

National Park Service
U.S. Department of the Interior

Salem Maritime National Historic Site
Saugus Iron Works National Historic Site



Superintendent's Annual Narrative Report *Fiscal Year 2009*



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Fiscal Year 2009

Salem Maritime National Historic Site
Salem, Massachusetts

Saugus Iron Works National Historic Site
Saugus, Massachusetts

On the cover:
Youth activities were a major focus of programming at Salem Maritime and Saugus Iron Works in FY2009

Top: a young member of the Boys and Girls clubs enjoys planting native species at Saugus Iron Works during the First Bloom activity in August, 2008.

Bottom left: local students learn how to use a capstan from NPS volunteer Stu Gralnik during the *Friendship* Education Pilot Overnight Program.

Bottom right: First Jobs students learn how to apply gold leaf to wooden lettering from NPS painter Steven Abbott.

NPS photos.



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Opposite above: the replica tall ship *Friendship* in dry dock at Boothbay Harbor Shipyard in Boothbay Harbor, Maine. NPS photo.



INTRODUCTION

Salem Maritime National Historic Site and Saugus Iron Works National Historic Site are discrete National Park Service units that were merged under a single administration in 1998. Each unit is funded through a separate annual appropriation; however, budgets are pooled to fund shared positions. Both parks are located in urban/suburban areas north of Boston, within the Sixth Congressional District in Essex County, Massachusetts. In FY 2009, the parks were represented by Congressman John F. Tierney, Senator John F. Kerry, and by Senator Edward M. Kennedy until his death in August. In September 2009, Paul Kirk was appointed to serve as interim senator until a special election is held in January 2010.

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

Salem Maritime National Historic Site

In 1937, Salem Maritime was established by Secretarial Order (3 F.R. 787) as the first National Historic Site in the National Park Service system. The site preserves for the inspiration of the public the rich maritime history and traditions associated with the port of Salem, Massachusetts.

Comprised of 9.02 acres along Salem's waterfront, the site features historic wharves, storehouses, and stately buildings-including the 1761 Derby house, the 1780 Hawkes house, the 1819 Custom House, the 1672 Narbonne house, and the Polish community's 1909 St. Joseph Hall. In fulfillment of the site's legislated vision, a replica of Salem's famous 1797 three-masted vessel, *Friendship of Salem*, was constructed in 1996. *Friendship* is berthed at historic Derby Wharf, where it serves as a dockside museum. The ship also sets sail as a "seafaring National Historic Site" voyaging to other New England ports to participate in maritime history celebrations or to host educational events. To further restore the park's historic setting, the 1770 Pedrick Storehouse was relocated from a wharf in Marblehead, MA and is now being reassembled on Derby Wharf.

Salem Maritime National Historic Site preserves and interprets 293,377 museum objects, 66 archeological sites, 43 FMSS assets, and 28 listed historic structures. These resources tell the stories of early colonial settlement, the role of privateering during the Revolutionary War, and the importance of international maritime trade, which established America's economic independence after the Revolution and Salem's eminence in the world economy during the Golden Age of Sail. The site brought Salem's maritime history alive for over 512,425 visitors in 2009, and 7,068 students participated in this year's education programs. Salem's volunteers contributed 19,397 hours this year.

The Salem Regional Visitor Center

Salem Maritime is also responsible for managing the Salem Regional Visitor Center (Public Law 101-632), a large facility that serves as the primary information hub for the Salem Maritime, Saugus Iron Works, the City of Salem, and the hundreds of sites that comprise Essex National Heritage Area (ENHA). The visitor center is a condominium located within the historic 2nd Corps of Cadets Armory Drill Shed, which is owned by the Peabody Essex Museum. The condominium ownership is unique, with the park owning 1/3 of the structure's interior, while the remaining 2/3 is owned by the Peabody Essex Museum. Both organizations share ownership of the building's exterior. Visitation at the Salem Visitor Center and the Orientation Center totaled 355,552 in 2009. Visitation at the Salem Visitor Center totaled 105,686 in 2009.

The turning basin at Saugus Iron Works was the focus of several projects in FY2009.

NPS photo.

Saugus Iron Works National Historic Site

Established in 1968 under Public Law 90-282, Saugus Iron Works National Historic Site 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 and helped lay the foundation of America’s iron and steel industry.

Today’s iron works is an 8.5 acre site that combines original resources with reconstructed elements that were based on archeological and documentary evidence. This 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, as well as insight into the 20th century preservation movement. This interactive, “open-air museum” allows visitors to see, hear, and feel the work life experiences of early colonial ironworkers.

Saugus Iron Works National Historic provides stewardship for 84,477 museum objects, 11 archeological sites, 23 Listed Classified Structures, 3 primary cultural landscapes, 34

FMSS assets, and the rich natural resources associated with the 1646 iron works. Visitation in 2009 totaled 45,309 visitor contacts and education programs reached 5,111 students. Saugus Iron Works’ dedicated volunteers contributed 3,295 hours in 2009.

Essex National Heritage Area

Congress established the Essex National Heritage Area (ENHA) under the Omnibus Parks and Public Lands Management Act in 1996, 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 broadened the purpose and role of the Salem Regional Visitor Center to serve as the primary information center for the many Essex National Heritage Area sites.

Salem Maritime staff oversees and serves as Agreements Technical Representative (ATR) for ENHA and the Superintendent represents the NPS on the Board and Executive Committee. The legislation establishing the ENHA also forged a unique relationship with Salem Maritime and Saugus Iron Works by creating consistent purposes and interpretive themes for all three. As a result, the ENHA serves as a de facto friends group for Salem Maritime and Saugus Iron Works, and effectively works to extend the mission and role of the NPS beyond our borders.

2009 Statistics for Salem Maritime and Saugus Iron Works

Resources

SAMA	9.02 acres	28 LCS structures or features.	43 FMSS assets	293,377 museum objects	66 archeological sites	Ocean harbor setting in urban location
SAIR	8.50 acres	23 LCS structures or features	34 FMSS assets	84,477 museum objects	11 archeological sites	Freshwater tidal marsh setting in suburban location

Visitation/VIP/Budget

SAMA	512,425 Visitors	7,068 Students	310 Junior Rangers	\$40,000 Tour fees	19,397 VIP hours	\$2,551,000 ONPS (Greenbook)
SAIR	45,309 Visitors	5,111 Students	240 Junior Rangers	\$0 Tour fees	3,295 VIP hours	\$889,000 ONPS (Greenbook)

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

This year we mourned the sudden passing of two dearly loved NPS family members - Richard 'Dick' Provenzano and Pauline Cormier. For nearly 40 years Dick Provenzano, a local historian and former middle school history teacher, worked as a seasonal interpretive ranger at Saugus Iron Works. The lovely Pauline Cormier, beloved wife of our maintenance mechanic, worked in administration at both Saugus and Salem for several years before transferring to Lowell National Historic Park. Pauline and Dick were truly special people and the sudden loss of these wonderful individuals was a great shock and a profound loss for us all. Our many accomplishments in 2009 are dedicated to their memory.

FY 2009 saw multiple challenges and successes. The year was crowded with complex projects and lively events, and the success of our youth programs was quite beyond our expectations. (See Appendix A: 2009 Project Matrix). I would like to acknowledge the staff's strong performance during this challenging year. Our dedicated and hardworking team responded admirably to the year's vicissitudes and worked very hard to protect resources, connect with local schools and communities, and meaningfully engage the public with our nationally significant stories.

- I am delighted to report that once again a Salem/Saugus staff member was nationally recognized for their exceptional work. **Marc Albert** was awarded the National Natural Resource Management Award /Trish Patterson Award for Small Parks at the George Wright Society conference in Portland, OR for his outstanding work on the Saugus River Turning Basin project. Marc presented a session on the project at the GWS conference
- A very big thank you goes to **Marc Isaksen** for serving so effectively as the interim chief of the marine division and as acting superintendent. We sincerely appreciate Mark's talents and generosity.
- **Dave Kayser** and **Doug Law** are the 2009 Superintendent's Award winners. They have done a terrific job serving as PMIS/ FMSS experts and project managers/COTRs for the many projects the

parks undertook in 2009, including the highly complex *Friendship* haul-out contract. Additionally, Doug has undertaken an intensive 6-month facility management training course.

- I'd like to recognize the excellent performance of our **Volunteers-In-Park** who contributed 22, 692 volunteer hours at Salem and Saugus in 2009. Our earnest thanks go to them for their dedication and great work.
- **Tim Thornhill** spent nearly a year in Afghanistan, building an airbase for the Air National Guard. We appreciate Tim's—and his family's—sacrifice and are truly thankful that he returned home safely.
- **James Cormier** served as acting maintenance chief during Tim Thornhill's military service and performed his work with diligence and professionalism in the midst of a great personal crisis. I am sincerely grateful for Jim's skills, dedication, and strength of spirit.
- **Jacob McIntosh's** strong leadership skills were central to the success of the First Jobs program at SAMA/SAIR. Jacob orchestrated the work for 10 students in a highly effective program that produced great results.
- Maintenance staff, especially **Doug Law, Steve Abbott, Dave Bogdan, and Peter Turilli** also did a terrific job with our First Jobs students, teaching them historic woodcrafting preservation methods and restoration techniques.

- **Colleen Bruce** once again demonstrated an unwavering commitment to *Friendship* and the park's special uses programs. Despite significant health issues in 2009, Colleen continued to share her talents and work with a deep dedication for the volunteers, the sailing community, the park, and for *Friendship's* mission to inspire the public about maritime history.
- **John Pydynkowski, Jeremy Bumagin, and John Newman** took turns commuting to Boothbay Harbor every other week to oversee haul-out work and to continue work for *Friendship's* Coast Guard certification. John Pydynkowski is commended for initiating an excellent youth training program with the Landmark School. Thanks also go to SAMA's maintenance team who guided the Landmark School interns when John was in Boothbay Harbor.
- **Sheila Cooke-Kayser** and her hard-working staff earned great success with this year's interpretive initiatives, especially the new youth programs. Sheila secured grant funding, built strong partnerships, conducted interpretive/education workshops, established comprehensive orientation and training experiences, and oversaw the implementation of multiple pilot projects, including *Friendship's* Overnight Education program, First Bloom, and America's Best Idea.
- **Emily Murphy's** research on William Story and her development of a new interpretation training manual was outstanding. Emily also did an excellent job managing the parks' public relations for 2009. In addition, Emily received the ENHA's 2009 People's Choice Award for her Sophia Hawthorne tour.
- **Michelle Blees and Michael Parr** worked diligently to reinvent and rebrand the Maritime Festival. The more than twenty year old festival was charged with a new creative energy that was very well received by the public. Michelle also did a great job coordinating with the mayor's office and training volunteers for the Halloween onslaught, as well as organizing thank you events.
- **Christine Mac Donald** and her staff did a great job learning new programs and implementing critical personnel and administrative functions. My sincere thanks go to Christine for investing many long hours in managing the budget and closing out the year successfully.
- **Janet Regan** did a great job supporting the Senior Management team and the Superintendent .
- Northeast Region experts continued to provide excellent support to Salem Maritime and Saugus Iron Works throughout 2009. In particular, we would like to thank NER archeologists **Steve Pendery** and **William Griswold**; 106 specialist **Richard Crisson**; NER preservation specialists **Steve Spaulding, Blaise Davi,** and **Richard Chilcoat**; NER water resources specialist **Charlie Roman**; PMIS manager **Joe DeMonte** and contracting specialist **Patricia Hemingway** for her excellent work on the haul-out contract.
- We are very grateful to **Alexa Molnar** for her support and guidance to our administrative officer. **Peter Samuels** has been a great asset in the Heritage Evaluation process, and I'm very grateful to **Bob McIntosh**, who has continued as my mentor.

Activities and Trends

As the location for the infamous 1692 witch trials, Salem has become the nation's—and perhaps the world's—premier Halloween destination and this was another record breaking year for visitation. During October staff works tirelessly to serve visitors, protect resources, keep pace with janitorial demands, manage crowds, and run events in coordination with the Mayor's office and other partners. Partnership arrangements for satellite information booths and comfort facilities helped mitigate Halloween pressures at the Salem Regional Visitor Center.

Despite record Halloween visitation, visitor contact statistics for the year were down from 885,873 in 2008 to 512,425 in 2009; although visitation was up 7.44% at the Salem VC in 2009 with an increase in foreign visitors noted. The lower visitation statistics are likely attributable to Friendship's absence from Derby Wharf and her nonattendance at other ports' maritime festivals. Salem's rebranded Maritime Festival and annual Independence Day celebrations drew combined crowds of over 22,500, Junior Ranger activities reached 310 youth, and Salem offered 360 education programs that served 7,068 students.

At Saugus Iron Works, visitor contacts totaled 45,309. Saugus' iron pour event, photo safari, and other special events welcomed a total of 1,430 visitors and Junior Ranger activities engaged 240 youth. The park conducted 184 education programs for 5,111 students.



The USS Constitution Master Gun Crew's demonstrations of naval cannon were a highlight of the 2009 Maritime Festival.

Photo by Pete Santos



Accomplishments

“For the inspiration and benefit of the people of the United States” these words from the 1935 National Historic Sites Act inform all the work we do at Salem Maritime and Saugus Iron Works. The parks’ highly evocative cultural and educational resources—from a majestic tall ship, to First Period homes, to historic mansions, to water-powered mills— have extraordinary power to inspire and edify youth and adults. Throughout 2009 we worked to provide the best stewardship for these unique resources, to deepen the bonds that people feel towards them, to connect with the youth of our communities, to further the ethos and mission of the National Park Service through constructive partnerships, and to improve our operational efficiency.

Stewardship Achievements

- This year the transformative **Saugus River Turning Basin Restoration** project was recognized as a national model for stewardship of an urban river and our Stewardship Manager was presented with the Trish Patterson Natural Resource Management Award. To forward the Turning Basin project in 2009, the Hamilton Street weir was successfully removed to facilitate the river’s natural flow. A series of native species plantings, including 400 seedlings planted by 70 First Bloom kids, are helping to reestablish native wetland plant communities and supplant invasive species such as *Phragmites*. A 5-year multi-resource monitoring program for the Turning Basin is also underway.
- Data gathering for **Salem Sound Ocean Stewardship** projects began in 2009. Funds were obtained for a specialist from Fort Collins to establish a detailed boundary of the land and particularly the waters owned and managed by the NPS. In addition, research was conducted to determine the feasibility of beach clean-up projects.
- Maintenance staff preserved and repaired a litany of structures and managed many contracts and contractors. The chief of cultural resources, the administrative officer, the maintenance chief and woodcrafter managed a pro-

fusion of projects including **\$1,683M in ARRA projects**, the **Friendship haul-out**, the **Pedrick Store House** project and the **World Trade Exhibit** project. Cultural resource management staff completed project compliance and LE staff worked to safeguard resources, visitors and staff. Marine staff continued work to advance Coast Guard certification for Friendship and to watch over her haul-out repairs. (See Appendix A: 2009 Project Matrix)

Sparking Capability with Youth Programs

In 2009, the parks launched a wealth of highly successful youth programs that established strong relationships with the youth in our communities. The parks are knit into the fabric of urban areas and offer great opportunities for underserved kids to explore nature, to learn in non-traditional ways, to feel a sense of belonging, and even to find meaningful employment. The First Bloom and ‘Best Idea’ grants fostered the first-ever partnership with Boys and Girls Club of Greater Salem, which serves a diverse, economically disadvantaged population located steps away from Salem Maritime.

- Through a \$10,000 **First Bloom** grant and a partnership with the Boys and Girls Club of Greater Salem, we formed strong connections with fifteen 8-12 year olds over an 8 month period. This relationship continues into FY 2010 with a \$20,000 grant that will support planting activities at the Derby Garden.
- A \$15,000 **America’s Best Idea** grant (matched by YPP grant) brought over 100 children ages 5 to 12 on fieldtrips to national parks and ENHA historic sites to explore the role of minorities and immigrants in our maritime heritage. The grant also funded a week’s tuition for 20 low-income children to learn how to sail on the schooner *Fame*. We hope to continue this program with another grant in 2010
- Ten **First Jobs** participants, ages 14-20, as well as an outstanding work leader were funded by the North Shore Workforce Investment Board (NSWIB) to work in various capacities at Salem and Saugus. This was a terrific program and

Top: First Jobs students proudly display the newly gilded letters for the Custom House sign in Salem

Bottom: Students from the Boys and Girls Clubs begin their First Bloom activities with a visit to Saugus Iron Works in November 2008.

NPS Photos.

our success in 2009 has prompted the NSWIB to double the positions (up to 20 youth) in 2010 and to feature the parks as a field trip destination for at-risk youth.

- In partnership with the **Landmark School**, which is dedicated to serving the needs of children with learning disabilities, 2 high school interns are learning hands-on maritime arts and trades with our Marine and Maintenance divisions as part of their school curriculum
- The **Salem and Saugus Education Programs** continued strong in 2009 reaching 12,179 students, including the students from the Congressional Youth Leadership Council/Junior National Leadership Conference.

- **Friendship Education Pilot Overnight Program** worked with local educators to develop a series of outreach and on-site education programs for 75 fifth-graders that culminated in a first-ever, dockside sleep-over event for 25 students.
- In 2009, the former Visitor Contact Station at Saugus was remodeled. Saugus received a **Junior Ranger Ambassador** grant that funded an SCA Intern who developed an exciting metals-casting program using unleaded pewter, as well as a tree identification program. Salem's new Junior Ranger program featured an exciting, hands-on program called 'Be a Privateer!'

While the sun set over Salem, local students and their chaperones participating in the Pilot Overnight Program were enthralled by stories of the sea told by NPS VIPs Zachary Woods and Mark Hilliard.

NPS photo.



Boy Scouts carry a completed bench down the stairs at Saugus Iron Works. The construction of wooden benches from timber felled at Saugus Iron Works was an Eagle Scout project for local Boy Scout Michael Murphy.

NPS photo.



Deepening the Bonds

- In 2009, the Interpretation/Education Division conducted **facilitated workshops** to rethink our themes and stories, and was awarded several grants to bring our ideas to life. These efforts resulted in **new programs and tours**, including a profusion of new youth programs and pilot education programs/activities that emphasize relevancy for youth and ethnically diverse members of the community. Interpretive staff also worked with Salem's historian to develop a **new interpretive training manual** and to enact a comprehensive training regimen intended to ensure that seasonal interpreters are knowledgeable and effective communicators.
- Staff worked to **engage the public** with web sites, downloadable tours, and virtual tours and attended trainings on new technologies/applications to best engage younger audiences.
- Park **special use activities** included special lectures, organizational picnics, social events, and weddings
- The **World Trade Exhibit** project is on schedule to revitalize the wharf area and engage the public with exciting, interactive exhibits. Work continued at Saugus with an in-house rehab of interim exhibits that now feature the 1646 waterwheel as the centerpiece of the museum. The Salem Regional Visitor Center also showcased new temporary exhibits.
- Volunteerism and civic engagement:
 - Adult students from the renowned **North Bennet Street School** crafted bases for the Custom House's columns
 - **Boy Scouts** crafted half-timber benches from felled trees at Saugus
 - Staff from **Milliman Corp** celebrated Stewardship Day at Saugus by removing invasive vegetation along the nature trail
 - Seventy **First Bloom** children planted 400 native wetland plants to restore a healthy ecosystem at the Saugus River Turning Basin
 - Ten **First Jobs** participants learned and employed new skills in multiple arenas at both parks
 - Our dedicated cadre of **volunteers** donated over 22,692 hours working year round in archival processing, library management, visitor center information desk, maintenance and natural resource management projects, and aboard *Friendship*.

Beyond our Borders: Extending the NPS

Mission

- In 2009, the Superintendent participated in the congressionally mandated **Essex National Heritage Area evaluation process**. The Heritage Area fosters the NPS mission by promoting stewardship, public engagement, greening programs, and enhanced visitation for the hundreds of historic, cultural, and scenic sites within Essex County including Salem Maritime and Saugus Iron Works. Heritage Areas truly extend the mission and the ethic of the National Park Service beyond our borders.
- Working closely with ENHA and LOWE staffs, we created a forum to showcase the beneficial association between the NPS and Heritage Areas for the **Second Century Commission**. The Superintendent was a lead organizer and presenter at the event and SAMA/SAIR employees & volunteers worked diligently to support and staff this effort. When the Second Century Report was released, it was clear that the event held in the Essex National Heritage Area last fall, made a significant impact on the commission's view of the role of Heritage Areas in the National Park Service.
- Saugus staff partnered with Don Linebaugh, PhD, Associate Professor and Director of Graduate Program in Historic Preservation, University of Maryland, and NER archeologist William Griswold, PhD to write a comprehensive **book on Roland Robbins' archeological investigations at Saugus Iron Works, 1948-1953**. Once published, the book will be distributed to libraries, historical societies, and universities. This scholarly work will be a lasting legacy for the park and help publicize this extraordinary resource to the wider academic community.

Working Smarter

- We worked to improve our overall efficiency through a more **strategic management of our considerable workload**. This year we closed Saugus Iron Works from November through May to reduce costs and to focus staff time on program development. At Salem, the West India Goods Store and the Orientation Center held reduced hours of service during the winter season. Instead, visitors were able to downloadable audio tours for self guided experiences.
- A **new protocol for Senior Management Team meetings** enables us to communicate better, plan more effectively, and strengthen park cohesion. The SMT is informed of their colleagues' activities through written summaries distributed prior to meetings; as a result meetings can focus on refining our long term vision and devising creative planning/implementation strategies to achieve short-term goals. Meeting minutes and divisional summaries are distributed to all staff via email so that each employee is fully apprised of the overall vision, the specific goals, and the particular activities and plans of each division and the park in general.
- Thanks to the hard work of Doug Law, **FMSS has been fully implemented** in the park for the first time.
- In addition to a new Chief of Interpretation/Education, **SAMA/SAIR interpretation staffs were consolidated** with several front line Rangers capable of working both sites and with supervisors stationed at each park for certain days a week. The Interpretation division revised SOPs for opening and closing of sites, fee collection and management, scheduling, and tour programs.
- **SAMA/SAIR Cultural Resource Management staffs were consolidated** under one division chief.
- In 2009, we submitted our **final Core Operations Report** and received a **Position Management Review analysis**. Many of the PMR recommendations have already been implemented.

Superintendent's Region/Service-Wide Work:

- The Superintendent served as **Subcluster Chair** and took a lead role in several initiatives - most critically the establishment of the New England MABO/SHRO. Through many meetings and phone calls we worked to establish the Board of Directors and the Executive Committee and to foster working relationships between the MABO/SHRO and the parks in the New England and the Mountains-to-the-Sea subclusters.
 - **Enhanced and improved communication** by instituting monthly phone calls with area superintendents and working group leads, in addition to face-to-face meetings. Worked to establish a fair process to set OFS priorities with help from Sue Andrews of Lowell; listened, counseled, and supported Superintendents throughout the Subcluster; and participated in the Superintendents Council.
 - Another important effort as sub-cluster chair was to help establish the **Youth Intake program** hosted by Boston Harbor Islands and Lowell. Working with area Superintendents, various staff,

and specialists, a successful plan was developed that resulted in funding the first year of student hires for 4 positions. One of their introductory trips was to Salem, where youth from our First Jobs program, taught the YIP students how to gild the historic letters that adorn the US Custom House.

- When the **Essex National Heritage Evaluation process** began to go awry, the Superintendent took a lead role in resolving the floundering evaluation for Essex and worked to ensure that the evaluation process would be better situated for the next eight heritage areas. Meetings were held in Washington, Philadelphia and Salem and this effort led to a restructuring of the evaluation working group team, which now includes the Superintendent and the NER Heritage Area Coordinator. This effort will continue into 2009.
- Continued work as a **guest lecturer** on a variety of topics: in addition to the Second Century Commission, was invited by several Heritage Areas to speak about the NPS role and relationship with Heritage Areas, and made two presentations at the Albright Training Center in the Grand Canyon.



The Year's Issues

A Long 'Haul' for *Friendship*

In May, a supposed routine haul-out for *Friendship* stretched into a six-month sojourn at the Boothbay Harbor Shipyard, in Maine to eliminate extensive rot and repair the ship's stem and hull at a cost of about \$500,000. The deterioration cancelled what was to be a gala year of tall ship festivals, including *Friendship*'s first international sail. Complaints about *Friendship*'s absence were heard from the every quarter of the City, from the mayor to school children. To mitigate the loss of this key resource, the park developed new interpretive tours, conducted roving programs on Derby Wharf, and hosted several visiting vessels, including the 17th-century replica of the *Kalmar Nyckel* which was featured at the 2009 Maritime Festival.

- With *Friendship*'s absence and the downturn in the economy, SAMA's tour fees were down from \$70,000 in 2008 to \$40,000 in 2009 and visitation figures contracted by about 300,000.

Wheels Halted at Saugus

In April, Saugus Iron Works' outmoded and jury-rigged pump system finally failed irreparably. Although a long-standing PMIS pump replacement project was funded as an emergency undertaking in June, it was not contracted until November with the project's completion expected in December. With waterwheels out of commission for the season, blacksmithing demonstrations were held on a nearly continuous basis to engage visitors with active displays of metalworking techniques and to enliven the setting with the sounds of hammer blows ringing on metal.

Struggling with Staffing Shortages

An insufficiently staffed workforce continues to be a core problem for Salem and Saugus. As staff time is increasing consumed by escalating project demands, complex database management tasks, and accountability reporting, as well as collateral duties re-delegated from attrition vacancies - staff is afforded less time to work in their specialties. This pattern ripples through the organization as we all juggle multiple responsibilities. This is especially felt in museum management and facility management programs as regular duties are increas-

ingly deferred, while specialists respond to database/project management demands. The staff gives their all to the park's mission and I marvel at the quantity and quality of our accomplishments in 2009; however, basic operations continue to suffer due to our under-resourced staff.

Staff absences and position vacancies also impacted operations in 2009. Two staff members battled serious illnesses, a key staffer was called to military duty, several staff members struggled with illnesses in their families, and SAMA's long-time administrative technician retired early in 2009. The GS-09 law enforcement ranger was vacant until July and critical vacancies continue in the interpretation division. The education specialist position at Saugus remains vacant and the Salem education specialist was out sick for the majority of the year and has petitioned for disability retirement. The position of lead interpretive ranger at Saugus became vacant when Curtis White took the SAMA/SAIR supervisory ranger position, (vacant through retirement in 7/2008).

Although seasonal hiring was much smoother than in previous years, we were short staffed in the early spring. However, next year promises to be easier as most repeat hires will have comprehensive security clearances and seasonal hours will be redistributed to extend seasonal coverage.

Stretched Too Thinly?

The administrative division's resource-sharing arrangement with BOHA is increasingly challenging, and the division worked an inordinate amount of compensatory time in 2009 to accomplish all of their tasks. Given the workload for both parks and the continuously escalating accountability demands made on administrators, this arrangement may become unsustainable in the future.

Construction Projects May Impede Visitor Enjoyment at SAIR in 2010

Important projects that will nearly complete the vision outlined in SAIR's GMP, such as protecting museum artifacts and facilitating ADA accessibility, have been funded for 2010. However, the five following projects may converge during the 2010 visitation season, which will necessitate the closure of the museum, some mill buildings, and some paths,

Left: Work being done on *Friendship*'s bow.

NPS Photo.

as well as the immobilization of waterwheels during the sluiceway rehabilitation projects:

- Rebuild Stone Walls to Prevent Damage to Historic Structures (PMIS 11895C)
- Replace Sluiceways at Historic Blast Furnace and Mill (PMIS 143313A)
- Modify Pedestrian Paths to Meet ADA Accessibility (PMIS 143396A)
- Install Museum Fire Suppression and Climate Control (PMIS 118808E)
- Eliminate Seepage from Blast Furnace Top (PMIS 17767A&B)

An Uncertain Future for the Essex National Heritage Area

The Essex National Heritage Area serves as the parks' primary non-profit partner. In 2009, this association facilitated the hiring of educators for the America's Best Idea project, as well as the hiring of First Jobs youth. ENHA funding has been cut dramatically from \$1,000,000 annually over 15 years to \$600,000 annually. More importantly, the organization's funding authorization is due to sunset in 2012. The ENHA uses federal funds as essential seed money to hire staff and leverage matching funds and support. These cuts

threaten the efficacy of the ENHA, which in turn impacts our operation. In 2009, I worked to ensure the continued viability of the Essex National Heritage Area through the congressionally-mandated Heritage Area evaluation process.

Towards sustainability, the Superintendent has been very active in helping to develop a strategic vision for the future of ENHA. The ENHA Strategic Plan targets specific activities that would further the relationship with, and provide support for, Salem Maritime and Saugus Iron Works.

Baker's Island

The Heritage Area remains committed to the long-term preservation of Baker's Island and is expected to receive title to the land once the Coast Guard completes its archeological analysis and environmental clean-up work. The NPS is obligated to provide ranger-led tours and educational programs of the island's historic resources. Towards this end, we requested that the Volpe Center begin an alternative transportation study for the park and the City of Salem that would include transportation solutions for Baker's Island. A report is expected at the end of January 2010.

ADMINISTRATION

Congressional Relations

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

The Superintendent updates the congressional delegation on major events and issues and is in frequent contact with the Congressman Tierney's office through telephone calls and meetings on issues related to the parks and the Essex National Heritage Area. In 2009, meetings with the Congressman discussed the possibility of including the Salem Common within the boundary of Salem Maritime NHS. Boundary expansion discussions also included the Gloucester Fisherman's Memorial and Salem Sound.

Budget/Fiscal

Thanks to the hard work of Christine MacDonald, Salem Maritime and Saugus Iron Works closed out FY 2008 with a balanced budget. For 2009, combined ONPS funding totaled \$3,431,000 after assessments (\$3,440,000 Greenbook). Revenue from tour fees, special use fees, and donations totaled \$40,000 in 2009, down from \$70,000 in FY 2008. Centennial Challenge allocations funded 16 seasonal employees.

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

Personnel

In FY 2009, the following personnel changes occurred at Salem/Saugus:

- GS-07 Administrative Technician retired
- GS-05/7/9 Interpretive Ranger hired
- GS-09 Law Enforcement Ranger hired
- GS-12 Chief of Interpretation/Education hired from within; former position eliminated

- GS-11 Supervisory Ranger hired from within; former position now vacant
- GS-12 Chief of Cultural Resources hired from within; former position eliminated
- GS-09 Museum Specialist; position advancement through accretion of duties
- We hired 26 seasonals and 2 temporary Administrative Assistants.

Seasonal hiring increased Hispanic and African American representation. The Superintendent is mindful that diversity is a priority for all areas of our operation.

Efforts to build morale and enhance communications included all-staff meetings and park-wide dissemination of SMT meeting minutes and divisional activity summaries. The superintendent opens SMT meetings to anyone wishing to raise an item or issue for discussion and maintains an 'open office door' policy, inviting direct engagement with any staff member. Cultivating an ethic of civility and cooperation is a primary goal and is fostered through all staff email messaging, through discussion at all staff meetings, and as part of individual performance goals. Opportunities for interdivisional and inter-park camaraderie include an annual summer picnic, a holiday luncheon, and volunteer celebrations, which are held several times during the year.

Special Uses

Currently, there are no concessions at the parks. However, the park is exploring a possible boat concession that would ferry visitors to Baker's Island Lighthouse, when ENHA becomes stewards of that property. The park issued 45 Special Use permits in FY 2009.

Contracting

The park would like to thank all the people who assisted us with contracting work during 2009. We would like to express a special thanks to Patricia Hemingway for her professional management of *Friendship's* haul-out contract, and to Blaise Davi for managing the Saugus museum fire suppression contract.

Through my work as sub-cluster representative, I served on the Executive Committee for the New England MABO.

Training

- The Superintendent participated in the **NER's executive coaching program** and greatly benefitted from the training
- Interpretation developed **comprehensive in-park training** for seasonal staff, the first such training in decades.
- Administration undertook training of its new staff in a variety of **databases and procedures**
- SAMA's woodcrafter attended a comprehensive 6-month **facility management training**
- LE division's UVA, a maintenance staffer, and the park historian attended **Fundamentals** training
- Curatorial staff attended a week-long **archives practicum**
- Interpretation staff attended **new technologies training**

- We engaged a time management specialist to present a class on **organizational techniques** to the entire staff and to provide individual assistance to each employee.
- 100% of staff completed all **mandatory trainings**

Information Technology

Many thanks go to IT Specialist **Peter Brady** for his help in managing the computer systems at both sites. Peter continued a resource sharing arrangement with SAMA/SAIR at .020 FTE.



INTERPRETATION AND EDUCATION

FY 2009 saw many personnel changes and we are grateful to the staff for their graciousness and spirit of cooperation as duties were shifted and shared to accommodate varying conditions. We welcomed Brandon Chamberlain, a GS-5/7/9 park ranger, who will work primarily at SAIR. Lead SAIR Ranger Curtis White successfully competed for the supervisory park ranger position and is now responsible for front line operations at both SAMA and SAIR. Sheila Cooke-Kayser served as acting chief of interpretation and education from August 2008 through August 2009, when she was hired into the chief's position. The division also includes a chief of visitor services, a SAIR education specialist (vacant), a manager for the Salem Visitor Center, and a visitor use assistant. Unfortunately, our SAMA GS-9 education specialist was on sick leave from March through September 30, 2009 and has applied for early disability retirement. During this period, her duties and responsibilities were distributed between the chief and supervisor. Because we did not fill Curtis White's former lead ranger GS-09 position at SAIR, the new GS-05 employee Brandon Chamberlain took on added responsibilities. Beyond her duties as VC manager, Michelle Blees was central to the planning, marketing, and logo development efforts for the Maritime Festival, which impinged on her time for training and evaluating staff.

In 2009, the division was supported by 18 seasonal employees who provided excellent visitor services and interpretive programs. Volunteers are also important members of the Visitor Center operation throughout the year and are essential during periods of high visitation from June-October. This year eight dedicated volunteers donated over 1,100 hours at the information desk. Also, ten First Jobs participants contributed much to the operation, especially during the October. At Saugus, interpretation staff worked with twenty Eagle and Boy Scouts on a special project to craft benches for the site.

With *Friendship's* absence from Salem and waterwheels out of commission at Saugus, this was a challenging year for the Interpretation Division. *Friendship's* absence greatly affected

visitation and interpretive fee revenue was down by \$25,000. Ironically, we had hired more seasonal staff to interpret shipboard programs in anticipation of a full calendar of 'away' sails and at-home ship events. To compensate for the ship's absence, we added more tours and trained staff to conduct engaging roving programs on Derby Wharf. The prolonged haul-out also cancelled our plans for ship-board training sessions and the development of a Ship Interpretive Plan for interpretation/ marine staff and volunteers. This will be a goal for FY2010.

At SAIR, no pump meant no waterwheels, and the experience of a cascading, whooshing, and banging demonstration was replaced by a silent, static exhibit of giant-sized gears and wheels. To bring life to the site we filled the air with the sights and sounds of blacksmithing demonstrations. We also relied on the excellent descriptive prose and storytelling abilities of our rangers and the imaginations of our visitors.

At Saugus, visitation totaled 45,309 visitor contacts. Visitor understanding was at 89%, while ranger program satisfaction was 90%. At Salem, visitation at Salem totaled 512,425 visitor contacts. Visitor satisfaction at Salem was 94% and visitor understanding was 93%.

Interpretive development workshops, facilitated by BOHA's Kelly Fellner, spurred the creation of engaging interpretive programs that relate to themes outlined in the Long-Range Interpretive Plan. Interpretive staff also worked with the Cultural Resource Management's Park Ranger/Historian, who wrote a new interpretive training manual focusing on Captain William Story and his connection to several resources in the park including Friendship, Custom House and Pedricks Storehouse. New programs included "Talk of the Town," a living history program, and revised programs "Tar, Trade Goods, and Taxes" and "Home from the Sea." Training sessions featured presentations by other NPS instructors and offered field trips to local historical sites. A trip to Plimoth Plantation has blossomed into a partnership with Wampanoag interpreters that will enhance future programs at SAIR.

Left: The National Park Foundation's America's Best Idea grant helped over 100 children from the Boys and Girls Club of Greater Salem learn about the role of immigrants and minorities in the maritime heritage of New England. Their final project was to create exhibits and presentations about what they had learned.

NPS photo.

Despite absent or immobilized resources, the Interpretation/Education Division worked very successfully throughout 2009 to inspire visitors, to establish meaningful connections with our local communities, and to engage youth. Grant funding and strong partnerships with the Boys and Girls Club of Greater Salem, the North Shore Workforce Investment Board, the Essex National Heritage Area, and area schools brought multiple opportunities for local youth, especially the underserved youth of Salem and Lynn, to make personal, relevant connections with both national parks.

Education Outreach and Partnerships

- **First Bloom Program at SAIR**
With a \$10,000 National Parks Foundation grant, Interpretation staff, Natural Resource Management staff, and instructors at the Boys & Girls Club of Greater Salem engaged fifteen 8 -12 year olds in 25 separate activities over an eight month period that introduced children to the importance native plants in local ecosystems. The culminating First Bloom project involved planting three different native species along the Saugus River as part of the Turning Basin Restoration project. Joined by 70 'First Bloomers' from other Boston area parks, the students planted more than 400 native seedlings. They also participated in hands-on paper making, a session on bee keeping, a "River Critters" program, and performed a play about native and invasive plants. First Bloom kids are now very much 'at home' in the parks and have volunteered at a number of park events, including Haunted Happenings' Family Day.

Through the First Bloom program we fostered a strong relationship with Boys & Girls Club that led to their participation in the America's Best Idea grant. The success of the 2009 SAMA/SAIR First Bloom program prompted the NPF to award the parks a \$20,000 grant for a 2010 First Bloom program that will focus on the Derby Garden.

- **America's Best Idea**
In January the NPF awarded Salem Maritime and Essex National Heritage

Commission a \$15,000 America's Best Idea grant that was used in combination with a \$15,000 Youth Partnership Program grant to hire two part-time educators to develop a curriculum that explored the role of immigrants and minorities in the maritime heritage of New England. Throughout the summer, over 100 children ages 5 to 12 from the Boys & Girls Club of Greater Salem visited SAMA, BOHA, SAIR, MIMA, the Gloucester Maritime Museum, and the Cape Ann Museum, and discovered untold stories of ethnic minorities involved in maritime industries. The program also funded tuition for twenty low-income children to spend a week aboard the schooner *Fame* to learn how to sail. The twenty participants were selected by the Boys & Girls Club program director as children whose families could never afford to offer them this type of maritime experience. Boys & Girls Club director and program director stated that this was a wonderful experience for their children.

- **First Jobs**
Over the summer, the North Shore Workforce Investment Board funded ten excellent First Jobs participants, ages 14-20, as well as an outstanding work leader to work at Salem and Saugus. Paid through the ENHC, they provided 200 hours of visitor support at the busy Salem Regional Visitor Center. Their work freed rangers to present interpretive programs and they learned how to deal with the public and present themselves in a professional manner, as well as gain experience for their resumes. Based on the success of the 2009 program, an additional ten First Jobs students are funded for 2010 and the parks will be a field trip destination for at-risk students associated with the program.
- **Friendship Education Pilot Overnight Program**
On May 7th, *Friendship's* pilot overnight program hosted 25 fifth-graders from the Winthrop School. Working with local educators and the park's Marine staff, we developed a series of out-reach and on-site education pro-

grams for 75 fifth-graders that led up to this first-ever, dockside sleep-over event. A school contest determined which 25 students would participate in the overnight stay. Students experienced shipboard life in 1797 through hands-on activities such as raising sails, loading cargo, storytelling, games, and sea shanties, before bedding-down in a sailor's bunk. Teachers and students reported that this was a very worthwhile experience and that they learned a great deal. Park staff will be working with local Salem teachers in FY10 to further develop this and other programs.

- **Other Education Programs**

Fortunately, additional seasonal staff allowed us to continue to offer education programs, despite the absence of our education specialist; however, we were not able to serve all the groups that called. The absence of the education specialist also necessitated that the acting chief undertake full management of the America's Best Idea grant, which consumed much of her time during the summer months

This year Salem's education program "Building a Nation" used role playing activities to teach leadership skills along with history lessons. The Congressional Youth Leadership Council/Junior National Leadership Conference brought more than 1,000, 8th - 10th grade students from all over the country to experience tours and programs at Salem Maritime during the month of July. Salem's education programs reached 7068 students. Saugus' very successful education programs reached 511 students

- Note: The State of Massachusetts is considering dropping history frameworks from their MCAS elementary and secondary graduation requirement.

- **Junior Ranger Programs**

In 2009, the former Visitor Contact Station at Saugus was remodeled and renamed the Junior Ranger Center (a formal renaming ceremony will be held in April of 2010). It is evident that children feel a sense of ownership, belong-

ing, pride, and importance when they participate in activities within a building dedicated to them. In 2009, Saugus received a Junior Ranger Ambassador grant that funded an SCA Intern who developed an exciting metal casting program using un-leaded pewter, as well as a tree identification program. The new Salem Junior Ranger program was "Be a Privateer," which explored skills/tricks need to be a privateer, including tying reef and stop knots and throwing stink pots. Saugus Junior Ranger program reached 210 youth and Salem's Junior Ranger program reached 310 youth.

Special Events

- Lively events punctuated our year, including the July 4th fireworks, the re-invigorated Maritime Festival, the Haunted Happenings Parade, Family Day at Salem Maritime, the Iron Weekend, Seventeenth Century Saturdays, Sails and Trails, Salem Science Night, live animal demonstration, cooking demonstrations, holiday open house events and Visitor Center events, such as children's activities and displays from the America's Best Idea program. Much work went into the rebranded Maritime Festival, which has laid an effective foundation for future events. Many thanks go to staff including volunteers and First Jobs candidates for their invaluable support during Halloween and Haunted Happenings.
- Visitor Center staff worked closely with many partners including the Essex National Heritage Area sites, the Heritage Area Commission, the Mayor's Office for the City of Salem, North of Boston Convention and Visitors Bureau, Historic New England, Destination Salem, Salem Main Streets, and the Salem Chamber of Commerce.



MAINTENANCE

The Maintenance Division ensures the preservation of 51 Listed Classified Structures, 12 non-historic facilities, and 17.5 acres of diverse cultural landscapes at Salem Maritime and Saugus Iron Works. The division is made up of experts in fields of historic preservation, traditional woodcrafting methods, landscape care, and facility management. The division includes a facility manager, a maintenance mechanic leader, two woodcrafters, a carpenter, a painter, a gardener, and two maintenance workers. This year the division was augmented by 7 talented seasonal workers. Ten First Jobs students and their outstanding supervisor assisted the division with a number of tasks during the summer.

This year, the need to hire a woodcrafter apprentice was made even more pressing because SAMA's woodcrafter dedicated much of his time to developing the park's FMSS program, to PMIS management, and to facility management training. Not only is an apprentice needed to pass on the arcane skills required to care for water-powered mill buildings and ornate historic buildings, but an apprentice is necessary to help provide basic operational support for our built resources. Without additional staff, deferred maintenance will continue and buildings will slide into disrepair.

The division's highly skilled craftspeople accomplished several major projects, offered support to other divisions, provided technical assistance to project managers, and performed day to day maintenance work to care for resources and ensure safety.

Salem Maritime

- Updated FMSS to Maximo 6.2
- Completed PAMP
- Implemented pilot youth program (Firstjobs)
 - 200 hrs of visitor support at VC
 - 500 hrs natural resource projects at SAIR (See SAIR)
 - Scraped, sanded, and painted over 250 lineal feet of fence (park wide)
 - 300hrs restoring formal garden
 - 300hrs beautifying maintained landscape

- 200hrs touch up painting at Narbonne and Custom houses
- Hosted regional student intake program
- Formed partnership with North Bennet Street School
- FMLP Program (Douglas Law)
- Updated park fleet
- Rehabilitated Custom House exterior
- Restored Custom House sign
- Consulted on Joseph True carving replication
- Restored Custom House column
- Completed exterior trim, window/door repair and painting
- Repaired and painted the portico
- Repaired and painted fan and shutters
- Completed emergency repair for WIGS windows and Polish Club windows
- Completed exterior painting for the Light House
- Completed Bonded Warehouse fence repairs
- Completed exterior painting of the Public Restrooms
- Completed site-wide locksmith repairs (Polish Club, Orientation Center, Visitor Center)
- Refinished floor on 2nd floor of the Polish Club
- Repaired signs, site-wide
- Repaired water line from Orientation Center to Wharf
- Replaced water heater at Public Restrooms
- Assisted other divisions with a variety of projects
- Supported the Maritime Festival
- Supported the 4th of July event
- Supported Halloween visitation
- Facilitated school group set ups in the Polish Club
- Maintained landscapes
- Maintained offices and public spaces, including the Salem Regional Visitor Center

Baker's Island

- Completed a variety of repairs and 'green' projects at Bakers Island
 - Plumbing
 - Electrical
 - Roof repair
 - Gutter repair

Above: Maintenance staff helped to stabilize the historic light station on Baker's Island.

Below: a First Jobs student painting one of the restored Custom House Columns.

NPS photo

Saugus Iron Works NHS

- Completed PAMP
- Facilitated Firstjobs program: (500hrs of invasive plant removal)
- Secured funding and provided technical assistance with multiple projects:
 - PMIS 143313 Sluiceway Project (ARRA)
 - PMIS 143396 Modify Pedestrian Paths (ARRA)
 - PMIS 11895 Rebuild Stone Wall (ARRA)
 - PMIS 125384 Rehab Water Pumping System
- Completed Vehicle Bridge Rehabilitation Project
- Completed Blacksmith Shop Rehabilitation Project
- Completed Blast Furnace Knee & Out-lookers Replacement Project
- Completed museum wall repair
- Installed railing for waterwheel
- Rehabilitated the Junior Ranger Station/Discovery Center (installed new floors, plastered and painted walls, etc)
- Refinished the Visitors Center and lean-to area floors
- Facilitated Milliman volunteer project (site-wide landscaping)
- Completed Ironworks House window and door repairs
- Rebuilt Forge ramp
- Rebuilt Blast Furnace tailrace
- Maintained landscapes



MARINE AND SPECIAL PROGRAMS

The Marine and Special Programs Division is comprised of a chief, an interpretive park ranger (who was detailed to the Administrative Division for some of the year), a rigger, a deck hand, a ship's carpenter, and a seasonal STEP deck hand. The division is supported by a dedicated cadre of volunteers, who donate their expertise and energies to maintain and sail the 171-ft. replica East Indiaman, *Friendship of Salem*. Although volunteers typically donate more than 11,000 hours annually, this year *Friendship's* lengthy haul-out limited the number of donated hours to 6,090.

This was a particularly challenging year for the Marine division; one we would not like repeated. The chief battled a serious illness and *Friendship's* haul-out extended throughout the entire sail season. As haul-out investigations progressed, they continually uncovered layers of rot at the fore of the ship, including the stem, beak, and forward areas of the hull. We were forced to cancel tall ship festivals and regattas in Boston, Halifax, Gloucester, Newburyport, and Boston Harbor Island as repairs stretched on from May through November.

Without their supervisor for most of the year, the crew performed with true professionalism and maturity in handling the day to day oversight of *Friendship's* rehabilitation work. They sacrificed personal comfort as they took turns traveling to Boothbay Harbor Shipyard. Our thanks also go to Dave Kayser who worked diligently as COTR for the ship's contract work and to Marc Isaksen who graciously stepped into the chief's role for several weeks to manage the division.

The crew also worked very hard in establishing USCG certification agenda items and in

preparing for the specific tasks that will be required for certification, which is expected in the spring of 2010. Prior to the haul-out, the ship passed her stability test and the crew worked on building an accessible gangway that will perform at a range of docking set-ups. The crew received the donation of a new windlass timber; worth approximately cost \$5,000 - \$7,000. The crew also collaborated with interpretation rangers to pilot *Friendship's* overnight education program. The program was a great success and we look forward to resuming it in 2010.

In 2009, we launched our long planned Internship Program. Two students from the Landmark School in Beverly Farms joined our ship maintenance crew at the start of the fall school year and will be with us until they graduate next spring. The Landmark School reaches out to exceptional students who learn in non-traditional ways. Both interns came with woodshop experience and both are assigned to work with John Pydynkowski - our ships' carpenter. We look forward to growing this program in future years and to building a successful Maritime Arts and Trades Program.

Volunteer Program

What better way is there to foster the values of resource stewardship than by engaging volunteers in preserving their heritage? Volunteers are integral to the operations at both parks and the volunteer program continued strong in 2009. Although *Friendship's* absence reduced activities for shipwrights and sail volunteers, the First Jobs program brought 10 young people and their supervisor, who worked over 10,300 volunteer hours with the maintenance division. Salem's volunteer hours totaled 19,397 in FY 2009; Saugus' volunteer hours totaled 3,295.



RESOURCES STEWARDSHIP

Natural Resource Management

The Natural Resource Management Division is comprised of a natural resource stewardship manager (0.33 FTE), who was supported by a student intern (0.35) FTE in 2009. Additionally, an SCA intern was provided by the George Wright Society as a benefit of Trish Patterson Natural Resource Management Award for Small Parks during the summer of 2009. Natural Resource Stewardship Manager Marc Albert received this award for his work on the \$3,500,000 Restore Saugus River Turning Basin and Dock project (PMIS 060214).

In 2009 work continued to focus on the implementation of the Saugus River Turning Basin restoration project. Accomplishments included the following:

- All construction and the first round of planting for the **freshwater tidal marsh restoration** was completed.
- The park began coordination of a **multi-resource monitoring program for the Turning Basin and adjacent river and marsh areas** (PMIS 139046 and 135017).
 - The monitoring will continue for at least 5 years, and is being conducted through a three-way partnership enabled by the establishment of both a contract modification with CH2MHill and a Task Agreement under a Cooperative Agreement with the University of Rhode Island.
 - Monitoring includes physical indicators including water and sediment quality, river basin morphology, and tidal hydrology, and biological indicators including anadromous fish, eel, benthic invertebrates and vertebrate site utilization.
 - The park natural resource staff developed and implemented a systematic wildlife observation program in the summer and early fall 2009. (GPRA goals 1a1D: Riparian and Stream Areas in Desired Condition and 1a1J: Riparian Stream Miles Being Restored)

Throughout project planning and implementation, NPS staffs from the park, Denver Service Center, and Northeast Region actively engaged multiple agencies and the public in order to secure permits and to develop long term relations with stakeholders. The park hosted the first 'annual stakeholder meeting' to present monitoring results and seek feedback on continuing management issues. Also, the biologist presented a talk on the project at the George Wright Society conference.

- In order to improve ecological conditions in the Saugus River, and to fulfill 'Turning Basin' permit requirements, the park successfully facilitated the **removal of the 'Hamilton Street Weir.'** The weir was a degraded rock structure in the Saugus River at the first bridge crossing downstream from the park, which had impacted natural hydrology and wildlife habitat. Advocacy by partners from Mass Riverways, the Saugus River Watershed Council, the U.S. Environmental Protection Agency, the Mass Department of Environmental Protection, and the Town of Saugus was critical to the successful implementation of this project.
- Work was begun on a **feasibility study for restoration of the historic landscape and phragmites-dominated wetlands downstream from the Turning Basin** (PMIS 69659). This project will provide the park with guidance and recommendations for actions that could enhance the historic landscape in the downstream (southerly) viewshed, and also will provide recommendations and guidance for expanding the ecological restoration of phragmites-dominated wetlands beyond the Turning Basin project area.
- In partnership with the Massachusetts Division of Marine Fisheries and the Saugus River Watershed Council, intensive **population monitoring for both spawning Rainbow Smelt and American Eel** was conducted again in 2009. This long term partnership to understand and protect these Species of Management Concern will continue

The Pedrick Store House project continued throughout FY2009.

NPS photo.

in February 2010. (GRPA goal 1a2B: Species of Management Concern)

- **Control of invasive exotic plants** in the floodplain wetland and adjacent upland riparian forest was conducted by park staff, volunteers and the Northeast Regional Exotic Plant Management Team (GPRA goal 1a1B: Invasive Plant Species).
- In partnership with the USGS, the park continued to **share real-time river and water quality data with the public** (PMIS 124450). This project includes the continuous collection of precipitation, stream flow, and specific conductance data at park stations, and the presentation of these data as well as estimates of sodium and chloride in the river on an easy to understand web site that is displayed in the park's visitor center (<http://ma.water.usgs.gov/saugus/index.html>). Sodium and chloride loads spike following road salt applications during winter storms, and this project provides public information about the affect of salt applications on the river environment. (GPRA goal 1a1D: Riparian and Stream Areas in Desired Condition)
- Long term **Vital Signs Monitoring of Saugus River water quality and breeding birds** was implemented through the NPS Northeast Temperate Network of the Inventory and Monitoring Program. (GPRA goal 1a4A: Number of Streams/Shoreline Miles that meet State Water Quality Standards)
- The **partnership with Saugus River Watershed Council** (SRWC) was strengthened through fish, eel and water quality monitoring, participation in Turning Basin restoration project planning, SRWC hosting canoe rides at park events, and the park hosting the SRWC's annual picnic and children's festival.

Cultural Resource Management

This year the Salem and Saugus Cultural Resource Management Division was aligned under a chief of cultural resource management with David Kayser promoted to the chief position. The division also includes a cultural resource manager/curator, a park ranger/his-

torian, and this year SAIR's museum technician transitioned to a museum specialist. The staff is fortunate to receive the services of two very dedicated volunteers who donated 422 hours to archival processing. Many thanks also go Kate Bittenbender, a maintenance seasonal who generously assisted with curatorial housekeeping tasks at SAIR this year..

In 2009, David Kayser devoted considerable time to PMIS database management and served as COR for a number of projects, including Pedrick Store House, World Trade Exhibits, and the Friendship haul-out. Our thanks go to contractor Patricia Hemingway, whose management of Friendship's contract was superb. Many thanks go to the Marine division staff, who served as the eyes and ears for the project in Boothbay Harbor. Other divisional collateral duties in 2009 included serving as the park's public affairs officer, and providing support to the SMT and the Superintendent through meeting notes and other assignments. Finding enough time to do everything that is requested of us, while maintaining a viable curatorial program within the parks has been a considerable challenge in 2009. Among our accomplishments were the following:

- SAMA and SAIR **PMIS databases** were updated, added to, and reprioritized - leading to numerous projects being approved and funded both last and this fiscal year.
- Served as **COR for the *Friendship of Salem*** haul-out contract that went on a little longer than expected
- Oversaw development of **Derby Wharf World Trade exhibit** plans, reviewed design submissions and complete NEPA/106 compliance
- **SAMA website** was added to, improved upon, and updated frequently
- **William Story interpretive research** was completed and put into a usable format for interpretive staff
- Assisted with development of the ongoing **Polish Ethnology Report**
- Worked with NER personnel on ongoing **Pedrick Store House** reassembly project. Purchased materials, documented work, and addressed inquiries from the public and the Preservation Team.

- Worked with Granite Subcluster Curatorial Work Group to initiate planning of a **Civil War Sesquicentennial Exhibit**
- Assumed responsibility for the **park's public affairs** needs, wrote press releases, developed press packages, and organized a press day for Pedrick Store House
- Worked with maintenance staff and volunteers to improve the appearance of **Derby Garden**
- Drafted **Narbonne House Exhibit Improvements**, completed government estimate , wrote a scope of work, and reviewed contract bids
- Collaborated with SAMA/SAIR Supervisory Park Ranger Curtis White to write two chapters for an **upcoming book on Roland Robbins 'Archeological Investigations at Saugus Iron Works NHS**, in cooperation with NER archeologist William Griswold and University of Maryland's Director of Graduate Program in Historic Preservation, Donald Linebaugh.
- Wrote and submitted final **Core Ops Report**
- Provided research to **support planning for 3 Saugus ARRA projects**, the museum fire suppression project, and wrote 106 compliance, scopes of work and documentation for 4 projects undertaken by the maintenance division at Saugus
- Updated **PEPC and LCS databases**
- Secured funding for **day zone alarms** in the Iron Works House and object conservation for various pieces
- Reorganized **Saugus' museum collections storage areas**
- Continued work on a **comprehensive archives scanning project**
- **Accessioned and cataloged objects** and **answered research requests** from outside and NPS researchers



The removal of the Hamilton Street Weir at Saugus Iron works was one of the major accomplishments for the research management division in FY2009.

NPS photo.



The return of *Friendship* was one of the most eagerly anticipated events of the year.

Photo by Pete Santos.

RESOURCE AND VISITOR PROTECTION

Resource Protection and Law Enforcement

The Resource Protection and Law Enforcement Division is comprised of a Commissioned Chief Ranger, a Visitor Use Assistant, and this July we were very happy to welcome Kevin Ulery, a GS-09 Commissioned Law Enforcement Ranger. This position had been vacant since 2007. Two seasonal commissioned LE Rangers provided coverage from May—mid-November.

In 2009, there were a total of 320 visitor contacts, service calls, and case incidents. Two case incidents were significant - the vandalism of the new leather covering for the blast furnace bellows at SAIR and an illegal trespass at the Pedrick store house, which resulted in significant fines for the intruders. A culprit was not identified for the vandalism of the bellows' leather covering, which had been stabbed multiple times with a wide blade. (The blast furnace is an open structure that cannot be secured.)

The following are among the division's accomplishments in 2009:

- A Criminal Justice Support Service Unit agreement is in place with Boston National Historic Park. This includes a signing on/off safety check and access to their dispatch CJIS/NCIC/NLETS data bases.
- A monthly data base was established to track all incidents and contacts
- The WIIDS radio inventory and cost analysis system was completed.
- An Emergency Notification System was established for staff emergencies.
- A Defibrillation Program MOU and AED Policy was established with North Shore Medical Center. 2 AED's were added with a total of 8 for Salem and Saugus parks.
- The bike patrol program was greatly enhanced with new uniforms and bikes.
- Our weapons inventory was reduced with the transfer of nine weapons to Springfield Armory.
- Our vacant GS-9 position was filled in July.

- We continue to maintain a safe environment at Salem's three major special events, July 4th, Salem Maritime Festival and Halloween Haunted Happenings.

Visitor/Staff Safety and Security

All visitor services staff, maintenance staff, and natural resources staff completed First Aid/CPR training in 2009. The LE staff expanded the AED program with 8 units now at Salem/Saugus and instituted a MOU with North Shore Medical Center. The division provided fire extinguisher training and inspections, and held a fire drill at the St. Joseph Hall. Comprehensive fire detection systems inspections were completed for all buildings at Salem and Saugus. The division reinforces safety consciousness through weekly email messaging to all staff and through SMT notes. Park staff should be commended for completing the year without injury. With Kevin now onboard we hope to redouble our safety program.

Maintaining a safe environment during large events is a priority that requires extensive planning and coordination with the Mayor's Office and the Police Department for City of Salem. Our three large events: the Independence Day Celebration, the Maritime Festival, and Haunted Happenings went smoothly, with no major problems.

In planning for Haunted Happenings, the LE division met with local police and surrounding law enforcement agencies to coordinate response strategies and to distribute shared-frequency radios. In preparation for Halloween evening, the park requested the services of five Commissioned Rangers and vehicles from surrounding parks.

Volunteer Program (See Marine Division)

Fee Collection

The LE Division assists the Interpretation Division in the emptying and counting the fee boxes for Friendship and donation boxes at both sites, as well as safeguards the transport of cash to the bank. This year the Interpretation Division purchased money counting machines and a new drop safe to increase security and to enable more flexible pickups schedules.



PARTNERSHIPS

Throughout FY 2008, the parks worked in various ways to strengthen and expand our partnerships.

Essex National Heritage Area

The Essex National Heritage Commission serves as our de facto Friends Group, as well as a strong advocate and partner. We are most grateful to the staff of the Heritage Area and would like to particularly thank Executive Director Annie Harris and Public Relations Specialist Barbara McGowan for their invaluable expertise and assistance in working on various Saugus and Salem events and projects. The park maintains 2 cooperative agreements and 2 funding agreements with the Essex Heritage Commission. This year, the ENHA partnered with the parks on the following projects:

- Planned and supported the **Maritime Festival**—from writing press releases to designing a new logo
- Planned the **2nd Century Commission meeting**, held in October 2008.
- Provided a caretaker and facilitated stewardship projects for **Baker’s Island Light Station**
- Presented the inaugural **Heritage Hero Award** to recognize the special contributions of individuals and groups that embody the mission of Essex Heritage
- Functioned as a financial conduit for the **First Jobs** program, which was funded by the North Shore Workforce Investment Board (NSWIB)
- Partnered with the parks for the **America’s Best Idea** grant and hired two part-time educators to develop and implement that program

Eastern National

We are grateful to Eastern National’s Director George Minnucci for his support and to Betsy Lind and Mark Kelly for their excellent merchandising arrangements under new lighting at the Salem Regional Visitor Center. We also appreciate their creative ideas for new sales items at both parks.

In 2009, EN sales for Salem were down by 14.3%. Total sales for the year were \$34,839 compared to \$40,631 for 2008. Salem Maritime

NHS used the Eastern National donation account to fund education programs, special events that promoted the site, and new lights for the Visitor Center Information desk. Donations funded bus transportation for seventy-five fifth graders who participated in an on-site pilot program and transportation for twenty fifth graders who participated in overnight program on *Friendship*. The donations also provided stipends for two educators who assisted park staff in developing the *Friendship* overnight pilot program.

At Saugus, the Eastern National store donated various items, including books about the site’s flora, and fauna. These and other items were donated to the Saugus River Watershed Council, to teachers, and to the park’s new Junior Ranger Station.

Community Involvement and Cooperative Activities

The City of Salem

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

- Salem Maritime helped plan October’s “**Haunted Happenings**” in coordination with City of Salem and several other organizations, including: North of Boston Convention and Visitors Bureau, Historic New England, the City of Salem, Destination Salem, Salem Main Streets and the Salem Chamber of Commerce.
- Salem Maritime continued to work with the City to facilitate **docking for the Salem Ferry**. The Ferry had a successful year and its funding has been expanded.
- The park continued planning the **Independence Day Celebration** and the **Maritime Festival** in coordination with the City of Salem

The Saugus River Watershed Council

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

- SRWC worked with the park to **monitor fish and eel populations** and

The annual Iron Pour at Saugus Iron Works in cooperation with the Massachusetts Iron Guild has become a much-anticipated community event,

NPS photo.

water quality

- SRWC worked closely with the park in planning the **Hamilton Street Weir removal**
- SRWC participated in **First Bloom** events and “river critters” programs
- The SRWC held its **annual picnic and children’s festival** at Saugus Iron Works.

Other Partnerships

- Saugus Iron Works **worked with partners** from Mass Riverways, the Saugus River Watershed Council, the U.S. Environmental Protection Agency, the Mass Department of Environmental Protection, and the Town of Saugus to successfully remove the Hamilton Street weir.
- Salem Maritime and Saugus Iron Works partnered with the Boys and Girls Club of Greater Salem, and the Essex National Heritage Area for **First Bloom and America’s Best Idea** programs.
- Salem Maritime and Saugus Iron Works partnered the North Shore Workforce Investment Board and the Essex National Heritage Area for the **First Jobs** youth employment program
- Salem Maritime partnered with the Peabody Essex Museum, Historic New England, The Salem Partnership, North of Boston Visitor and Convention Bureau and others to produce **special tours, lectures, and booklets.**
- Salem Maritime worked with the Historic Ports of Massachusetts Initiative to **attract cruise ships to various historic ports**
- Salem Maritime worked with The Salem Partnership on **holiday events**
- Saugus Iron Works worked with the Town of Saugus, Historic New England, Essex National Heritage Area, the Iron Guild, for events including 17th Century Saturdays, Saugus Founders’ Day, the Annual Iron Pour, and the Essex National Heritage Area’s annual **Trails and Sails events.**

Community Involvement

SAMA/SAIR strengthened its presence in the local community with several key events and activities:

- Facilitated **Eagle Scout Projects** at SAIR
- Supported the Honorary Committee for the **Salem Award Committee**
- Continued support for **Volunteer Groups:** the Traditional Small Craft Association & the Historic Derby Street Neighborhood Association
- Participated in Saugus and Salem **holiday events**
- Conducted **teacher workshops** in conjunction with Salem Public Schools, House of Seven Gables, Peabody Essex Museum

Cooperative Activities

SAMA/SAIR worked in concert with the state and local community for the following activities:

- Worked cooperatively with **Saugus River Watershed Council & Massachusetts Division of Marine Fisheries** on fish survey activity
- Worked cooperatively with the **Salem Ferry & City of Salem**
- Worked cooperatively with **Salem and Saugus Police and Fire Departments**
- Continued cooperative projects with history departments at **Salem State College**

CONCLUSION

Recap and Final Assessment for the Year

Much of this year was about coping with loss – we consoled each other over the loss of beloved staff members, adapted to life without *Friendship*, and found ways to bring vitality to the wheel-less iron works. Much of the year was also about creativity and growth - we created a profusion of highly successful youth experiences and public programs. From planting native species, to learning how to sail, to applying gold leaf to the Custom House sign - we engaged children and adolescents in important, meaningful projects and formed long-term bonds with them. We worked to reach our potential as outstanding “living classrooms” for curriculum-based learning, as well as for vocational arts and trades. Through First Jobs and the Landmark School internship programs, we taught high school, post-high school, and non-tradition learners marketable skills and provided them with real-world experience.

We developed compelling interpretive tours, and hosted dynamic festivals and an array of special public events and programs, such as iron pours and animal demonstrations. We developed technology-based media for programmatic accessibility and for 21st century relevancy. We advanced the World Trade Exhibits and Pedricks Store House projects to revive the color and character of Derby Wharf during its heyday. We celebrated our outstanding volunteers and promoted citizen engagement projects with Boy Scouts and corporate volunteers.

We continued our work to preserve natural and cultural resources for future generations, including the planting of native wetland species in the Turning Basin, the Hamilton Street Weir removal project, the archival scanning project, the Furnace out-looker replacements, and the Custom House rehabilitation. We worked in myriad ways to strengthen and expand our partnerships. Positive relationships with the City of Salem and a litany of other stakeholders helped ensure that Halloween was a safe and happy celebration for record-breaking crowds.

We expanded our knowledge base by capturing the vibrancy of the Polish neighborhood with the Polish ethnography project, by analyzing multiple facets of Roland Robbins’ archeological excavations, and by monitoring multi-resources within the rare, freshwater tidal marsh at Saugus.

We implemented several organizational changes and fully integrated all divisions at both parks under 7 division chiefs. We closed or reduced the hours of some facilities during the off season to better invest staff time in program development. We worked to strategically prioritize and manage our projects, to establish a new training program for seasonal staff, and to communicate our vision, goals, and activities more effectively. We have already implemented many of the recommendations of the Position Management Review. We honed our long-term vision and crafted work plans for the upcoming year.

We fully supported Essex National Heritage Area and advocated for its establishment as a permanent entity through the Heritage Area evaluation process.

Friendship was welcomed home just before Thanksgiving by a crowd of about 300 enthusiastic townspeople with waving hankies (the historic manner of greeting returning ships). We are excited to begin a new year of visitor and youth programs with this extraordinary resource that stirs the imagination, imparts beauty, and awakens a sense of national identity in our visitors.

The success of this year’s grant-funded youth programs demonstrates the parks’ tremendous potential to inspire and teach youth and adults. With support from the region and our partners, we hope to grow these small, grant-dependent efforts into durable and dynamic programs that make a difference to the underprivileged youth of our diverse communities – that change student’s conceptions of themselves and their place in society – and that bring enthusiasm, understanding, and marketable skills to lifelong learners.

Appendix A: Project Matrix

Preserve Resources	Interpret Resources	Expand Organizational Capacity
<p>Continued Saugus River Turning Basin Restoration Project</p> <ul style="list-style-type: none"> - Removed Hamilton Street Weir - Oversaw native species plantings - Developed monitoring program -Removed exotic plants -Continued Long-term Vital Signs Monitoring 	<p>Continued Derby Wharf World Trade Exhibits Project</p> <ul style="list-style-type: none"> - Reviewed/modified plans - Developed design for new SAMA entrance sign 	<p>Implemented Organizational Changes - Hired Staff:</p> <ul style="list-style-type: none"> - hired Chief of Cultural Resources - hired 2 temp Administrative Assistants -Hired Supervisory Interpretive Ranger - hired Chief of Interpretation - hired Law Enforcement Ranger - completed temp upgrades - completed accretion of duties - hired 26 seasonals
<p>Continued SAIR Museum Fire Suppression Project Planning</p> <ul style="list-style-type: none"> - Conducted Value Analysis (Blaise Davi) 	<p>Planned Narbonne House Exhibit Improvements</p> <ul style="list-style-type: none"> -completed government estimate - wrote a scope of work -reviewed contract bids 	<p>Instituted or Updated FMSS/PST/PMIS Databases</p> <ul style="list-style-type: none"> - Completed PAMP - Doug Law attended 6-month facility management training
<p>Continued Custom House Façade Restoration</p> <ul style="list-style-type: none"> - Partnered with North Bennet Street School for fabrication of column bases 	<p>Began Interpretive Development Plan</p> <ul style="list-style-type: none"> - Conducted Interpretive Workshops - Developed new programs 	<p>Developed/Expanded Skill Sets for Staff</p> <ul style="list-style-type: none"> - Developed training program for seasonal staff -Wrote new Interp. training manual
<p>Continued Pedricks Store House Assembly</p> <p>Supported preservationists Coordinated fencing</p>	<p>Developed and Implemented First Bloom Program</p> <ul style="list-style-type: none"> - Funded through NPF grant \$10K - engaged 15 (8-12 year old) in 25 separate activities over 8 months 	<p>Ensured Security & Safety</p> <ul style="list-style-type: none"> - fire/security inspections - AED program - Incident database -Emergency notification system
<p>Repair SAIR Water Recirculation Pump</p> <ul style="list-style-type: none"> - Not contracted until November, which halted waterwheels for the season 	<p>Developed and Implemented America's Best Idea</p> <ul style="list-style-type: none"> - Funded through NPF grant \$10K - 2 educators hired through ENHA for site visits to an array of historic sites for 100 children (5-12 year olds) - 20 children attend sail camp aboard <i>Fame</i> 	<p>Continued Work to Certify Friendship</p> <ul style="list-style-type: none"> - CG certification continued during haul-out - Completed stability test - prepared for next requirements
<p>Served as COR for Friendship Haul-out contract</p> <ul style="list-style-type: none"> - Worked with Patricia Hemingway to negotiate complex haul-out repairs contract with Boothbay Harbor shipyard 	<p>Developed and Implemented Overnight Program for Friendship</p> <ul style="list-style-type: none"> - 75 children (grade 5) participated in Ed program - 25 children (grade 5) participated in overnight stay aboard Friendship 	<p>Arranged for Volpe Transportation Study</p> <ul style="list-style-type: none"> - Report expected 2/2010
<p>Replace Sluiceways at Historic Blast Furnace and Mill</p> <ul style="list-style-type: none"> - Completed Disassembly of Furnace sluiceway 	<p>Expanded Junior Ranger Programs</p> <ul style="list-style-type: none"> - Received Junior Ranger Ambassador grant 	<p>Improved/ Expanded Publicity Efforts</p> <ul style="list-style-type: none"> - developed press packages - Held media day for Pedricks
<p>Restore Slitting Mill Waterwheel Hutch - (Emergency ARRA- component of above project)</p> <ul style="list-style-type: none"> -NER Preservation team site visits, research, planning from 7/09 	<p>Revised, rebranded, reorganized Maritime Festival</p> <ul style="list-style-type: none"> - Organized 'Launch Party' - Maritime Festival 'Thank You' Fund Raising event 	<p>Cleaned-up Orientation Center 2nd Floor</p> <ul style="list-style-type: none"> -Explored repurposing options

Preserve Resources	Interpret Resources	Expand Organizational Capacity
Rehab Pathways/Parking Lot for ADA (ARRA) - NER Preservation team site visit, research, planning in 11/09	Continued SAIR Interim Exhibit Rehab - Drafted plans for text boards	Reviewed/Evaluated Special Park Use Procedures - held meetings -drafted revisions
Rehab Saugus River Stone Wall (ARRA) - Contract awarded 12/09	Determined 2010 <i>Friendship</i> schedule -Set year's calendar	Participated in Essex National Heritage Area Evaluation -Participated in all sessions
Eliminate Seepage from Blast Furnace Top - Project delayed to 2010	Wrote Chapters for Book on SAIR Archeology - researched & wrote analysis	Participated in Second Century Commission visit/meetings
Organized SAIR Museum Storage Areas	Assisted with Polish Ethnography Project	Completed SAMA Library Relabeling Project
Repaired Central Wharf Water Line	Worked with Granite Subcluster Curatorial Group - initiated planning of a Civil War Sesquicentennial Exhibit	Submitted final Core Ops Report & Received PMR Report
Completed Replacement of Blacksmith Shop Sills	Haunted Happenings -Worked with the City & partners to plan and manage Halloween	Updated PEPC and LCS databases
Completed Replacement Blast Furnace Out-lookers	Received grant for Forbes Museum China Trade	Served as Sub-Cluster Representative Served on Executive Committee for MABO
Completed Replacement of Blast Furnace Tailrace	Conducted SAIR HSR for Iron Works House Annex and Industrial Site -project delayed due to illness	Enhanced intra-park communications - New protocol for SMT - All staff meetings
Secured/Preserved Museum Objects: -Secured waterwheel & anvil/hammer exhibit -secured funding for day zone alarms in the Iron Works House and – provided object conservation for various pieces	Conducted Special events: -July 4 th celebration -Salem Maritime Festival -Haunted Happenings Parade -Family Day at Salem Maritime -Iron Weekend -Seventeenth Century Saturdays -Sails and Trails events -Salem Science Night -Live animal demonstration -Holiday open house events -Visitor Center events -Second Hundred Years St. Joseph Hall -Hosted SAIR Library Dedication	Implemented First Jobs Program 7 participants (ages 14-20) -200hrs of visitor support at VC -500 hrs natural resource projects at SAIR (See SAIR) -Scraped, sanded, and painted over 250 lineal feet of fence (park wide) -300hrs restoring formal garden -300hrs beautifying maintained landscape -200hrs touch up painting at Narbonne and Custom houses Hosted regional student intake program

Preserve Resources	Interpret Resources	Expand Organizational Capacity
<p>Completed repairs & ‘green’ projects on Bakers Island</p> <ul style="list-style-type: none"> -Plumbing -Electrical -Roof repair -Gutter repair 	<p>Facilitated non-NPS events</p> <ul style="list-style-type: none"> -Salem Award, reception at VC -ENHA Photo Safari at VC -Historic Salem, Inc. Annual Meeting -Traditional Small Craft 	<p>Implemented Landmark School Maritime Arts and Trades Program</p> <ul style="list-style-type: none"> - 2 student interns
<p>Completed Repairs to Bridge over the Saugus River</p>	<p>Updated web sites</p>	<p>Volunteers gave 1900 hours of services to the parks in 2009</p>
<p>Continued work on archives scanning project</p>	<p>Revised and published brochures</p>	<p>Received SCA through National Natural Resource Management Award</p>
		<p>Special Use Events</p> <p>Business and non-profit organization picnics, weddings</p>
<p>Completed Maintenance Projects</p> <ul style="list-style-type: none"> - repaired SAIR maintenance garage roof - repaired blacksmith shop bellows - remodel Discovery Center - repaired VC door, floor, windows - rebuilt portable forge -Completed exterior trim, window/door repair and painting -Repaired and painted the portico -Repaired and painted fan and shutters -Completed emergency repair for WIGS windows and Polish Club windows -Completed exterior painting for the Light House -Completed Bonded Warehouse fence repairs -Completed exterior painting of the Public Restrooms -Completed site-wide lock repairs (Polish Club, Orientation Center, Visitor Center) -Refinished floor at the Polish Club, 2nd Floor -Repaired signs, site-wide -Replaced water heater at Public Restrooms --Maintained landscapes -Maintained offices and public spaces, including the Salem Regional Visitor Center -Completed Ironworks House window and door repairs -Rebuilt Forge ramp 		<p>Established/continued partnership with:</p> <ul style="list-style-type: none"> -Boys/ Girls Club of Greater Salem, -North Shore Workforce Investment Board -Essex National Heritage Area -Area schools - Essex Heritage Area Commission -Salem Mayor’s Office -North of Boston Convention and Visitors Bureau -Historic New England -Destination Salem -Salem Main Streets -Salem Chamber of Commerce - Landmark School - Saugus River Watershed council - Saugus Conservation Commission - Many state and federal natural resource management agencies Mass Riverways -U.S. Environmental Protection Agency, -Mass Department of Environmental Protection, -Town of Saugus - Massachusetts Division of Marine Fisheries

National Park Service
U.S. Department of the Interior



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