



Superintendent's Annual Narrative Report

Fiscal Year 2006





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Salem Maritime National Historic Site
Salem, Massachusetts

Saugus Iron Works National Historic Site
Saugus, Massachusetts

On the cover:
Main photo: Friendship at sea.
Courtesy of Paul Trap.
Secondary photographs:
From the top: the forge and rolling
and slitting mill at Saugus Iron Works;
the Iron Works House at Saugus Iron
Works; the Custom House at Salem
Maritime. NPS photos.

Opposite: looking across the Saugus
River on an autumn day. NPS photo.



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Opposite: Friendship forms a backdrop to the children's games during the 2006 Maritime Festival. NPS photo.

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



INTRODUCTION

Salem Maritime National Historic Site and Saugus Iron Works National Historic Site are distinct units of the National Park Service, are managed under one Superintendent and share a consolidated Senior Management Team. Both parks are located north of Boston in densely settled areas within the Sixth Congressional District, in Essex County, Massachusetts and are represented by Congressman John F. Tierney, Senator John F. Kerry, and Senator Edward M. Kennedy. While Saugus Iron Works serves as the southern gateway to Essex National Heritage Area, Salem Maritime National Historic Site, especially the Salem visitor center, serves as the Heritage Area's interpretive hub.

Salem Maritime National Historic Site

Established by Secretarial Order in 1938 as the nation's first National Historic Site, Salem Maritime National Historic Site (SAMA) demonstrates and commemorates centuries of Salem's vital maritime history and traditions. The site preserves the Custom House, the stately Derby and Hawkes houses, the museum collections, archeological resources, and remaining cultural landscapes, including historic wharves, storehouses, and beach area that comprise the historic port of Salem. In 1963, Congress, through Public Law 88-199 added the 1672 Narbonne house to the site, while the Polish community's St. Joseph Hall was added in 1988, under Public Law 100-349. As part of the site's original legislated vision, a replica of Salem's famous 1797 three-masted vessel, the *Friendship of Salem*, was constructed in 1996, while plans to re-erect Marblehead's Pedrick Storehouse along Derby wharf are in development. Together, these resources speak of early colonial settlement and the growth of later immigrant communities, of merchants and mariners, of shipbuilding and "Triangle Trade," of privateers and the Revolutionary War, of the life and literature of Nathaniel Hawthorne, of the Jeffersonian embargo and the War of 1812, and of the riches of Far East and "Indies" trade establishing Salem's eminence in the world economy during the Golden Age of Sail.

Saugus Iron Works National Historic Site

Established in 1968, under Public Law 90-282, Saugus Iron Works NHS (SAIR) preserves and interprets the archeological and historic sites, structures, objects, and the reconstructed natural and historic scene associated with the first successful iron works in America. Operating on

the Saugus River from 1646 to about 1670, the iron works was part of the Puritans vision for a self-reliant colony. Serving as a training ground for skilled iron workers, the iron making plant helped lay the foundation of America's iron and steel industry. Today's iron works combines original resources with reconstructed elements, based on archeological and documentary evidence. Its restored industrial landscape presents seven working waterwheels that operate equipment in three reconstructed mill buildings. These resources demonstrate and interpret seventeenth-century engineering and design methods, iron-making technology and operations, local and overseas-trade, and life and work in Massachusetts Bay Colony. This "open-air museum," offers visitors a highly sensory encounter with our early colonial past.

The Salem Visitor Center

In 1996, under the Omnibus Parks and Public Lands Management Act, Congress established the Essex National Heritage Area (ENHA) to preserve and interpret the natural, cultural, scenic, and historic resources of Essex County related to three themes: early settlement, industry, and maritime history. The Act also served to formally link both sites to the ENHA, and broadened the purpose and role of the Salem Maritime visitor center, located in downtown Salem, a 15 minute walk from the maritime site. The center's expanded role is to introduce visitors to Essex County and to promote the hundreds of sites that comprise Essex National Heritage Area (ENHA). Located within the remains of Salem's historic armory, the visitor center is a leased condominium space owned by the Peabody Essex Museum. The center serves as the only visitor information center in the city of Salem.

Opposite: the West India Goods Store at Salem Maritime sells coffee, tea, spices, and sweets. NPS photo.



Overview of the Years Most Significant Activities, Trends, or Issues

Fiscal Year 2006 has been a highly successful, yet challenging year for the Maritime and Iron Works Sites. With a new superintendent and new administrative officer came new ideas and initiatives, and enormous change.

The Superintendent would like to thank the staff for their often heroic efforts and willingness to take on new assignments; they continue to provide inspiring services and programs for our visitors. The Essex National Heritage Commission, particularly Annie Harris and Tom Leonard, along with the rest of their staff, and Eastern National, particularly Betsie Lind and Chesley Moroz have provided unwavering support for our operations and goals. A very special thank you is extended to Marianne Peak, Alexa Molnar, and several Associate Regional Directors including Bob McIntosh who mentored and supported the “new kid” throughout the year. Their insight and guidance has been invaluable. And finally a thank you to former Regional Director Mary Bomar, and now acting Regional Director Sandy Walters for creating an environment where the superintendent is supported and encouraged to succeed.

The principal focus for the year was to implement the recommendations and resolve issues raised in the Transitional Management Assessment Program report (T-MAP). The most pressing of these encouraged the new superintendent to address the following immediately upon arrival:

- Strengthen park cohesion and communication with a special emphasis on building a team culture, while at the same time re-examining and adjusting the organizational structure in response to reduced budgets and long-standing staff concerns
- Develop a future for *the Friendship of Salem* that allows maritime history to come alive, is safe, and is cost effective.
- Provide consistent management structure for Special Uses and increase the number of these uses to both engage the public at the sites and help offset operational costs.
- Maintain and strengthen key partnerships, particularly with the Essex National Heritage Area, Eastern National and The Salem Partnership
- Ensure the efficient management of the many, important funded projects that will lead to im-

proved accessibility and understanding, and restored and preserved resources.

- And finally, coordinate the move into St. Joseph’s Hall in Salem.

This report focuses on the accomplishments towards implementing these recommendations. In addition, this year we have strengthened our partnership with the Essex National Heritage Area in order to further our mutual goals of resource preservation, interpretation, and the celebration of the history of Essex County. The Essex National Heritage Area has provided a summary of their major accomplishments for FY06, and this will be found as Appendix A.

GPRA. Regarding performance management reporting requirements, Salem and Saugus report to a total of 33 goals. Of these, 19 goals were met, 10 goals were exceeded and 4 goals were not met. Two of the goals not met at Salem, Visitor Satisfaction (IIa1a) and Visitor Understanding (IIb1) were a result of an invalid distribution method. The visitor survey cards were left on the desk to be picked up by visitors, rather than handed out as prescribed in the protocol, thus rendering the results statistically invalid. The completed cards were returned to the park and were analyzed by staff, showing that the satisfaction and understanding ratings would have been in the 90% range. Next year, the cards will be distributed per protocol.

At Saugus, the Visitor Satisfaction (IIa1a) goal was also unmet, but for different reasons. The staff worked diligently to offer visitors a rich and rewarding experience at the site even though the museum was closed due to construction activities. While the Visitor Understanding results show this, the Satisfaction number was lower than anticipated due to the closure.

Finally, the park reported 35 hours of Employee Worker’s Compensation goal Iva6B. The hours were attributed to single employee on long term rehabilitation from a prior work injury. A high standard of safety will be continued to be promoted in the park.

Opposite: the Iron Works on an autumn day.
NPS photo.

Mr. Derby has repaired the store at the head of his wharf, & glazed the front, so as to give it a very improved appearance, compared with its former condition.

Entry in Rev. William Bentley's Diary, Sept 28, 1789

Major Accomplishments

Accomplishments were numerous. In recognition, a "breakfast of success" was held in early October. Of these, four major accomplishments are presented here representing the most significant interpretive and preservation efforts for four of the most iconic resources at each site: the *Friendship of Salem* and Custom House eagle at Salem, and the original Blast Furnace Waterwheel and Turning Basin at Saugus.

A Vision for Friendship: Transcending Boundaries.

In the summer of 2006, Salem Maritime literally transcended its boundaries to become a "floating National Historic Site," as *Friendship of Salem* voyaged to Boston, Newburyport, and Provincetown. Fully rigged for the first time, her canvases filling the horizon, the 171-foot replica East Indiaman is a majestic sight and incredible enthusiasm greeted her at these ports.

The season's highlight event was *Friendship's* three-day port visit at Newburyport to celebrate the 10th Anniversary of Essex National Heritage Area. Here *Friendship* welcomed aboard about 10,450 visitors (nearly seven times Salem's typical three-day visitation). The crowd's exhilaration was contagious as John Tierney, the Superintendent, the Executive Director of the Heritage Area, and the mayors of Salem and Newburyport kicked off the celebration's opening ceremonies. The event was underwritten by ENHA and three local banks for \$12,000, demonstrating the ability of sail events to generate dollars and eventually become a self-sustaining operation.

The Superintendent communicated her future vision of a self-sustaining *Friendship* sailing and

related visiting vessel program to staff members, the public, community organizations, key partners and volunteers. Simply stated, the vision for *Friendship* is: she will sail; she will have friends (visiting vessels at Central Wharf); and she will inspire.

The newly formed Marine and Special Programs Division will help the park to isolate *Friendship's* budgetary profile so that we may more clearly examine ship operations and life-cycle costs. Utilizing partners and a dedicated cadre of volunteers, the division had a very successful 1st season, bringing throngs of appreciative visitors aboard via a universally accessible boarding system and performing rigging and cargo demonstrations in period dress. (The division's accomplishments are more fully presented later in this document.)

Friendship's role as NPS ambassador is to inspire the public to transcend their own boundaries and establish an intellectual and emotional connection with America's maritime history; with the eminent and ordinary people and the profound and prosaic events of the past that shaped our culture. The early success of *Friendship's* sail events has underscored the ship's great potential to reach the 21st-century visitor. Partners and other entities are generating ideas to use port visits to connect with underserved populations. SAMA, in cooperation with the city and organizations in Lynn, and the Essex National Heritage Commission, is developing an innovative Maritime History Education Program that will target disadvantaged youth and ultimately be developed into a new Junior Ranger Program at Salem. This program would culminate in *Friendship's* sailing to Lynn in spring/summer of 2007.

NPS staff and volunteers welcomed almost 10,500 visitors aboard *Friendship* during her three-day visit to Newburyport.

Courtesy of the Essex National Heritage Area.





Top: the disassembled parts of the Custom House Eagle ready to be duplicated.

Bottom: the replica eagle being gilded.

Left: SAMA and SAIR maintenance staff assisting the resource management staff with carefully disassembling the 17th century waterwheel exhibit. NPS photos.



Saving the Custom House Eagle. FY 2006 saw the last phase of a multi-year project to preserve and conserve the inspiring symbol of the Federal government: the nearly six-foot high gilt wood-carving of an American eagle that perched atop Salem’s Custom House since 1825. In 2004, skilled artisans crafted a faithful replica of the eagle, which now graces the top of Custom House. After months of painstaking conservation, the original eagle returned to Salem in late summer. Steps to exhibit the 1825 eagle on the second floor of the Custom House began with assistance from conservator Carol Warner and Historical Architect David Bitterman. The complex installation of the eagle and accompanying exhibit will be ready for public viewing in FY 07. A special opening event is being planned.

Brigid Sullivan and Carol Warner were appalled to realize the amount of damage that had been done to this rare and important artifact. When comparing photos of its original installation in 1953 to current photos, it is quickly apparent that the artifact assemblage had suffered greatly from the Museum’s lack of climate control, which caused timbers to split, check, and crumble. The park sought assistance from Al Levitan, a wood conservation specialist at Harpers Ferry, who conducted a workshop instructing park staff in wood consolidation and preservation methods. Park staff has continued preservation treatments and has contracted with sculptor Robert Shure to fabricate an armature that will safely support this extraordinary artifact for display within the rehabilitated Museum.

Other, less visible, but nonetheless important SAMA preservation projects include the Derby and Narbonne House chimney repairs, the repair and rehabilitation of the Derby House’s historic fence, and a new roof, fresh paint, and windows repairs for the West India Goods Store.

Waterwheel Conservation. Throughout FY ’06, operations at Saugus Iron Works were dominated by multiple line-item construction and repair/rehab projects and the many complicated sub-projects that tiered from them. Among these was a project to rehabilitate the Museum building and a sub-project to conserve the Museum’s waterwheel exhibit. This exhibit featured an archeologically recovered, 17th-century waterwheel, housed within its fully articulated 25-foot hutch and raceway. Originally, this waterwheel powered the colonial iron works’ giant furnace bellows, which continuously blasted air to feed the furnace’s flame. Although fragile, the waterwheel exhibit had to be removed to allow the building’s repair work to proceed.

Restoring the Turning Basin. The turning basin, an open-water area where boats could turn about on the high tide, was a crucial feature of the first integrated and sustained iron works of the original 13 colonies. The basin was restored to its 17th-century contours by the First Iron Works Association as part of the “First Iron Works Restoration,” but was damaged by an upstream dam breach in 1957. A project to restore the turning basin is nearing completion of its NEPA/MEPA compliance requirements. The project will rehabilitate the site’s dock structures, remove invasive vegetation and contaminated silts that were deposited by the dam breach, and re-vegetate the borders of the Saugus River with native plant species.

The compliance process has been challenging and complex, and at times, has threatened the halt the project. Through the passions and determination of park, regional, and Denver Service Center staff, the project is becoming a demonstration project that can have major implications in restoring heavily industrialized and damaged river environments.

Park staff and Northeast Region Conservators

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

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

ADMINISTRATION

Congressional Relations

During this first year, efforts have focused on building strong relationships with Congressman Tierney's office, the mayor's office for the City of Salem, the State Representatives offices, and numerous, key federal, state and local agencies, as well as local organizations and groups from both Salem and Saugus. Through meetings and phone calls, the Superintendent updated the congressman's office of major issues and events including Saugus Iron Works' closure. In addition, the Superintendent has attended several functions with the Congressman, including welcoming the throngs of visitors to the July 4th celebration and the *Friendship* arrival to Newburyport. Congressman Tierney also participated at the 10th anniversary of ENHA in Topsfield, as did Senator Kennedy. While the Superintendent has kept both Senator Kennedy and Kerry's offices apprised of issues, she has not had an audience with either and will work to accomplish this in FY 2007.

Budget/Fiscal

Congratulations go to Kym Sigler, new Administrative Officer, for successfully closing-out the Fiscal Year. She worked around the clock for weeks to close the books on time. In accordance with T-MAP objectives, the park is furnishing each Division with their individual budgets for FY 07; the first time in over 12 years. Administration is providing tracking and implementation guidance to the Senior Management Team (SMT) on their budgetary responsibilities. The SMT has been working collectively to prioritize park goals.

In order to cultivate a sense of investment and collective commitment and to further budgetary transparency as recommended in the T-MAP report, the Superintendent directed a majority of park permanent staff to participate in the Core Operations (Core Ops) workshops. The Core Ops process will help to identify potential efficiencies in park operations and be used to build understanding and support for some tough decisions to be made in the future.

Personnel

The Administrative Officer position was vacant most of FY 2006. The park would like to acknowledge the generous support it received from Cathy Burkhart, Cheryl Porkel, Scott Harrison, Ruth Sawyer, Pauline Cormier, Mike Regan, David St. Louis, Peter Brady, Larry Daniels, Bill Neiland, Ed Rizzotto, and Paul Cincotta for their generous contributions to Salem Maritime/Saugus Iron Works administrative operations. Each person lent us their time and talents while the park sought to fill this critical position and to cope with the illness-related absence of the park's Administrative Technician, the only other administrative support position. A breakfast was held to thank each of these people and in addition, an award was given to the Chief of Maintenance, Tim Thornhill, who shouldered much of the day-to-day administrative burden, above and beyond his normal duties.

The park was greatly relieved to fill the following critical positions: a GS-7 Law Enforcement Ranger, a shared position GS-11 Biologist with BOHA (0.67 FTE at Salem Maritime/Saugus Iron Works), and a GS-12 Administrative Officer. To further the implementation of the Resource Sharing Plan, the park will fund, two days a month, a GS-12 IT Support Specialist (shared with Boston Office and FRLA). While diversity is a key priority, no significant gains or losses have been made in the current staff profile this year. However, both Salem Maritime and Saugus Iron Works will have accessible administrative office space in the near future. The park is mindful of the need to seek diversity and 21st-century relevancy throughout all areas of our operations.

To implement recommendations in the T-Map, to work towards building a strong management team and seek operational efficiencies, organizational restructuring is underway. This year, a new division was established under the direction of Colleen Bruce. Titled the Marine and Special Programs Division, this change helped to facilitate the streamlining of tasks and communications for *Friendship's* operations, as well as to separate and capture the true costs and income

Human Resources

Salem Maritime NHS and Saugus Iron Works NHS

Divisions	SAMA FTE	SAIR FTE
Administration	2.48	.92
Resource Management	1.92	2.43
Interpretation	8.59	4.48
Maintenance	7.52	3.90
Law Enforcement	3.02	
Totals	23.53	11.73

Financial Resources

Salem Maritime NHS and Saugus Iron Works NHS

Park	FY2006 Budget
Salem Maritime NHS	1,939,800
Saugus Iron Works NHS	841,000
Total	2,870,800

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

NPS photo.



generated by the ship. This information will be vital to the future programming of the ship.

Shifts were made in the Interpretive Division to better manage the growing special use program, to capitalize on under-utilized talents of current rangers, and to take advantage of the closing of Saugus Iron Works.

An integrated approach to park management issues is being fostered through the creation of several teams. Each team, containing staff from both parks, will be responsible for setting work and funding priorities, as well as annual goals. These teams include a Senior Management Team, a Resources Management Team, an Accountability Team, a Publications Team, and an Education Team.

Efforts to improve morale and enhance communications at Salem Maritime/Saugus Iron Works include monthly all-staff meetings, which keep staff informed of developments and issues, reduce misinformation, and bring an assurance of transparency to park concerns. To facilitate internal communications, the Superintendent has opened weekly Senior Management Team meetings to staff members who wish to raise a subject for team discussion. The Superintendent advertises an "open office door" policy, encouraging direct engagement with the Superintendent by any staff member.

The Superintendent has instituted a non-linear approach to team building, whereby lower-level staff is selected to join teams and task groups. This method circumvents the strict hierarchical approach to management that was formerly employed. Bringing in new faces and ideas helps break unproductive patterns and improves the overall effectiveness of the Division Leads. This arrangement helps to promote staff cohesion and interdivisional camaraderie; as do all-staff celebrations, such as the newly instituted Celebrating Success Breakfast, Annual Staff Photo, Volunteer Celebrations, and the Salem Maritime/Saugus Iron Works Holiday Party.

Throughout FY'07, the Core Ops process will be framed as a catalyst for all-staff involvement that invites creativity and collective problem solving and that curtails divisional and individual competition.

Concessions

There are currently no concessions at either site, although there have been concession operations at Salem Maritime in the past. While the Commercial Use Authorizations have not been used as of yet, there may be some applicably in the future. The number of special use permits issued for various activities and events has increased and is discussed further under the Marine and Special Use Programs section.

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

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

Contracting

As part of the region’s resource sharing initiative, contracting for Salem Maritime/Saugus Iron Works was accomplished by Paul Cincotta from Boston National Historic Park. Paul successfully established several new contracts, and his continued efforts are greatly appreciated. In addition, Contracting Officer Mike Kennison continues to provide assistance under Ellen Barr’s direction, for the Cooperative Agreements with Essex National Heritage Area. The park would also like to thank DSC Contracting staff for managing the line-item funded Accessibility and Turning Basin Projects.

Training

In FY’06, park staff utilized “close to home” training opportunities, to keep within budget limitations. Low cost training options included utilizing the park’s newly established Tel-net connection (PMIS, and Safety Training) and desktop training (Information Systems Security Awareness, Orientation to the Privacy Act, and Records Management Awareness) and teleconferencing (Early American History Course). The park attained 100% compliance for mandatory trainings. Interpretive staff benefited from Customer Service training with Shelia Cook Kayser and Web Development Training and Publications Training at Lowell NHS.

Two riggers from the Marine Division attended Coast-Guard approved License training and updated RADAR certificate. The third rigger spent his furlough increasing his sailing knowledge and experience by serving as first mate and educator, on a ship that sailed to Tahiti, for a college-aged educational program operated by SEAS. An in-

terpretive ranger completed two semesters of American Sign Language. The park’s new law enforcement ranger organized the park’s CPR and first aid training. A seasonal interpretive ranger is working towards a law enforcement commission. One staff member was awarded an Albright-Wirth grant enabling her to travel to Nova Scotia to research Salem families that fled to Canada during the American Revolution.

Information Technology

Three facilities at Salem Maritime—the Orientation Center, Visitor Center and St. Joseph Hall—lacked the infrastructure to receive basic IT service. Staff was unable to readily access the park’s drive, email, and use the cash register credit card approval function since service was delivered through dial-up phone connections. The park would like to express our gratitude for the continuing support we received from Pete Brady, Larry Daniels, Bill Neiland, David St. Louis at Boston Office IT and from Scott Harrison at BOHA throughout the year and especially for the IT upgrades for those three park facilities. In FY’06, plans were completed to drill laterally between two Derby Street buildings to install a data conduit connecting new administrative office space at St. Joseph Hall with the park’s existing IT server within the Hawke’s House. Computer service at St. Joseph Hall will be ready to go when the Senior Management Team relocates to their new offices in early spring of 2007. The park is very appreciative for IT support in establishing a DSL connection at the Salem Visitor Center and at Orientation Center. Staff report that the DSL upgrade has increased efficiency exponentially at these two facilities.

The administrative offices at Saugus Iron Works are currently in the annex of the Iron Works House, seen here on the left side of the photo. The annex was built by Wallace Nutting in 1917 in the style of the seventeenth century.

NPS photo.



Maintenance staff working on the repair of the blast furnace.

NPS photo.



MAINTENANCE AND FACILITY MANAGEMENT

The Maintenance Division is comprised of highly skilled craftsmen who are experts in the use of traditional tools and historic preservation techniques. The division's chief, work leader, carpenters, woodcrafters, and painter continually undertake projects of impressive scale and intricacy. This year, the team's work ranged from rebuilding a pair of giant bellows at Saugus Iron Works to the restoration of a delicate Georgian-style fence at Salem Maritime. Because their work has great public appeal, the park hopes to present an on-demand CD in the Salem Visitor Center on the division's work building a waterwheel & installing a wheel shaft in Saugus' Slitting Mill.

Despite the loss of two groundskeepers in 2004, one wood crafter, one supervisory work leader, and the chief's collateral administrative duties, the staff accomplished much in FY'06 to insure the preservation of 23 LCS structures at Saugus Iron Works and 27 LCS structures at Salem Maritime.

Preservation work at Salem Maritime included the restoration of the Custom House shutters and the Derby House fence. Staff replaced the West India Goods Store roof and re-painted the building. At Saugus Iron Works, work centered on rehabilitation of the Blast Furnace Casting Shed, replacing sills, posts, and beams, and rebuilding the bellows. Additionally, the staff re-

placed the Forge roof and performed maintenance on the park's waterwheels and water recirculation system. Saugus Iron Works' museum windows were rehabilitated and its new clapboards were stained. Windows and trim at Salem Maritime's Orientation Center, Restrooms, and St. Joseph Hall were restored and painted.

Staff maintained historic landscapes in the summer, cleared snow from paths and lots in the winter, and kept the Salem Visitor Center, Orientation Center and offices clean and safe throughout the year. After severe flooding, staff undertook the restoration of the Corduroy Road and paths at Saugus Iron Works and cleaned and repaired the basement at St. Joseph Hall and the out wash at Derby Wharf.

The Maintenance Division facilitates many special events and provides general support to other divisions and to partners. The staff lent their talents to the Curatorial staff at Saugus Iron Works to safely move timber collections, metal collections, exhibits, and the park's archive prior to the Accessibility and the Museum Rehabilitation Projects. The division insulated walls and built shelves to accommodate collection storage within on-site rented trailers. The Maintenance staff also ran waterwheels for visitors, to compensate for the shortage of Interpretive Rangers, and assisted project archeologist with preliminary work needed for the Accessibility project. The staff reviewed project plans and drawings and attended contractor meetings for the Museum Rehabilitation, Accessibility, and Chimney Repair Projects. Maintenance Division efforts and materials are tracked in the FMSS Database.

MARINE AND SPECIAL PROGRAMS

This year, the Superintendent established the Marine and Special Programs Division. The division encompasses a chief, a Park Ranger (I), two riggers, and a ship's carpenter. A dedicated volunteer sail crew of over 55 people of various ages and walks of life, and a volunteer shipwright crew of 10, offer their time, expertise, and energies to maintain and sail Friendship.

The division accomplished much to ensure *Friendship's* continued seaworthiness and the public's enjoyment of this extraordinary resource. The *Friendship* crew completed a first draft of a *Sailing & Operations Manual for volunteers and staff*. The ship was available for tours more hours a day, more days a year, and was made accessible to people using wheelchairs both at Derby Wharf and at visiting ports. To this end, the crew fabricated a gangway for Salem and an accessible traveling ship boarding system. They furnished the ship's galley with cabinets, counters, and a commercial marine stove, which was acquired at a low-cost. The crew designed and fabricated forepeak and foremast storage hold areas and installed an interim navigation station (using a donated computer and free software).

The park obtained ownership from the City of Salem of the previously installed, accessible Central Wharf float. This acquisition, which allows docking for a series of visiting vessel types, will maximize Salem Maritime's opportunity to fully develop a visiting vessel program that can provide a myriad of educational opportunities aboard other vessel types.

Many safety protocols were instituted or continued. These include:

- continuing the Ship Safety Protocols Program
- completing specialized training of crew members working aloft
- completing Coast Guard-approved license training
- updating RADAR Observer Certificate

- renewing First-Aid/CPR training
- initiating ships' inclining experiments to determine stability
- installing new ship safety equipment (lift rings and strobe light)
- practicing rescue boat drills (launching and hauling in non-emergency conditions)
- maintaining the ship in "ready condition" for dockside visitation, special events sailing, and port visits
- continuing sail training programs for the staff and volunteers

This year, the division completed the most ambitious sailing-season to date. The visiting Vessel Program was expanded with great success. Under sail, with the first full rigging of all T'Gallants and Main Royal yards, *Friendship* journeyed to Boston for a two day event to witness the annual turn around of the USS Constitution, to Newburyport for three days, and to Provincetown for two days. The crew performed dockside demonstrations in period clothing of line handling operations, sail furling, and loading cargo on and off ship. On land, the division inaugurated a special Maritime Lecture Series.

Special Park Uses. In FY'06, the division instituted a centralized Special Park Use Program that standardized fees and usage protocols for all areas and resources at Salem Maritime NHS. Before this centralization, many of the staff had responsibility for a single portion of the program leading to miscommunication, frustration, and a lack of consistency in event management and fees. This year, 43 special use permits were issued.



Top: The National Archives in Waltham mounted a special exhibit in the Visitor Center on the Salem vessel *Mount Vernon* in 2006.

Bottom: the annual Father's Day Iron Pour has become a family favorite at Saugus Iron Works.

NPS photo.

INTERPRETATION AND EDUCATION

Interpretation Programs and Special Events

Visitation at Salem Maritime in FY'06 increased 12.1% increase over FY'05 with over 708,250 visitors served. Rangers provided more guided and stationed tours and extended visitation hours for *Friendship* and the Custom House. New and revised programs were developed for the Derby House, the Narbonne House, St. Joseph Hall and the Polish neighborhood, while visitors were granted entrance to the lighthouse and Custom House cupola for special programs. Visitors were treated to special Senior Staff Programs, a Visiting Lecture Series, and Holiday Tours of Derby and Custom House. The Underground Railroad Interpretive Program was presented, to much acclaim, at six off-site locations. *Friendship* tours drew more than 28,700 visitors. The Maritime Festival (5000 visitors), July 4th (15,000 visitors) and Haunted Happenings (25,000 visitors) were all very successful.

Regrettably, Salem Maritime visitor surveys were not properly disseminated. However, a ranger reviewed all of the comments received and had they been assessed, would have shown a continued high rate of visitor understanding and visitor satisfaction. Saugus Iron Works' completed visitor surveys indicated that visitor satisfaction was down due to the inconvenience associated with the Museum's closure and preparation work for other construction projects. Surveys indicated that visitors looked forward to the park's full operation.

Staff participated in the National Trust Hawthorne Preservation Award, SATV and WESX radio "History of Salem Programs," special Tour Industry tours, Salem Awards Committee, the Brookhouse Home Restoration effort, Elder Hostel Program at Salem State College, McIntire Resources Program planning, American citizenship swearing-in ceremony, and Essex National Heritage Area Trails and Sails Program and 10th Anniversary Celebrations. Staff also helped establish resource sharing projects with the History Departments at Salem State, Gordon College and Merrimack College and served on the Massachusetts Environmental Education Society advisory board.

Late in FY'06, Salem Maritime's Interpretive Division was fortunate to undergo an I-MAP assessment. The park received the report in early FY 2007, and will be reviewing it and developing an implementation strategy later this year. Much

appreciation goes to the I-MAP Team: Superintendent Celeste Bernardo, Supervisory Park Ranger, Leslie Obleschuk, and Education Specialist Elizabeth Hoermann.

Saugus Iron Works' Interpretive Division faced many challenges this year. The park's primary visitor facility, the Museum building was closed, eliminating exhibits and the historical context that they provide, from the visitor experience. Projected to close in July, Saugus Iron Works seasonal staffing was reduced and staff members were transferred to Salem Maritime. To offset skeletal staffing, industrial site interpretation relied heavily on stationed rather than guided tour. Support from Maintenance and Curatorial Divisions helped to fill in staffing gaps. Nonetheless, visitors were understanding about the special circumstances and remained appreciative of the site.

Attendance at the annual Father's Day Iron Pour was very good with 150 participants, despite 94 degree heat. The park welcomed about 12,953 visitors in FY'06. The park hosted ENHA Explorers and the Association for the Preservation of Virginia Antiquities. Off-site interpretation included Rowley Village History Program and Winthrop and Saugus Historical Societies, and the Saugus Jewish Women's Group.

Saugus Iron Works Interpretive Division was also involved in planning the Programmatic Accessibility component of the Accessibility Project and the design of the new Iron Works House Visitor Center. New exhibit design, virtual reality scenarios, and a bronze model depicting the site's complex waterpower system, especially targeted for blind visitors, are in development. An Audio Tour of the site for blind visitors, using audio wands, completed development. Interpretive staff assisted in the site's advance planning and preparation for the Accessibility Project, including aiding the Curatorial Division's collections move.

Education Outreach and Partnerships

Salem Maritime and Saugus Iron Works Education programs serve about 8,591 students in FY'06. Saugus on-site education programs served over 5,000 students, while off-site education and interpretive programs reached 1,441 students. New Education Programs include the development of a mathematics-based program and "Once upon a River," an environmental history program. Staff served as a representative to the Massachusetts Association of Science Teachers Advisory Board and published an article in that organization's newsletter. Staff hosted a

hands-on blacksmithing workshop for the Metals Conservation Summer Institute and provided blacksmithing demonstrations at Salem's Maritime Festival. Staff also acted as a judge for Massachusetts History Day and Aquatic Eco-station. Salem Maritime on-site education programs served 2,150 students with programs utilizing the dedicated education space at St. Joseph Hall and aboard the *Friendship*.

Salem Maritime/Saugus Iron Works web pages transitioned to the new Content Management System. Saugus Iron Works' extensive Junior Ranger Program has been uploaded to the system. This program has received special recognition from Corky Mayo, Program Manager for Interpretation (WASO) who forwarded a message from a father and two sons who were touring the country and trying out as many junior ranger programs as possible. The message lauded Saugus Iron Works' Junior Ranger program, saying not only was the program one of the best in the country, but the rangers went out of their way to make sure the questions and interests of the two boys was met.

Virtual tour elements of Saugus Iron Works' Programmatic Accessibility Project will be able to take advantage of the new system's web capabilities. This system will also facilitate curriculum-based educational programs, adapting with ease to bring relevance to participants, whether school children or life-long learners.

Salem Visitor Center

The Salem Visitor Center saw tremendous visitation, totaling about 300,757 this year. This year, the center featured murals commissioned for the Essex National Heritage Area's 10th Anniversary, while its bulletin board and brochure displays highlighted different ENHA events throughout the county, including the Art Escapes Trail and the Bird Trail. Additionally, the center hosted an open house that helped to promote 7 ENHA sites. The center also displayed a new exhibit on the ship *Mount Vernon*, entitled, "Records of a Salem Vessel in 1803," in partnership with the National Archives and Records Administration (NARA). Salem's Mayor, Kim Driscoll, Representative Keenan, and NARA's Northeast Office staff participated in this event.

The center's award-winning film "Where Past is Present" received an upgrade to high-definition, thanks to the work of Eric Epstein of the Harpers Ferry Center audio-visual division. New this season, Rangers presented an introduction to the film, to establish a personal connection with large crowds. Information displays were improved and options for self-guided information were developed, while preserving a setting that welcomes visitors and invites interaction with Rangers. The visitor center also serves as an information distribution hub, as park schedules and updates are generated and distributed from this facility.

Curtis White leading a tour at Saugus Iron Works

Courtesy of the Essex National Heritage Commission



RESOURCE STEWARDSHIP

Many important projects were undertaken at Salem Maritime and Saugus Iron Works in FY'06. While the majority has a strong visitor component, each preserves or rehabilitates important natural and cultural resources. Because of their number and complexity, a "Summary Report on Saugus Iron Works NHS Projects and Sub Projects for FY'06" is presented in an Appendix at the end of this document.

New this year, a Resource Management Team was established to aid in resources management of both units. The Team consists of the natural and cultural resource staff at both sites. They are charged with prioritizing resource needs and distributing staffing and financial resources to meet those needs.

Natural Resource Management

In FY'06 Saugus Iron Works lost its Biological Technician, who accepted a position at Alaska's Katmai N.P. To oversee the complexities of the on-going Turning Basin Project and other natural resource issues, Saugus Iron Works hired a "shared-position" Biologist, who works 0.67 FTE at Salem and Saugus and the remainder at Boston Harbor Islands.

The Biologist dedicated the majority of his time in FY'06 to working with Denver Service Center and Boston Office compliance specialists to fulfill the compliance requirements for the Turning Basin, the Saugus River Stone Bulkhead, and the Accessibility Projects at Saugus Iron Works and the Pedrick Storehouse at Salem Maritime. The park would like to thank Margo Davis (Boston Office) & DSC Paul Wharry & Jane Sikoryak, as well as Northeast Region Science Research Coordinator, Charlie Roman, Water Resources Specialist, Kevin Noon, for their excellent work on the park's behalf. All projects have completed or are nearing completion of NEPA/MEPA compliance requirements.

Saugus Iron Works continued to partner with the Saugus River Watershed Council and the Massachusetts Division of Marine Fisheries to resume monitoring of American eel and Rainbow smelt (species of special concern) in the Saugus River. Water quality and quantity monitoring by the USGS continued this year. Additionally, this year began the Northeast Temperate Inventory and Monitoring Network's long-term water quality monitoring of the Saugus River.

For the third year, the Northeast Region's Exotic Plant Management Team worked to control invasive exotic tree and shrub species at Saugus. They have made tremendous progress combat-

ing the aggressive non-native species that dominated the park's Nature Trail. The park's Integrated Pest Management efforts continued with the treatment of historic structures to prevent wood-boring insect damage.

Although the funded construction and re-vegetation components of the Turning Basin Project will be completed in the next few years, an unfunded maintenance component will continue into the future. Towards this effort, the park is working to build a community stewardship effort around maintaining and monitoring a native plant/natural river environment along the Saugus River.

Work continued with Salem Maritime/Saugus Iron Works task group to develop an Environmental Management System Plan to promote "green" products and technologies within the parks.

Cultural Resource Management

To improve coordination and development of project activities, Cultural Resource Management Divisions at Salem Maritime and Saugus Iron Works NHS are beginning to organizationally align. Salem Maritime consists of a Museum Curator and a Historian; Saugus Iron Works of a Museum Curator and a Museum Technician. Both divisions accession and catalog objects, process loans, answer numerous information requests, complete the Collection Management Report, Annual Inventory, and Checklist for Museum Spaces, write articles, and produce project reports. To develop, analyze, request funding, and track projects and resources, Cultural Resource Management divisions use Environmental Screening Forms, 106 forms, LCS, PEPC, ASMIS, ANCS+, and PMIS.



Top: the restoration of the Narbonne House chimney at Salem Maritime.



Bottom: restoration work on the museum at Saugus Iron Works.

NPS photo.

At Salem Maritime, in addition to work related to the restoration and exhibition of 1825 Custom House Eagle, (described earlier in this report), the rehabilitation of the Derby and Narbonne House chimneys was of primary importance. Water infiltration over many years damaged the chimneys of these architecturally and historically important structures. Contractor, Richard Irons completed careful study, testing, and restoration work for the Narbonne House and the ell chimney within the Derby House. Salem Maritime/ Saugus Iron Works has requested an additional \$70,000 to cover chimney repairs needed to complete work for the Derby House, as well as, the Iron Works House in Saugus.

The 18th century Pedrick Store House, acquired by the NPS from the Town of Marblehead in 2002, is set to be reassembled on Derby Wharf in the coming months, to help recreate the wharf setting that existed when the port of Salem was at its zenith. Extensive compliance was required, and with the aid of NER's Margo Davis, that task is nearing completion. Along with applications to numerous regulatory agencies, three public meetings were held to solicit input from the public, although no community member attended these well advertised meetings. A contract has been awarded, with construction to begin in late 2006 or spring 2007.

In FY'06, a team from the Museum Service's Center in Boston reviewed park curatorial operations and completed a new Collections Management Plan for the site. This plan cautions that the continued absence of a Museum Technician, due to budgetary constraints, jeopardizes advances that have been made in the park's museum program and advises that this position be filled.

A new wayside exhibit was installed for the West India Goods Store. This effort was spearheaded and funded by descendants of Henry Prince, who built the store in the early 19th century. The park hopes to form similar collaborations with other support groups in the future.

The CRM Division facilitated the Salem Visitor Center film upgrade to high definition and wishes to express their gratitude to Eric Epstein of Harpers Ferry for his excellent work. An auxiliary projection unit for DVD, VHS, and Power Point presentations was installed at the same time, allowing for greater use of the 200 seat auditorium.

The site's historian, due to retire in early January, completed an extensive Salem Ship Registry database of 18th and 19th century Salem vessels reg-

istered by the US Customs Service. This database, many years in the making, will allow for easy retrieval of information on vessel types, captains, owners, and other pertinent information. Additionally, the historian produced four issues of "Pickled Fish and Salted Provisions" on various historical topics from Salem's past.

In an effort to better accommodate the visually impaired community, audio tours were produced for both Salem and Saugus.

For Saugus Iron Works Cultural Resource Management, FY'06 was primarily focused on project research, planning, compliance, and oversight. The division is grateful for the excellent support it received from Margo Davis, Bill Griswold, Jodie Petersen, Paul Wharry & Jane Sikoryak. (Project descriptions are found earlier in this document). Interesting discoveries have been associated with several projects. During the rehabilitation of the Museum building, workers uncovered several items, including a letter addressed to Wallace Nutting from 1919, a turn of the century toaster, and several wrought iron latches and decorative iron pieces made by Edward Guy, blacksmith to Wallace Nutting. Archeological discoveries associated with the Accessibility Project investigations uncovered intact prehistoric tool-making sites that are eligible for the National Register of Historic Places.

The Museum building rehabilitation required the disassembly of the exhibited 17th century Blast Furnace waterwheel. Because the artifact was exhibited without climate controls and mounted improperly, it required immediate conservation. We are grateful to Al Levitan (HFC), Brigid Sullivan, and Carol Warner for their help training staff to properly treat the wheel and its hutch. CRM staff is engaged in redesigning existing Museum displays around the new armature, now under contract, for the museum exhibit area. It is imperative that this space receive funding for fire suppression and climate controls prior to artifact installations, in order to mitigate damage accrued by additional handling of these fragile 17th-century objects. Museum Checklist standards for museum storage spaces will improve with the completion of the Accessibility Project component to convert park housing into climate controlled museum storage areas. Without fire suppression and climate control in the Museum building, exhibit spaces will not meet Museum Checklist Standards.

The park Museum Technician has been working with volunteers to digitize the park's photograph collections; more than 6,000 images have been scanned. Documents relating to Robbins' exca-

Below: an artist's view of Pedrick Store House as it will look when it is restored on Derby Wharf.

NPS photo.

vation of the site have also been scanned or transcribed. This work has facilitated the development of a book on Roland Robbins' archeological investigations of the site, edited by Archeologists William Griswold (NPS) and Donald Linebaugh (University of Maryland), and entitled *Saugus Iron Works: The Roland W. Robbins'*

Excavations, 1948-1953. The Museum Technician and an Interpretive Ranger have written chapters for this publication. The Museum Technician has also continued developing databases for the 17th century iron works, providing information on workers, investors, neighbors, and iron works structures, and products.



RESOURCE AND VISITOR PROTECTION

Resource Protection and Law Enforcement

In FY'06, the Salem Maritime/Saugus Iron Works Law Enforcement Division filled the vacant GS-7 Protection Ranger position, helping to meet the need for year round security and foot/bike patrols. Unfortunately, when she arrived, the Chief Ranger was out on leave for a family emergency, which extended over 1/3 of the year. Ranger Heidi Yarnall did a magnificent job at stepping in, getting quickly up to speed, taking initiative, and even handling a major flooding event. Heidi was awarded for her efforts.

The Law Enforcement Division is now comprised of 2 FTE commissioned rangers and 1.2 FTE non-commissioned rangers who serve as evening guards. The staff does a great job and is much lauded by the community. However, the park has been receiving more and more complaints about the homeless population and drunk and disorderly persons who congregate at the site. We are grateful to Regional Chief Ranger Jill Hawk and Police Captain Kelcy Stefansson who are working with us to find creative solutions to these issues.

The Law Enforcement Division has begun instituting the mandated digital radio system, which is in the early stage of installation. This system will tie both Salem and Saugus together and is intended to improve communication between the parks and the local police departments.

Law Enforcement evening staff updated the Emergency Handbook and are working to for-

malize the already successful informal Park Watch Program with evening visitors and the Salem Police.

To deter vandalism and ensure resource protection at Saugus Iron Works during its closure, a park Law Enforcement ranger patrols the site on weekends and a Saugus Police Department patrol car stops regularly at the park.

Visitor Safety and Security

This year, Salem Maritime/Saugus Iron Works Law Enforcement brought our Emergency Medical Services to the fore front. Our recent hire, an Emergency Medical Technician, has established an AED Program and organized first aid and CPR training for all staff. The division continues to improve upon the park Safety Program with weekly safety messages. Salem/Saugus staff deserves considerable credit for accomplishing challenging projects with fewer people, while working safely, throughout the year.

The park continues to maintain a safe environment at Salem's three on site major special events: July 4th, Salem Maritime Festival, and Haunted Happenings. Staff also supported the 10th Anniversary Celebration of the Heritage Area held in Topsfield, as well as the *Friendship* event in Newburyport.

In coordination with the Salem Police Department, staff has begun planning to implement a safer and better organized Haunted Happenings and response strategy for the month of October.

Workplace safety refreshers and OSHA protocols are presented to staff. This year we were able to avail ourselves of the recent service-wide Tel-Net safety course.

July 4th is one of the major events at Salem Maritime NHS. Over 15,000 people come to the park to hear the annual concert and watch the fireworks that are fired off of Derby Wharf.

Courtesy of Kate Bittenbender.



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

Courtesy of Doug Christel.



VOLUNTEER PROGRAM

Both Salem Maritime and Saugus Iron Works are very fortunate to have a workforce of dedicated volunteers who have donated a combined total of 11,436 hours in FY'06. At Salem Maritime, 10 volunteer shipwrights and more than 55 deckhands have generously lent their efforts to *Friendship's* operations. Several other volunteers spent many dedicated hours at the visitor center, and supporting resource management programs at Salem Maritime. At Saugus Iron Works, a cadre of volunteers (2- 5) has been working to process, digitize, and transcribe archival collections. Volunteers from the Massachusetts College of Art Iron Guild donated their energies for the Father's Day Iron Pour and several Eagle Scout projects have benefited the park, such as the fabrication of markers to identify plants and shrubs along the Nature Trail.

The park expresses its appreciation of volunteers' efforts at special summer and holiday celebrations and by letters, plaques, and other symbols of appreciation. Our volunteer coordinators, Colleen Bruce at Salem and Curtis White at Saugus do a terrific job soliciting volunteers and organizing appreciation events and activities.

FEE COLLECTION

Currently, entrance fees are not collected at either site. In FY'06, fees at Salem Maritime, increased 17% totaling \$53,552 (FY'05 brought in \$44,335). Fees were used to offset the cost of offering the interpretive tour programs in the park. General donations were up 47% from \$3021 in '05 to \$5,861 in FY 2006.



ESSEX NATIONAL
HERITAGE AREA



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

PARTNERSHIPS

Resulting from the T-MAP, an important goal for FY 2006, was to build a team environment that involves partners, communities, & volunteers. Towards this end, Salem Maritime/Saugus Iron Works worked to strengthen relationships with its three primary partners the Essex National Heritage Area, Salem Partnership, and Eastern National. While some of the accomplishments are discussed below, it is critical to mention that every division has been involved in seeking and developing partnerships and community stewardship efforts to accomplish work as described previously in each of these sections. Our primary partners are the Essex National Heritage Area, Eastern National, and the Salem Partnership.

Essex National Heritage Area. Salem Maritime/Saugus Iron Works participation in supporting and promoting the Essex National Heritage Area included:

- Hosted an Essex National Heritage Area Explorer event at Saugus Iron Works NHS
- Participated in the 10th anniversary celebration of the Essex National Heritage Area
- Networked with and attended quarterly meetings with the 10 Essex National Heritage Area visitor centers
- Highlighted (by bulletin board displays and brochures) different Essex National Heritage Area events held throughout the county, including the Art Escapes Trail and the Bird Trail at the Salem Visitor Center
- Displayed two of the murals commissioned for the Essex National Heritage Area 10th anniversary at the Salem Visitor Center
- Hosted an open house at the Salem Visitor Center to promote seven Essex National Heritage Area heritage sites
- Worked with individual Essex National Heritage Area sites to install exhibits in the Salem Visitor Center (George Peabody House Museum glass is currently on display)
- Worked to educate other Essex National Heritage Area visitor centers about promoting the new ENHA passport stamps which are now available at all 10 visitor centers
- Presented three interpretive events for Essex National Heritage Area "Trails and Sails" (one at Saugus and two at Salem).
- Facilitated Essex National Heritage Area Fundraiser at Topsfield Fair

Eastern National. Eastern National, the sites' cooperating association, staffs the Salem Visitor Center and the West India Goods store. New product development included a new chocolate

mold that helps tell the story of iron making in a new colony, and a new *Friendship* T-shirt that helps Salem visitors become ambassadors for the site and share the maritime experience with friends throughout the world. New this year, Eastern's initiative to sell items aboard *Friendship* was very successful, bringing in \$2,000 from the Newburyport event.

Eastern National's year end sales report for Salem Maritime showed that sales were down overall by 1%; the Visitor Center was down 3%; the Orientation Center was up 31%; the West India Goods Store was up 1% despite its winter closure. End of year sales for Saugus (through September) were down 5%; Saugus' Museum Store completed its closure in early October, transferring its stock to Salem Maritime. Eastern National will re-open within the new Iron Works House Visitor Center in the spring of 2007. The Superintendent has begun to foster a strong relationship with Eastern National and its Board of Directors' President/CEO, Chesley Moroz, who visited Salem Maritime in FY'06.

The Salem Partnership. This year Salem Maritime along with the Salem Partnership and other key partners in the City of Salem coordinated the development of a docking facility for the new Salem Ferry, *Nathaniel Bowditch*, which launched its inaugural run in late June and continued through October. This process facilitated the exchange and ultimate ownership of the Central Wharf float by Salem Maritime NHS, used by the park's Visiting Vessel Program.

Under a cooperative agreement, The Salem Partnership continues to manage weddings and special events aboard *Friendship*. The Salem Partnership collects special events fees to repay the remaining bank debt, incurred to complete the construction of the *Friendship*, owed by the Part-

nership. This year, almost \$5,000 dollars will be repaid, leaving an outstanding balance of \$20,000. *Friendship*'s special uses include corporate social events, weddings, breakfast events, and a successful weekend theatre presentation that runs throughout the month of October.

Other programs with the Salem Partnership include participation in the Creative Economy Initiative, which brings together representatives from art, culture, technology, and business communities to foster economic development and to stimulate new tourism enterprise. The park participated in a Creative Economy workshop, which explored 21st -century relevancy initiatives that can be applied to the park.

Community Involvement

Salem Maritime/Saugus Iron Works strengthened its presence in the local community with several key events:

- Facilitated Eagle Scout Projects at Saugus
- Chaired the Honorary Committee for the Salem Award Committee
- Participated on the Salem Award Working Committee.
- Chaired the Salem Witch Trial Memorial Maintenance and Preservation Committee.
- Facilitated Teen Leadership Training Program targeting youth between 13-18 years of age.
- Continued building Volunteer Groups, such as Traditional Small Crafts Association
- Served as spokesperson for Travel Writers in Salem, for maritime history and NPS resources.
- Presented the Historic Trust Hawthorne Award annually to local preservation efforts.

- Continues to contribute to a conference paper on Salem's tourism and Haunted Happening.
- Participated in the Saugus Christmas stroll
- Conducted teacher workshops in conjunction with Salem Public Schools, House of Seven Gables, Peabody Essex Museum
- Addressed Salem School Committee regarding maritime history in Salem and Nathaniel Hawthorne
- Served on Massachusetts Environmental Education Society Advisory Board
- Began development of Maritime History Education Program targeting underserved students in Lynn, in cooperation with the Mayor of Lynn, the Executive Director of ENHA.
- Helped to implement elder hostel program based at Salem State College

Cooperative Activities

Salem Maritime/Saugus Iron Works worked in concert with the state and local community for the following activities:

- Worked with the Saugus River Watershed Council & Massachusetts Division of Marine Fisheries on fish survey activity
- Worked with the Salem Ferry & City of Salem
- Served in Katrina Disaster relief effort
- Fought Wildland Fires in Washington & Arizona
- Worked collaboratively with Salem and Saugus Police and Fire Departments
- Established resource sharing projects with history departments at Salem State, Gordon College, and Merrimack College
- Began work with Saugus Town Manager to plan for the removal of the Hamilton St. weir
- Provided hands-on blacksmithing workshop for the Metals Conservation Summer Institute



NPS and Massachusetts Division of Marine Fisheries performing the annual fish survey in the Saugus River.

NPS photo.

CONCLUSION

The year focused on building a team environment for divisions and staff members, while also involving partners & volunteers. Organizational restructuring began. A vision was developed for Friendship and a new Marine and Special Projects Division was established to implement those plans. Special events were very successful, with the Newburyport sail as the year's highlight event, which welcomed aboard about 10,450 visitors. Partnerships and community involvement were strengthened and the park worked especially closely with the Essex National Heritage Area, The Salem Partnership, and Eastern National. The Maritime Festival, the July 4th Celebration, and Haunted Happenings were all very successful; overall visitation increased by 12.1% with more than 708,250 visitors served. Interpretation and educations were expanded with a focus on reaching the 21st-century visitor. Education programming served about 8,591 students. Interpretive fees at Salem Maritime, which are used to offset the cost of interpretive programming, were increased by 17% totaling \$53,552. General donations were up 47%, bringing in \$5,861. Our dedicated volunteers contributed a combined total of 11,436 hours for both parks.

Our Maintenance Division continued planning and implementing projects to preserve our irreplaceable historic structures and features. Cultural Resource Management and Interpretation developed exhibits and planned for programmatic accessibility and 21st century relevancy. Cultural Resource Management and Natural Resource Management continued project planning, compliance, and oversight for multiple construction projects. (A report on the parks' construction projects is found in Appendix B.)

The staff, many of whom have been in the same positions for more than 15 years, have had to adjust to a new Superintendent and a different approach to park management. The multitude of regional and national initiatives and the ever increasing reporting requirements and deadlines have contributed to a somewhat chaotic environment. Division Chiefs are facing a learning curve as they acquire the skills needed to manage their budgets. The staff displays a genuine commitment to the NPS mission and many have extended themselves to meet park needs in the face of budget constraints. Yet, when expert craftsmen and Interpreters spend their time cleaning toilets, it impacts morale. At Salem Maritime, concerns regarding the homeless populations are increasing and the park lacks a sufficient number of commissioned Law Enforcement staff to adequately deal with the issue.

Final Assessment for the Year and a View to the Future

FY'06 was a very successful, exciting, and sometimes stressful year. Learning curves and cultural shifts were in play as a more integrated, team-building approach replaced a more linear management style. Efforts were directed towards reshaping interdivisional relationships and enhancing park cohesion and communication. Partnerships were strengthened and innovative programs were initiated, such as the Maritime History Education Program.

In FY'07, Core Ops will be our bulwark against the approaching budgetary crisis. Although Core Ops workshops took place during September and October, our most stressful period, the Superintendent directed as many staff as possible to attend. Salem Maritime/Saugus Iron Works was the largest group to have undertaken the process, to date. The Superintendent feels strongly that all staff will need to be fully invested in this process for us to succeed. The

numbers are shocking; staff will need to be reduced by a minimum of 3.75 and up to 11 FTE in 5 years to attain solvency. This leaves a workforce of about 24 FTE to provide stewardship for all resources within Salem Maritime and Saugus Iron Works NHS parks, as well as ENHA concerns and the Salem visitor center. Core Ops will help develop a strategic framework to define our core responsibilities and guide our actions in seeking efficiencies.

In FY'07 we will expand upon the foundations set in '06. We will continue our vision for *Friendship*, we will develop relevant interpretive programs that engage the public and reach more diverse populations. We will continue to integrate changes to streamline, restructure, and reorganize. We will work to leverage our influence with our partners and cooperative entities. We will work to identify and institute efficiencies. We will work with contractors, partners, and NPS teams to complete our on-going projects.

Below: most of the staff of Salem Maritime and Saugus Iron Works, 2006.

NPS photo by Leighton O'Connor.





Appendix A

ESSEX NATIONAL HERITAGE AREA SUCCESSES AND CHALLENGES FOR 2006

Successes:

This year marked the 10th anniversary of the Congressional designation of the Essex National Heritage Area, and there were many important milestones that were celebrated during the course of the year. As the ENHC enters into its second decade managing the Area and the hundreds of historic, cultural and natural resources, the Commission enjoys wide spread support for the work that it does in heritage preservation, interpretation and education. Some of the noteworthy projects this year were:

Heritage Preservation and promotion –increasing the visibility of and the public support for the National Park Service and the heritage resources included in the three nationally important themes:

- Friendship Sails! Newburyport:** This was a joint project between the Salem Maritime National Historic Site and the Essex National Heritage Area to move the tall ship *Friendship* to Newburyport for the first time. ENHC raised local funds so that the ship could be provide tours and interpretation aboard ship for free for three days in port. More than 10,000 people boarded the vessel and thousands watched her arrive and leave Newburyport. The voyage of the *Friendship* truly brought heritage alive. For many people it was the first time that they had seen the ship and some did not know that there is a National Park NHS in Salem.

Education and interpretation – developing the stewards of the future:

- TML Partnership Grant in Education:** The grant was established this year to create a permanently endowed fund to promote innovative education projects. It is targeted towards programs that connect under-served youth to the heritage of the region. In this first year, two grants were awarded to two communities with high populations of new immigrant children.
- Using Essex History:** This program aims to connect teachers to the resources and themes in the region. Under the pressure of state-wide testing and curricula revisions, many busy teachers have stopped using local history and local sites to teach and illustrate their teachings. This program, made possible by a three year Teach America History grant from the US Department of Education, is a collaboration between the ENHC, Beverly Public Schools, Salem State College and the National Archives & Records Administration. To date, there have been five seminars and a summer institute. All sessions have been oversubscribed because the demand is so great.

Natural resources and recreation:

- Border to Boston Rail Trail:** A coalition has been formed by the Commission with the NPS River and Trails Program and two regional planning agencies that has fostered the Border to Boston Trail. This *ad hoc* coalition is spearheading the development of an eight community, 27-mile rail-trail, in the National Heritage Area. The coalition recently completed preparation of a 75-page draft implementation plan.

Other projects this year:

- Essex Heritage Scenic Byway** – promoting the connections to the heritage sites along the coast.
- Historical Records** - educational sessions designed to help the region's historical records repositories better preserve and promote the ENHA's paper based legacy.
- Grants** - expansion of the annual Partnership Grant program, which has awarded \$1,347,168 to 228 projects since 1998.
- Webguides** - Development of thematic guides to the region published on the web
- Trails & Sails** – annual promotion and awareness event for almost 100 sites in the area
- Explorers** – increasing resident's knowledge and access to heritage resources

•**10th anniversary celebration** – celebrated 10 years of successful coalition building and public-private partnerships with Senator Kennedy, Congressman John Tierney and Congressman Marty Meehan.

Challenges:

On the National level: The national heritage areas are almost 20 years old, but their place in the National Park Service system is still ambiguous. National legislation which would validate the NHA program and set up a rational process for designating new areas, despite a promising start at the beginning of the year, was not passed by Congress. The funds for NHA program continue to be precarious, with the President's budget usually including less than is needed to support the program.

On the local level: The commission enjoys wide support throughout the region, but it is still a challenge to form multi town alliances and partnerships. There is a long tradition of "home rule" in Massachusetts that makes it difficult to do projects that span more than one community, but the Border to Boston rail trail is an excellent example of real progress in this.

Right: a young visitor learns about eagles during Trails and Sails 2006 at Salem Maritime NHS.

Courtesy of Annie C. Harris.



APPENDIX B

SALEM MARITIME NHS AND SAUGUS IRON WORKS NHS CONSTRUCTION PROJECTS AND SUB-PROJECTS

SUMMARY REPORT FOR FY'06

1. Museum Rehabilitation

PMIS 11896, Emergency Stabilization; \$504,586; Contractor: Lumus Co.; Status: Completed

This emergency building stabilization project split from a Line Item Construction Project: Rehab Museum for Safety & Accessibility Project (PMIS 77208; \$3,605,465). Consequently, critical components, such as fire suppression and climate control, were excluded from the smaller emergency project. To minimize damage from excessive handling of 350-year old, museum collections, it is imperative that the park receives funding to install these critical systems before collections are returned to the museum.

Museum Building Structural Stabilization

From December 2005 to July 2006, Lumus Construction Co. contractors worked to complete the structural stabilization of the 1917 Museum building, the park's primary visitor facility. The building was in alarming condition, with extensive wood rot impacting virtually all structural elements. Supervised by Blaise Davi of the BCB, the construction crew did a terrific job replacing the building's sills and posts, straightening walls and floors, installing a new cedar shingle roof, and bringing new life to this former blacksmith shop.

Remove Collections from Museum Spaces & Place in Temporary Storage

- In advance of the museum stabilization project, SAIR divisions worked collaboratively to remove all exhibited artifacts, interpretive displays, and collections from the Museum building. This included the removal of the 17th-century timber collection from the building's attic. Using staging, the Maintenance crew moved these heavy oak timbers, some measuring 24-ft, through the 2nd floor window to an improvised storage area.
- The Maintenance Division planned and implemented a low-cost storage solution for the displaced collections by renting on-site trailer, which they insulated and furnished with shelves. (Data loggers show that temperature and humidity within the trailers remain within acceptable museum standards.)
- Because of their length (some measuring 24 feet), timber collections will return to the Museum attic for permanent storage as this is the only space that can accommodate them. New museum-quality shelving has been purchased for these items.

Disassemble, Conserve & Reassemble 17th Century Waterwheel Exhibit

- The Museum building rehabilitation necessitated the removal of an exhibited, 17th-century Blast Furnace waterwheel and hutch assemblage. Maintenance and Curatorial staff worked with contractor Robert Shure and NPS conservators Brigid Sullivan and Carol Warner to plan and implement the wheel/hutch disassembly. This important artifact (a rare, if not the only example in the world of a nearly intact 17th century waterwheel, hutch and raceway) suffered greatly from a lack of climate control, which caused timbers to split, check, and crumble. It also sustained damage from the existing assembly system, which lacked proper support and caused the topmost timbers to crush those beneath.
- HFC Conservator Al Levitan, a specialist in wood conservation, conducted an on-site workshop instructing staff in wood consolidation treatment methods. Staff is continuing the timber conservation treatment.
- Redesign Museum Exhibits Around New Waterwheel Display
 - Sculptor Robert Shure has contracted to build a new armature for the conserved wheel hutch. The wheel/hutch reassembly is scheduled for the spring of 2007.
 - Curatorial & Interpretive divisions are working with contractors Origin Studios to redesign existing museum exhibits to accommodate the new waterwheel display.

2. Rehabilitate Resources for Accessibility

PMIS 060099; \$1,644,896; Design Contractor: BH+A; Programmatic Accessibility Contractor: Origin Studio; Status: Contract Awarded to Lumus Co., Scheduled to Begin 1/2/07;

Planning and compliance continued throughout FY'06 for the Accessibility Project. Due to reports of mechanical failure, the project was revised in FY 2006 to eliminate four stair lifts planned for installation within the reconstructed industrial site. The park staff worked in concert with Denver Service Center Project Manager, Jodie Petersen, and the DSC Compliance Specialists, Jane Sikoryak and Paul Wharry; DSC Accessibility Coordinator, Joanne Cody; Boston Office Compliance Specialists Dave Uschold and Margo Davis; Archeologist Bill Griswold; as well as, with the park's Section 106 Advisors, to redesign the project. The project contractor is BH+A.

The revised project combines non-mechanical physical access strategies with creative interpretive approaches to provide greater access to park resources for people with disabilities and to address 21st century relevancy issues.

New Physical Access Strategies

- A new switchback path is to be installed on the slope between the Blast Furnace and the Forge, which would provide wheelchair accessibility to the Forge and Slitting Mill.
- Throughout the park, stone-dust pathways would be replaced with wheelchair-friendly chip and seal material. This path surface facilitates wheelchair access, reduces pathway maintenance costs, and lessens abrasion damage to historic floors and stairs from stone-dust tracked into buildings.

Programmatic Accessibility Strategies

- Design & Install Bronze Model**
 - To familiarize blind visitors with the topography and hydrology of the area, a large bronze model of the original iron works' waterpower system would be installed near the picnic area. Blind visitors will also receive a Braille map and a portable wand that delivers a descriptive audio tour of the site.
- Convert Contact Station into Media Learning Center & Create Virtual Reality Depiction of Mill Building Operations**
 - Virtual tours, interactive games, and various accessible technologies are to be featured in a new Visitor Center and a new Media/Learning Center. The Visitor Center will be relocated to the Annex of the seventeenth-century Iron Works House, and the Media/Learning Center will be developed in the former Visitor Contact Station.
- Redesign Museum Exhibits to Enhance Accessibility & 21st-Century Relevancy**
 - Contracted exhibit specialists, Origin Studios, has been working with Curatorial and Interpretive staff to redesign interpretative approaches. Exhibits will be reconfigured within the newly rehabilitated Museum building to enhance accessibility and 21st century relevancy.

Archeological Investigations & Compliance

- A component of the Accessibility Project involves the conversion of park residences into climate-controlled museum collections storage space and wheelchair-accessible administrative office space. Plans to construct a connector building to link the administrative & museum spaces were modified in FY'2005 upon the discovery of intact prehistoric archeological resources beneath the proposed link building. To avoid archeological disturbance, the connector building was redesigned to rest on elliptical piers and cantilevered sills. Many thanks go to Bill Griswold for his work on the project. Archeological investigations and compliance included the following:
 - Switchback Path Installation
 - Connector Building Construction
 - Power Pole Installation
 - Data Line Installation

3. Restore Saugus River Turning Basin and Dock

PMIS 60214; \$3,451,500; Contractor: CH2MHill; Status: NEPA/MEPA Compliance Nearing Completion

Project design and NEPA/MEPA compliance continued throughout FY'06 for this project to restore the site's open water conditions and rebuild its dock structures. Although the First Iron Works Association restored the harbor to its seventeenth-century appearance in 1954, disaster struck in 1957, when an upstream dam breach released several tons of silt into the recreated river basin. Today the dock is mired in silt and surrounded by a sea of invasive plants. Visitors have difficulty envisioning the colonial iron works' shipping operation under these conditions.

The proposed project will reconstruct the site's decaying wood dock and bulkhead, restore open water/tidal mud flats around the dock, remove invasive vegetation, replant the river's border with native species and as an enhancement, work with partners to remove a deteriorated weir obstruction beneath the Hamilton St. Bridge. Upon this project's completion, visitors will clearly recognize the river's historic role in the iron works' story and understand why America's earliest successful iron works was located at this site.

Because the project's open water design will not restore a one-to-one ratio of wetland plants, Massachusetts' environmental compliance permitting has been difficult. The park has consulted with the following state regulatory agencies: Massachusetts Division of Environmental Protection: Waterways Regulation Program and Department of Wetlands and Waterways, Massachusetts Coastal Zone Management, Executive Office of Environmental Affairs, and Division of Marine Fisheries. Consultation with Federal agencies included: U.S. Army Corps of Engineers, U.S. Environmental Protection Agency, National Marine Fisheries, U.S. Fish and Wildlife Service. Local agency involvement included: Saugus River Watershed Council, Saugus Conservation Commission, and Essex Shipbuilding Museum. The park also consulted with the State Historic Preservation Office, local tribes, and the Bureau of Underwater Archeology.

DSC Project Manager, Josie Petersen and DSC Compliance Specialists, Jane Sikoryak and Paul Wharry, and Boston Compliance Specialist, Margo Davis with assistance from Dave Clark and contractors, CH2MHill have worked diligently with park staff to negotiate the labyrinth that is Massachusetts Compliance. In November 2006, the project's draft EA/EIR was sent out.

Permitting and Redesign Issues

- SAIR is situated at the head of the Saugus River estuary; where fresh water merges with tidal reaches. Because this site on the Saugus River is one of the few remaining productive smelt spawning areas in the region, the Division of Marine Fisheries and other Massachusetts environmental permitting agencies have insisted that a berm, vegetated with native plants, be installed along the river's existing west channel to maintain bank and streambed habitat. Contractors CH2MHILL have redesigned the plans to include this addition. Open water will still surround the site's dock area, but views from the east bank will not reflect the 1954 setting.
- Regulatory agencies have also requested that the park facilitate the removal of the small rock weir located south of the park's boundary, beneath the Hamilton St. Bridge. The weir was installed in 1954, by the First Iron Works Association (FIWA) as part of their efforts to recreate the 1646 iron works' harbor, a key element of the "Saugus Restoration." The weir impounded water to duplicate the 17th-century industrial site's land to water relationship and served to mitigate flooding. Permitting agencies believe that the now degraded weir inhibits the river's natural flow and may promote the spread of Phragmites by limiting tidal inundation.
 - Margo Davis and park staff researched the weir's ownership (since it did not pass to the park with FIWA's donation) and determined that a 1936 county map, showing a town right-of-way over Hamilton St., established the town of Saugus as default owners of the weir. In November 2006, after consultation with the NPS Solicitor, the park approached the Saugus Town Manager, who agreed to act as default weir owner. The park, along with state and town agencies, will work together to facilitate the weir's removal.

4. Repair Stone Walls along Saugus River

PMIS 11895; \$370,000; Designer: NPS Engineer, B.B. Diwadkar; Status: NEPA/MEPA Compliance Completed

In FY'06, Boston Office Engineer, B.B. Diwadkar completed designs for this project to rebuild the now crumbling fieldstone walls that flank 66 linear feet on the west bank and 233 linear feet on the east bank of the Saugus River. An element of the 1954 "Saugus Restoration," the deteriorated walls will be dismantled and individual rocks will be salvaged and reassembled on new footings. Permanent sheet pile walls will be positioned below grade, behind the stones, to reduce pressure from soils bearing against the wall and to mitigate the scouring action of river, which had undermined the traditionally built wall. This work will preserve the walls' historic character far into the future. Park staff worked closely with Boston Office Compliance Specialist, Margo Davis, to complete NEPA/MEPA compliance and secure Chapter 91 permitting for this project.

Determine Existence of Putative Endangered Species

- The park Biologist worked with Massachusetts Natural Heritage and Endangered Species Program to confirm the presence of American waterwort within the park, which had been tentatively reported in the 1980's. This species is listed in Massachusetts as threatened or endangered. Their work did not identify any American waterwort populations; therefore the project did not require additional environmental mitigation.

5. Restore Pedrick Storehouse

PMIS 117496; \$240,000; Status: NEPA/MEPA Compliance Nearing Completion.

Plans to reassemble the 1770 Pedrick Store House on Derby Wharf are progressing well. Originally built on Marblehead's waterfront and slated for demolition, the town donated this historic structure to Salem Maritime NHS in 2002 to help restore the historic setting that characterized Salem's busy port when the vicissitudes of sailing vessels dominated New England's economy. The warehouse will also serve as a working rigging loft for the tall ship *Friendship*, which is docked nearby. The park thanks David Bitterman for his efforts overseeing the project and directing the conservation of the building's wooden structural elements. Many thanks go to Margo Davis who directed the project's compliance and permitting effort. Compliance is nearing completion, with the park awaiting a Chapter 91 License issuance.

On December 4, 2006, the Superintendent addressed the Historic Derby Street Neighborhood Association to clarify park's reassembly plans for the Pedrick Store House. The meeting went well; the majority of the neighbors are very supportive of the park's vision for the waterfront area. The contract has been awarded and is scheduled to begin in the spring of 2007.

6. Iron Works House Chimney Repair (A Component of: "Repair Historic Chimneys at SAMA")

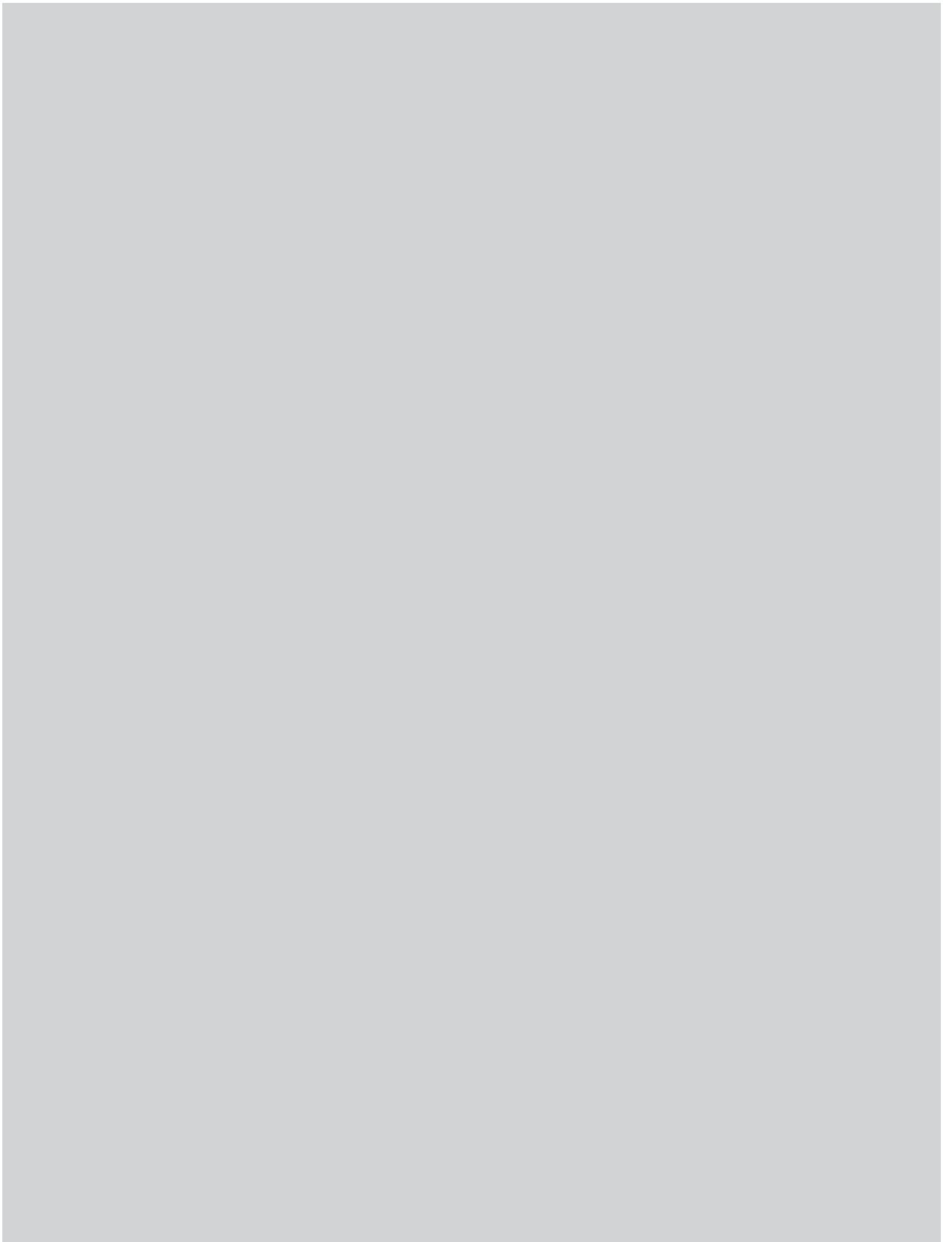
PMIS 13751; \$161,000; Contractor: Richard Irons; Status: Completed Planning and Partial Implementation for Salem Chimneys; Completed Planning for Saugus Chimneys

Contractor, Richard Irons worked with park staff to complete research and plan the repair of chimneys in the Derby House, the Narbonne House and the Iron Works House. Repairs were completed for the Narbonne House and the ell chimney in the Derby House, which required extensive re-pointing and flashing replacement. Additional funding will be needed to implement the necessary repairs for the remaining Derby House chimneys and the Iron Works chimneys.

One of the projects at Saugus Iron Works is the restoration of the turning basin. Top: the turning basin in 1956. Bottom: the turning basin today, after decades of invasive species growth.

NPS photos.





National Park Service
U.S. Department of the Interior



Salem Maritime National Historic Site

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Salem, MA 01970
978-740-1680
www.nps.gov/sama

Saugus Iron Works National Historic Site

244 Central Street
Saugus, MA 01906
781-233-0050
www.nps.gov/sair