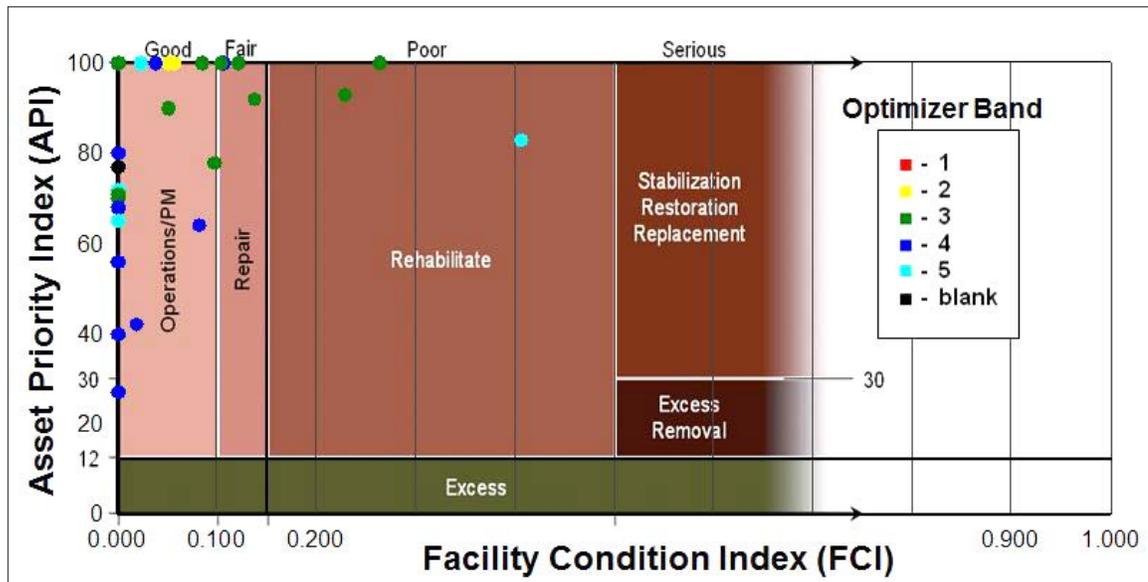
2.4. Park Infrastructure

Facility Condition Index

The National Park Service uses a facility condition index (FCI) to indicate the condition of its facilities and infrastructure. FCI is the cost of repairing an asset, such as a building, road, trail, or water system, divided by the cost of replacing it. The lower the FCI number, the better the condition of the asset. The condition of the buildings and other infrastructure assets at each park is determined by regular facility inspections, or “condition assessments”, including daily informal inspections and formal yearly inspections. Deficiencies identified from these assessments are documented in the NPS Facility Management Software System and the cost for each repair determined. Repairs that cannot be completed within the year count against the condition of a structure. The total cost of these deferred repairs divided by the total cost to replace the structure results in the FCI, with values between 0 and 1 (the lower the decimal number, the better the condition). The FCI is assigned a condition category of Good, Fair, Poor, or Serious based on industry and NPS standards. Deferred maintenance projects that require additional funding are identified based on FCI. Planned preventive maintenance on critical components occurs during the year, using a park’s base budget. For additional information about how park managers use information about the condition of facilities and infrastructure to make decisions about the efficient use of funding for maintenance and restoration activities at the park, [Click Here](#).

Another important facilities management planning tool used at a park is the Asset Priority Index (API). It identifies the importance of the various infrastructure components at a park. The API is determined using five criteria, and is calculated out of 100 possible points. The criteria are weighted based on their importance to NPS core priorities. They are distinct to ensure that each aspect of the asset is measured independently. As a result, most assets will not rate high in every category.

The scatterplot (below) for 2012 shows the FCI for each of the infrastructure asset types at Salem Maritime National Historic Site. It plots buildings, trails, and other infrastructure assets against its Asset Priority Index (API). Park managers and maintenance staff use the FCI and API data for each park asset to focus on preventive maintenance and repairs to facilities that are most critical to their parks.



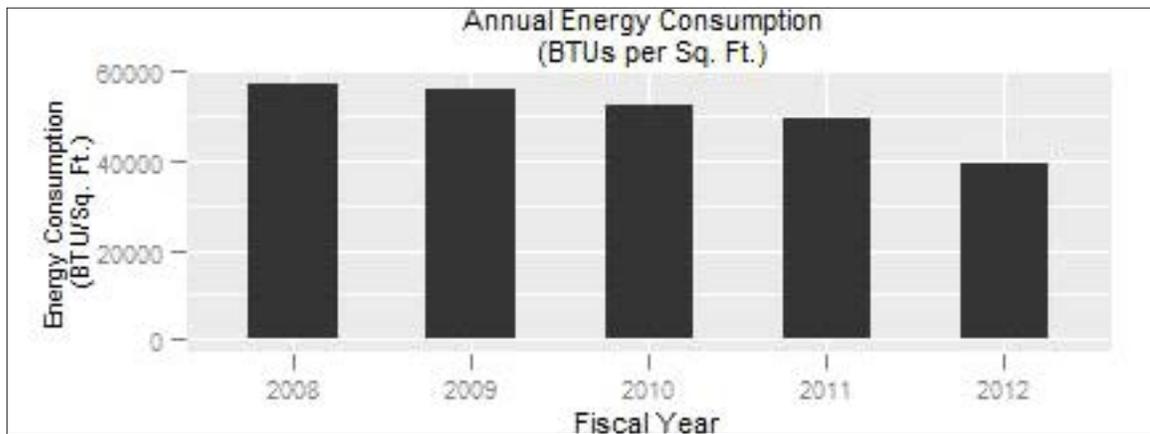
Optimizer bands—the color of the dots in the scatterplot—are assigned to each facility or asset as a tool to prioritize use of limited funding to maintain park infrastructure. Optimizer Band 1 includes those assets with the highest maintenance priorities. These assets are most important to the park—often linked to the park’s enabling legislation or have high visitor use—and usually are in the best condition. Band 1 assets receive the highest percentage of base funding for routine operations, preventive maintenance, and recurring maintenance to keep them in good condition with proactive, planned maintenance. These assets are important to park operations, but because fewer park base dollars are available after maintaining Band 1 assets, Band 2 assets receive a lesser percentage of remaining funds. Assets in the lower priority bands may only receive preventive maintenance for the most critical components or may require special projects or partner funding to maintain them. For additional information about optimizer bands and how park managers use them to make decisions about the efficient use of funding for maintenance and restoration activities at the park, [click here](#).

Overall Facility Condition Index				web
Asset Category	Number of Assets	FCI	Condition Status/Trend	Rationale
	2008 / 2012	2008 / 2012		
Buildings	14 / 15	0.067 / 0.097		<p>Since 2006, the park has acquired the Pedrick Warehouse. The temporary ship operation structure, the Rigging Shed, was not captured in the 2006 data. The Pedrick Warehouse is a new structure that was brought from the waterfront at Marblehead and reconstructed at SAMA. It will replace the Rigging Shed and will be used for operations of the <i>Friendship</i> such as rigging and ship maintenance.</p> <p>Work is in progress to do major preservation and refurbishment of the interior and exterior of the Hawkes House, including upgrade of utilities, painting, and other maintenance. The exterior brick façade of the Derby House was recently re-pointed. There are several other projects throughout the park to rehabilitate the exterior building envelopes of structures such as Saint Joseph's Hall and the Armory/Visitor Center. This data will not be reflected in the FCI until work has been completed.</p> <p>The West India Goods Store has undergone interior and exterior rehabilitation in recent years, including a new roof and windows.</p>
Trails	5 / 5	0.206 / 0.001		
All Others	12 / 21	0.050 / 0.025		<p>Two locations previously owned by the park were not captured in the 2006 data and have since been added to the database.</p> <p>Central Wharf is in dire need of repair because of a recent collapse of a section of the bulkhead wall. The park has submitted a funding request for the needed repairs.</p>

Energy Consumption

The production of energy to heat, cool, and illuminate buildings and to operate water utility systems is one of the largest contributors to greenhouse gas emissions in the United States. The National Park Service is committed to improving facility energy performance and increasing its reliance on renewable energy sources. The National Park Service has a goal to reduce Servicewide building energy consumption per square foot of building space by 35% by 2016 from the baseline set in 2003 ([NPS Green Parks Plan 2012](#)).

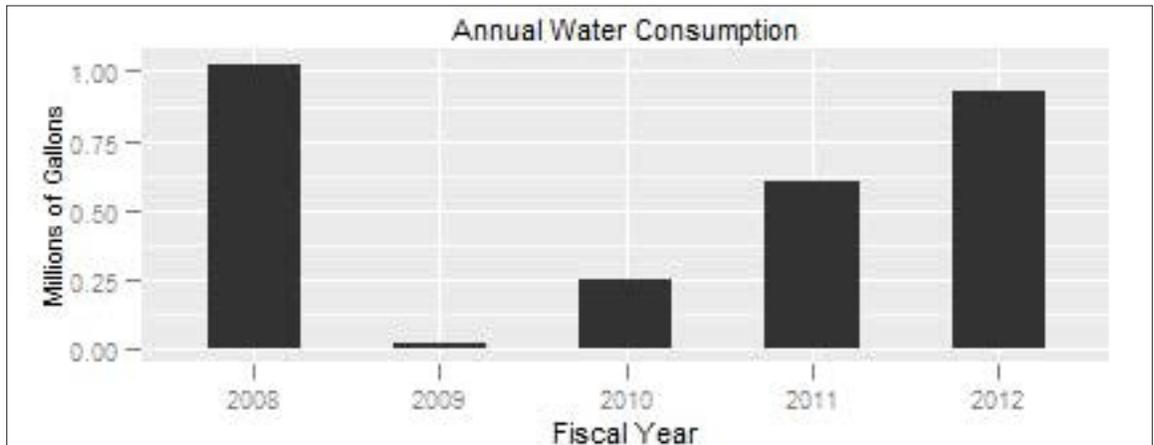
Energy Consumption			web
Indicators of Condition	Specific Measures	Condition Status/Trend	Rationale
Energy Consumption	BTUs per gross square footage of buildings		Energy usage (39,118 BTUs per gross square footage of buildings) in 2012 was 27% lower than the average for the previous 4 years (Source: NPS Annual Energy Report).



Water Consumption

The national and global supply of fresh water has diminished in recent decades, and this trend is likely to continue due to drought and other climatic changes. To contribute to the responsible use of freshwater supplies, encourage groundwater recharge, and protect water quality, the National Park Service is improving its efforts to conserve water, reuse gray water, and capture rainwater, and has set a goal to reduce non-irrigation potable water use intensity by 30% by 2020 from the baseline set in 2007 (NPS Green Parks Plan 2012).

Water Consumption			web
Indicators of Condition	Specific Measures	Condition Status/Trend	Rationale
Water Consumption	Millions of gallons		930,000 gallons. The park took over responsibility for paying for water consumption at the Visitor Center in Salem in FY 2012, which resulted in a 93% increase in water consumption compared to the 4-year average for 2008–2011 (Source: NPS Annual Energy Report).



Park Carbon Footprint

As a participant in the Climate Friendly Parks program, Salem Maritime NHS belongs to a network of parks nationwide that are putting climate friendly behavior at the forefront of sustainability planning. By conducting an emission inventory, setting an emission reduction goal, beginning the adaptation scenario planning process, developing an Action Plan, and committing to educate park staff, visitors, and community members about climate change, Salem Maritime NHS is striving to provide a model for climate friendly behavior within the Park Service.

Greenhouse gas (GHG) emissions result from the combustion of fossil fuels for transportation and energy (e.g., boilers, electricity generation), the decomposition of waste and other organic matter, and the volatilization or release of gases from various other sources (e.g., fertilizers and refrigerants). At Salem Maritime NHS, the main sources of energy for park operations are purchased electricity and fossil fuels (oil, natural gas) for heating. In 2012, GHG emissions within Salem Maritime NHS totaled 253 metric tons of carbon dioxide equivalent (MTCO₂E). This includes emissions from park and concessioner operations and visitor activities, including vehicle use within the Park. For perspective, a typical single family home in the U.S. produces approximately 12 MTCO₂ per year (see [U.S. EPA, Greenhouse Gases Equivalencies Calculators](#)). Thus, the combined emissions from park and concessioner operations and visitor activities within the Park are roughly equivalent to the emissions from the energy use of 46 households each year.

Park Carbon Footprint			web
Indicators of Condition	Specific Measures	Condition Status/Trend	Rationale
Greenhouse gas Emissions	Metric tons of CO ₂ equivalent (MTCO ₂ E)		SAMA belongs to a network of parks nationwide that are putting climate friendly behavior at the forefront of sustainability planning. The Park is developing a climate action plan to reduce emissions of greenhouse gases at the park by 2016. Combined emissions from park and concessioner operations and visitor activities within the Park during the baseline year were 253 MTCO ₂ E, roughly equivalent to the emissions from the energy use of 46 households each year.

CHAPTER 3. KEY STEWARDSHIP ACTIVITIES AND ACCOMPLISHMENTS

Cultural Resources

- Prepare Cultural Landscape Report
- Derby House Archeological Investigation
- Conservation of Custom House eagle
- Re-cataloging park library to increase access
- National Registry listing development

Natural Resources

- Pepperweed removal on Derby Wharf

Visitor Experience

- Increased opportunities for hands-on activities by visitors
- Youth sign-making program
- New wayside panels for SAMA
- Increased number of staff who conduct educational programs
- Sailed the *Friendship of Salem* to New York City. Sixteen diverse interns with the Student Intern Intake Program (SCIP) participated
- *Friendship of Salem* was used to train 25 U.S. Navy sailors in how to sail a tall ship
- New film at Visitor Center
- Electronic/digital information board at Visitor Center
- Walking tours provided to tell about Nathaniel Hawthorne, architectural talks
- Volunteers in Parks program: 23,084 hours contributed by volunteers at SAMA and SAIR
- New wayside exhibits were designed with QR (Quick Response) codes to allow visitors to access additional content about the exhibits via their smart phones.
- The Visitor Center showcased temporary exhibits from Essex National Heritage Area sites that encourage visitors to get outdoors and enjoy the beauty of local coastlines and the richness of our historic heritage.
- The Visitor Center was nominated by the Salem Chamber of Commerce for a Salem Community Service Award

Park Infrastructure

- Repaired exterior brick walls of Visitor Center
- Re-pointed exterior of Derby House
- Friendship hull repair
- Pedrick Store House rehabilitation on Derby Wharf
- Derby House carpet & interior painting
- Hawkes House rehabilitation (design component has been initiated)
- Replaced Public Stores fence & Narbonne House fence
- Replaced West India Goods Store windows
- Painted exterior of Narbonne House & WIGS
- Replaced Public Stores & Narbonne House boardwalks (Green Product)
- Custom House portico and cupola restored
- Future Leaders Program (40 youth positions) – recruiting local youth
- Greening of site: Use reel mowers and battery powered weed-trimmers to maintain building area grounds
- Continually repaired path and landscape erosion on Derby Wharf
- Completed boardwalk around the Narbonne House
- Maintained lawns, beaches, and other elements of the cultural landscape
- Annual and comprehensive condition assessments are conducted for buildings and utilities

CHAPTER 4. KEY ISSUES AND CHALLENGES FOR CONSIDERATION IN MANAGEMENT PLANNING

Introduction

In preparation for the 100th anniversary celebration of the National Park Service in 2016, it is a great honor for Salem Maritime National Historic Site and Saugus Iron Works National Historic Site to have been selected as the nation's first historic sites to complete a State of the Park Report. To date, only a select collection of natural resource-based national parks have completed this exercise. In contrast, Salem Maritime and Saugus Iron Works National Historic Sites are small, urban national parks with predominately cultural and historical significance. The parks recently worked with a variety of experts in the fields of natural and cultural resources, interpretation, law enforcement, and facility management to develop a set of baseline assessments that can now serve as a model for other historical and cultural-oriented nation parks across the country.

In this time of accelerated change and increasing fiscal challenges, our ability to plan ahead necessitates that we have objective baseline data to assess our park operations and to develop articulated plans to address the multifaceted needs of the parks. Global climate change, rising sea levels, and an increase in the frequency and severity of storms are forcing us to envision new ways of managing and protecting our park resources. Innovations in information technology and a streamlining of government procedures are bringing broad changes to our administrative and management systems. Fiscal constraints, changing visitor demographics, and a need to diversify our workforce are all ushering in complex challenges for our parks as we enter our second century. The State of the Park Report will help us strategically assess our operations, plan for the future, and clearly communicate current park conditions to the public.

Partnerships

Salem Maritime National Historic Site has a long history of positive, productive partnerships that assisted with the original creation and development of the park over the last 75 years. Throughout the 97 years of the National Park Service's existence, Congress has emphasized that the agency adhere to our primary mission as defined in the Organic Act of 1916 through the Redwood Act of 1978 to "provide for the preservation of our natural and cultural resources for the benefit of future generations and the public enjoyment thereof". Additional federal directives encourage the park to explore mutually beneficial partnerships to further our agency's mission and the park programs, where and when appropriate.

The 2006 NPS Management Policies provide us with guidance for developing creative partnerships that ensure the public enjoyment of the park while simultaneously protecting our parks resources from commercialization, heavy-handed economic development that may not be compatible with our mission, or policies favoring a specific individual or group over the interests of the general public. While we recognize the beneficial contributions from our existing partnerships, we must also reassess the role, value and appropriateness of our partnerships within the context of our agency's primary mission and the enabling legislation of the park.

The federal government has recently been directed to be more business-minded in regard to our budgets, staffing and facility management costs, which include an examination of “life-cycle” costs for all park assets, including the *Friendship of Salem* and the Salem Visitor Center (both facilities are products of park partnerships). The funding, staffing and maintenance required to operate these facilities, combined with the primary waterfront facilities along Derby Street, must be carefully considered in planning for a sustainable operation of Salem Maritime NHS. Partnerships with local governments, civic institutions, non-profits and citizens may be a critical component of the long-term strategy to maintain the existing portfolio of park assets.

Wharves /Waterfront Rehabilitation and Protection

The 18th-century wharves are the heart of Salem Maritime NHS. As visitors stroll the wharves (Derby, Hatches, Central, & Tuckers Wharf), they enjoy panoramic views of Salem Harbor with waves splashing on an adjacent beach and can explore our replica tall-ship *Friendship of Salem*. At the end of Derby wharf stands Derby Wharf Light Station, which was built in 1875 to help guide vessels into Salem Harbor. Looking back at the mainland, one can see a picturesque array of historic buildings, including the 1819 Custom House, 1780 Hawkes House, 1762 Derby House, 1672 Narbonne House, 1770 Pedrick Storehouse and 1800 West India Goods Store. This park is a beautiful site that gives the feel, smell, and sounds of our nation’s maritime history.

Jutting one-half mile into Salem Harbor, the 1762 Derby Wharf is a wonderful example of a timber and earthen “cobb” wharf. Later 19th century expansions and repairs done during the working life of the wharf have archaeologically preserved much of the 18th century structure. However, Derby Wharf is being eroded away by rising sea levels, higher tides, and more frequent severe storms. We must consider the possibility that natural forces will ultimately submerge this historic wharf and thus require new ways of “protecting, preserving and allowing for the enjoyment thereof.” This is one of our greatest challenges, to contemplate and explore all options for Derby Wharf, perhaps even experiment with some, to determine the best way to manage these significant park resources into the next century for the benefit of future generations.

Tall-ship *Friendship of Salem*

Created in 1997 as a tall-ship exhibit with the capability to sail, *Friendship of Salem* is a replica of a 1797 three-masted cargo ship from Salem that was lost to the British in the War of 1812. Visitors and local residents frequently cite *Friendship* as one of the most impressive and beautiful resources in the park. Her presence evokes what any visitor would expect to find at a maritime park—sails, masts, rigging and historic cargo. To see the look on a child’s face when they board her, explore her cabins and holds, and take in the view from her decks is priceless; as is the force and beauty of *Friendship* under sail. Built of wood and sitting in the salt water year round, weathered by the New England winters and summer storms, she is continually subject to the elements.

The annual cost to maintain *Friendship* is very high. Her status as a modern replica competes for limited funding with the large number of original historic assets in the park. Management has continually evaluated the function of *Friendship* over her fifteen-year existence and has been forced to ask numerous questions about her role in the park due to the high cost of upkeep. Should we continue to try to keep her afloat and sail her when possible, or should she be used as a stationary exhibit? How can we best care for her and address her many needs with limited federal funding? How should the National Park Service utilize this replica and how should she be integrated into

the operation of the park? Most importantly, how should she be viewed, valued, and managed as a non-historic replica in the context of all of the park's other original historic buildings, grounds, and artifacts?

National Park Service Regional Visitor Center

Most park visitor centers are located within the designated federal boundary of the park. They assist us in welcoming our visitors to the site, allowing us to orient them as to what there is to see and do at the park. From these visitor centers, park rangers can easily point to the park's historical resources and provide detailed information to address visitor interests. The visitor can also get their bearings as to where they are in relation to their surroundings and the park resources they wish to visit.

Salem Maritime has a large National Park Service Regional Visitor Center in downtown Salem that is approximately a half-mile from the official park boundary, including the waterfront, wharves and *Friendship*. Surrounded by privately-owned buildings and a municipal parking garage, this facility is physically removed from the park and creates a disconnected feeling for both our visitors and employees. Neither visitors nor employees can see or relate to literal park resources as park staff describes the park's significance and history. Moreover, visitors are often confused as to the role of the Visitor Center in relation to the park and report that travel between the two locations is difficult to navigate. An existing historic building, located within the park boundary and directly opposite the park's historic wharves and buildings, also serves as a traditional visitor center. In the current fiscal climate it will be difficult to sustain staff and maintain two visitor centers.

Park Planning

Salem Maritime NHS is celebrating its 75th anniversary this year, but has never completed a comprehensive park plan to define its mission, roles, and priorities. In addition, the park is part of a complex urban environment within the greater Boston metropolitan area that creates significant demands on our available resources and calls for a comprehensive plan to provide guidance. A comprehensive park plan, referred to as a Foundation Document and its associated Resource Stewardship Strategy are crucial to filling this planning deficiency. These plans will define and update our mission, roles, and priorities to serve the visitors and protect the park in the 21st century.

The park has many significant resources to manage, protect, preserve and interpret. Our historic resources and facilities include the Custom House, Narbonne House, Hawkes House, Derby House, West India Goods Store, Pedricks Storehouse, Derby Wharf, Central Wharf and Derby Lighthouse, as well as museum collections, archives, libraries, and cultural landscapes. Our proximity to the ocean and the historic significance of our waterfront resources require that we devote attention to monitoring and protecting the natural resources of the park; including the land, water, and air resources surrounding us. In order to assess all these resources and their competing needs, we must develop these comprehensive management plans to manage, monitor, mitigate, protect, preserve and interpret these resources.

Conclusion

The Centennial celebration in 2016 is a time for us to reassess how well we have met the mandates of our mission to protect, preserve and provide for the enjoyment of these nationally significant resources along the North Shore. In the past, management did not have a fully objective set of met-

rics that could be applied consistently to all of the National Parks across the country to evaluate their conditions. The State of the Park process provides us with clear, convenient and measureable metrics for the first time. This report will allow us to inventory and assess all our previous efforts and then evaluate how effective these efforts have been in accomplishing our mission. In areas where we are doing well, we can maintain our course; but, in realms where we have not met our mandate, we can identify where we have additional work to do and then plan accordingly to use our available resources to address the greatest needs.

By establishing a standardized process that we can return to after one, three, five, ten or twenty years afterwards to re-evaluate where we stand, we can begin to manage our parks in a new way for the 21st century. Our challenging times require us to be creative in developing new strategies, partnerships, and ways of doing park business to ensure the well-being of these significant resources for future generations to come. This State of the Park Report will help us to achieve these goals as we approach our 2016 Centennial.

REFERENCES

See the [State of the Park Report for the Park website](#) for a more complete list of references to documents and data sets upon which the assessments in this State of the Park report are based. References for several of the key documents cited in this report are as follows:

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See Also:

[Collection of General References](#)

[Collection of Cultural Resource-Related References](#)

[Collection of Natural Resource-Related References](#)

[Collection of Visitor Experience-Related References](#)

[Other Park Infrastructure-Related References](#)

GLOSSARY

See the [State of the Parks home page](#) for links to a complete glossary of terms used in State of the Park reports. Definitions of key terms used in this report are as follows:

Americans with Disabilities Act (ADA)	Law enacted by the federal government that includes provisions to remove barriers that limit a disabled person's ability to engage in a normal daily activity in the physical public environment.
Archeological Sites Management Information System (ASMIS)	The National Park Service's standardized database for the basic registration and management of park prehistoric and historical archeological resources. ASMIS site records contain data on condition, threats and disturbances, site location, date of discovery and documentation, description, proposed treatments, and management actions for known park archeological sites. It serves as a tool to support improved archeological resources preservation, protection, planning, and decision-making by parks, centers, regional offices, and the national program offices.
Baseline Documentation	Baseline documentation records the physical condition of a structure, object, or landscape at a specific point in time. A baseline provides a starting point against which future changes can be measured.
Carbon Footprint	Carbon footprint is generally defined as the total set of greenhouse gas emissions caused by an organization, event, product or person.
Climate Friendly Park	The NPS Climate Friendly Park designation requires meeting three milestones: completing an application; completing a comprehensive greenhouse gas (GHG) inventory; and completing a Climate Action Plan, which is the actions, policies, programs, and measures a park will put into place to reduce its GHG emissions.
Cultural Landscape Inventory (CLI)	A Cultural Landscapes Inventory describes historically significant landscapes within a park. The inventory identifies and documents each landscape's location, size, physical development, condition, characteristics, and features, as well as other information useful to park management.
Curation	National parks are the stewards of numerous types of objects, field notes, publications, maps, artifacts, photographs, and more. The assemblage of these materials comprises a museum collection. Curation is the process of managing, preserving, and safeguarding a collection according to professional museum and archival practices.

Foundation Document	A park Foundation Document summarizes a park's purpose, significance, resources and values, primary interpretive themes, and special mandates. The document identifies a park's unique characteristics and what is most important about a park. The Foundation Document is fundamental to guiding park management and is an important component of a park's general management plan.
Fundamental and Other Important Resources and Values	Fundamental resources and values are the particular systems, processes, experiences, scenery, sounds, and other features that are key to achieving the park's purposes and maintaining its significance. Other important resources and values are those attributes that are determined to be particularly important to park management and planning, although they are not central to the park's purpose and significance. These priority resources are identified in the Park Foundation Document and/or General Management Plan. The short-cut name that will be used for this will be Priority Resources.
Historic Integrity	Historic Integrity is the assemblage of physical values of a site, building, structure or object and is a key element in assessing historical value and significance. The assessment of integrity is required to determine the eligibility of a property for listing in the National Register.
Indicator of Condition	A selected subset of components or elements of a Priority Resource that are particularly "information rich" and that represent or "indicate" the overall condition of the Priority Resource. There may be one or several Indicators of Condition for a particular Priority Resource.
Interpretation	Interpretation is the explanation of the major features and significance of a park to visitors. Interpretation can include field trips, presentations, exhibits, and publications, as well as informal conversations with park visitors. A key feature of successful interpretation is allowing a person to form his or her own personal connection with the meaning and significance inherent in a resource.
Museum Collection	NPS is the steward of the largest network of museums in the United States. NPS museum collections document American, tribal, and ethnic histories; park cultural and natural resources; park histories; and other aspects of human experience. Collections are managed by professionally-trained NPS staff, who ensure long-term maintenance of collections in specialized facilities.
Natural Resource Condition Assessment (NRCA)	A synthesis of existing scientific data and knowledge, from multiple sources, that helps answer the question: what are current conditions of important park natural resources? NRCAs provide a mix of new insights and useful scientific data about current park resource conditions and factors influencing those conditions. NRCAs have practical value to park managers and help them conduct formal planning and develop strategies on how to best protect or restore park resources.

Northeast Temperate Network (NETN)	One of 32 I&M networks established as part of the NPS Inventory and Monitoring Program . The Northeast Temperate Network comprises twelve parks in Connecticut, Maine, Massachusetts, New Hampshire, New Jersey, New York, Pennsylvania, and Vermont.
Priority Resource or Value	This term refers to the Fundamental and Other Important Resources and Values of a park. These can include natural, cultural, and historic resources as well as opportunities for learning, discovery and enjoyment. Priority Resources or Values include features that have been identified in park Foundation Documents, as well as other park assets or values that have been developed or recognized over the course of park operations. Priority Resources or Values warrant primary consideration during park planning and management because they are critical to a park’s purpose and significance.
Resource Management	The term “resources” in NPS encompasses the many natural, cultural, historical, or sociological features and assets associated with parks. Resource management includes the knowledge, understanding, and long-term stewardship and preservation of these resources.
Specific Measure of Condition	One or more specific measurements used to quantify or qualitatively evaluate the condition of an Indicator at a particular place and time. There may be one or more Specific Measures of Condition for each Indicator of Condition.

