



Superintendent's Annual Narrative Report

Fiscal Year 2010



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Salem Maritime National Historic Site
Salem, Massachusetts

Saugus Iron Works National Historic Site
Saugus, Massachusetts

On the cover:

In FY2010, Youth programming and volunteer programming were important to Salem Maritime and Saugus Iron Works.

Top: members of the Boys and Girls club of Greater Salem plant the plot of the Derby House Garden that they designed.

Bottom left: NPS volunteer Joel Tringale demonstrates 17th century carving at Saugus Iron Works .

Bottom right: Students from the Carleton School learn how to handle cargo under the watchful eye of seasonal Park Ranger Merrill Kohlhofer.

NPS photos.



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Opposite: at dusk, a cormorant perches on the replica 17th century boat *Alewife* on the Saugus River at Saugus Iron Works. NPS photo.

In Memoriam Capt. James P. Fox, Jr.

On August 18, 2010, Salem Maritime lost a great friend and supporter. Capt. Fox was involved with the tall ship *Friendship* from its earliest days. As *Friendship's* volunteer captain, he guided her safely to ports all over New England.

He will be sorely missed by the staff and volunteers at Salem Maritime National Historic Site and the Essex National Heritage Area





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 2010, the parks were represented by Congressman John F. Tierney, Senator John F. Kerry, Senator Scott P. Brown and interim Senator Paul Kirk.

The parks are closely associated with 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, MA. Together, the Essex National Heritage Area and the parks help to drive the region's heritage tourism industry; the region hosts about 1 million visitors per year.

Salem Maritime National Historic Site

In 1937, Salem Maritime National Historic Site 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.

Salem Maritime encompasses 9.02 acres along Salem's waterfront, as well as the Salem Visitor Center located a few blocks away. The site features historic wharves, storehouses, and stately buildings - including the 1761 Derby house, the 1780 Hawkes house, the 1819 Custom House, the 1800 West India Goods Store, the 1672 Narbonne house (added by Public Law 88-199), and the Polish community's 1909 St. Joseph Hall (added by Public Law 100-349).

To fulfill the site's legislated vision, a replica of a 1797 Salem-built three-masted cargo vessel, *Friendship of Salem*, was constructed in 1996. When berthed at historic Derby Wharf, *Friendship* serves as a dockside museum. *Friendship* also sails to other ports to participate in maritime history celebrations or to host educational events. The ship serves as an ambassador for the National Park Service, visiting other ports and making connections

with thousands of citizens who would not otherwise experience a national park resource.

To further restore the park's historic setting, the 1770 Pedrick Storehouse was relocated from a wharf in Marblehead, MA and was reassembled on Derby Wharf in 2009. Once fully constructed and fitted with security systems, the Pedrick Storehouse's first floor will open to the public as an exhibit and interpretive space.

Salem Maritime preserves and interprets 293,377 museum objects, 66 archeological sites, 43 FMSS assets, and 28 listed historic structures. These resources tell stories of early colonial settlement, the role of privateering during the Revolutionary War, and of Salem's international maritime trade, which helped to establish America's economic independence after the Revolution.

In 2010, the Salem Maritime staff brought history to life for visitors with over 597,924 visitor contacts; education programs engaged 5,909 students; and Junior Ranger programs reached 3,566 children. This year saw an overall increase in visitation of 16.7%. The park benefitted from the services of 23 diverse youth and Salem's volunteers contributed 18,432 hours this year.

The Salem Regional Visitor Center

Salem Maritime NHS 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.

One of the highlights of FY2010 was the triumphant return of *Friendship* to her berth on Derby Wharf in November 2009 after many months of repair work in Maine. It was a chilly, overcast day, but the spirits of those who came out to greet her were not dampened by the weather.

Photo by Peter Santos.

The visitor center is a condominium located within the historic 2nd Corps of Cadets Armory Drill Shed. 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 377,673 in FY 2010, a 6% increase over 2009.

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 what early colonial ironworkers experienced.

Saugus Iron Works 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 iron making site.

Visitation in 2010 totaled 39,639 visitor contacts and education programs reached 5,092 students. Junior Ranger programs engaged 852 children. Overall visitation at Saugus saw a 13% decrease this year from 2009, probably due to closed facilities. Many of the 23 youth program participants were employed at the park in 2010 and Saugus Iron Works' dedicated volunteers contributed 2,028 hours in 2010.

Essex National Heritage Area

According to the Essex National Heritage Area web site, the heritage area "works to keep history alive and the heritage experience 'authentic' throughout Essex County."

Congress established the 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. Public Law 104-33 also broadened the purpose and role of the Salem Visitor Center to serve as the primary information center for the many ENHA sites.

Salem Maritime staff oversees and serves as Agreements Technical Representative for the 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 uniting the purposes and interpretive themes for all three entities. 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.

Right: the 1762 Derby House at Salem Maritime

Far right: geese flying over the mill buildings at Saugus Iron Works

NPS photos



2010 Statistics for Salem Maritime and Saugus Iron Works

Resources

Name	Acreage	LCS Structures or features	FMSS assets	Museum objects	Archaeological Sites	Setting
SAMA	9.02	28	43	293,393	66	Ocean harbor setting in urban location
SAIR	8.50	23	34	104,001	11	Freshwater tidal marsh setting in suburban location

Visitation/VIP/Budget

Name	Visitor Contacts	Students	Junior Rangers	Tour Fees	VIP hours	ONPS (Greenbook) budget
SAMA	597,924	5,909	3,566	\$55,347	18,432VIP hours	\$2,627,000
SAIR	37,639	5,092	852	N/A	2,028	\$913,000

Analysis of Visitation Statistics

Name	Visitor Contacts	Junior Ranger/ Education	Special Events	Tour Fee Revenue	Summary
SAMA	Up 16.7%	Up 28%	Up 119%	Up 30%	Across the board increases
SAIR	Down 13%	Up 11%	Down 25%	N/A	Decreased visitation probably due to closed facilities

Staff and Volunteers at Salem Maritime and Saugus Iron Works started FY 2010 by participating in the annual Salem Haunted Happenings Parade.

NPS photo.





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

Once again I am greatly impressed with the breadth and quality of the accomplishments at Salem Maritime and Saugus Iron Works. My earnest thanks go to the entire staff for their willingness to juggle their ever-increasing duties while continuing to bring enthusiasm and pride of purpose to their work.

I am sincerely grateful to Regional Director Dennis Reidenbach for supporting my attendance in the Senior Executive Fellows program at Harvard University this fall. The SEF was the most intellectually engaging experience of my career. This was an extraordinary opportunity and just as the program empowered me, I in turn am committed to empowering others to follow their dreams and seek inspiring learning opportunities.

My thanks also go to our amazing volunteers, who contributed 20,460 hours to Salem and Saugus in 2010. We are very grateful for their fine work and appreciate their selflessness and dedication to the parks. Sadly, this year we mourned the passing Captain Jim Fox, who generously served as the volunteer captain of *Friendship*. Jim was a great friend to Salem Maritime and will be deeply missed.

I would like to acknowledge the following staff members for their outstanding performance:

- Our Chief of Interpretation and Education, **Sheila Cooke-Kayser** is the 2010 Superintendent's Award winner! Sheila has done a terrific job managing Salem Maritime's and Saugus Iron Works' interpretation, education, and visitor services functions. Sheila secured grant funding, built strong partnerships, formed an Education Advisory Board, conducted workshops, hired seasonal and permanent staff, and oversaw the implementation of multiple pilot projects. Some of her accomplishments include the new "Ships, Sails, & the Sea" program aboard *Friendship*; Ocean Stewardship at SAMA, SAIR, and BOHA; the 3-day Tracy School Field Day program; Ship Building program; First Bloom programs; and new Junior

Ranger programs; as well as coordinating the Maritime Festival and other special events. I'm truly thankful to Sheila for her hard work, professionalism, and grace.

- Hip, hip huzzah for **Colleen Bruce, Jeremy Bumagin, John Pydynkowski, John Newman** and the **volunteers on *Friendship*** for earning Coast Guard certification to carry passengers aboard *Friendship*! This tremendous achievement was years in the making. *Friendship*'s highly successful inaugural passenger sail event demonstrated the ship's power to capture people's imagination and to reach audiences that otherwise would not experience a National Park resource.
- **Jeremy Bumagin** is additionally congratulated for completing captain's training and for serving as *Friendship*'s captain.
- **John Pydynkowski** is commended for initiating an excellent youth arts and trades program with the Landmark School and thanks go to **John Newman** for initiating *Friendship*'s historic weapons group.
- **Dave Kayser** and **Doug Law** continued their outstanding work as PMIS and FMSS managers (a.k.a. moneygrubbers.org). They also continued their COTR functions for multiple projects, including World Trade exhibits. I am grateful to Dave for his project management and leadership skills, which were showcased while he served as Acting Superintendent during my month-long training at Harvard. Doug is also commended for his excellent work as the primary administrator of our First Jobs program.

In September, 2010, the NPS crew and volunteers aboard *Friendship* were joined by the vessel's first paying passengers for a trip to the Gloucester Schooner Festival.

Photo courtesy of Kristen Weiss.

- We congratulate **Tim Thornhill** on his retirement from the Air National Guard in August; we're glad to have full time access to Tim's leadership skills. Thanks go to Tim for his work on investigating green-ing strategies and for exploring short term and long term remedies for erosion prob-lems on Derby Wharf
- **Jacob McIntosh's** strong leadership skills were once again central to the suc-cess of the First Jobs program at SAMA/SAIR. Jacob orchestrated the work for 16 students in a highly effective program that produced great results.
- Maintenance staff, especially **Doug Law, Steve Abbott,** and **Dave Bogdan** did a terrific job teaching our First Jobs stu-dents historic woodcrafting, preservation methods, restoration techniques, proper tool use, and project planning and safety.
- **Angel Bracero's** commitment to main-taining the Salem Visitor Center in top condition borders on the heroic. Each year Angel meets the challenges of ever increasing number of visitors, especially during Haunted Happenings.
- Thanks go to Park Historian **Emily Murphy** for her historical research, espe-cially on the War of 1812 commemoration, her work managing SAMA's library, her duties as public relations officer, her ef-forts on the Polish Ethnology project, and her re-enactments as Sophia Hawthorne. Emily and her husband, Minute Man NHP Education Coordinator Jim Hollister enlivened many events as Mr. & Mrs. Derby in 2010.
- **Michelle Blees** and **Michael Parr** con-tinued their great work coordinating the reenergized Maritime Festival and the fes-tival sponsor's event.
- SCEP **Kathy Homan** is commended for taking on new duties to manage the Salem Visitor Center as she continued to support administration.
- **Christine Mac Donald** and her staff did a great job implementing critical person-nel and administrative functions. My sincere thanks go to Christine's team for investing many long hours in managing the budget and closing out the year suc-cessfully
- Thanks go to **Janet Regan** for her sup-port of the Senior Management team and the Superintendent
- Northeast Region experts continued to provide excellent support to Salem Mari-time and Saugus Iron Works throughout 2010. In particular, we would like to thank NER archeologists **Steve Pendery** and **William Griswold**; 106 specialist **Rich-ard Crisson**; NER preservation special-ists **Steve Spaulding, Blaise Davi, Dave Bittermann, Mark Alexander, Steve Pisani, Greg Law, Mike Lochiatto and Richard Chilcoat**; NER Archivist **Liz Banks**, NER water resources specialist **Charles Roman**; and Youth Coordinator **Robin Snyder**.
- We are very grateful to **Alexa Molnar** for her support and guidance of our adminis-trative officer. Peter Samuels and Martha Raymond have been great assets in the Heritage Evaluation process, and I'm very grateful to **Bob McIntosh**, who has con-tinued as my mentor and friend. My very best wishes go to Bob for his upcoming retirement; I will miss him greatly.

Activities and Trends

A priority has been to diversify our ranks. Not only are our successful youth employment programs diversifying our seasonal workforce, they are serving as a conduit for succession planning in our permanent workforce. By mentoring youth in preservation and interpretation techniques, our First Jobs, STEP, and SCEP programs are grooming diverse candidates for careers in the NPS.

As one of the world's premier Halloween destinations, Salem saw another record-breaking year for visitation over the month-long Halloween season, which is promoted by the City of Salem as "Haunted Happenings." More than 100,000 visitors explored the Salem Visitor Center and about 25,000 used the sidewalk information booths in October 2010. Staff worked tirelessly to serve visitors, protect resources, keep pace with janitorial demands, and to help manage crowds.

Visitation Trends

Annual visitation was mixed:

- Increased by 16% to 597,924 at Salem Maritime
- Increased by 6% at the NPS Salem Visitor Center
- Increased tour revenue by 38% to \$55,347 (Increase likely due to *Friendship's* return)
- Decreased by 13% to 39,369 at Saugus Iron Works (Decrease was likely due to multiple facility closures that facilitated several construction projects.)

Junior Ranger and Education programs were up at both parks:

- Increase by 28% to 7,370 at Salem Maritime
- Increase by 11% to 5,351 at Saugus Iron works

Visitor understanding and visitor satisfaction statistics were up at both parks:

- Increased visitor understanding by 3% to 96% at Salem Maritime
- Increased visitor satisfaction by 2% to 93% at Salem Maritime
- Increased visitor understanding by 9% to 97% at Saugus Iron Works
- Increased visitor satisfaction by 8% to 97% at Saugus Iron Works



Accomplishments

Throughout FY 2010, the staff at Salem Maritime and Saugus Iron Works worked to realize our strategic vision to inspire visitors, engage youth, preserve and protect resources, support partnerships that promote stewardship beyond our borders, and improve operational efficiency.

Transporting Visitors to Another Time

After years of hard work, this year the Marine Division achieved a Certification of Inspection from the United States Coast Guard that permits *Friendship* to carry passengers! Authorized to transport up to 45 passengers on day sails, the division launched the ship's inaugural passenger sail over the Labor Day weekend. *Friendship* under sail is a magnificent sight and passengers were truly inspired as the ship traversed time and space carrying them to view Gloucester's annual Schooner Festival. The Marine and Interpretation divisions collaborated to engage passengers with hands-on activities and compelling stories. Passengers expressed that reliving history aboard *Friendship* was a genuinely thrilling experience.

Friendship's capacity to bring the national park experience to new audiences, capturing their imaginations and connecting them with our nation's history, was clearly evident when *Friendship* helped to celebrate the Boston Harbor Islands Regatta this fall. Students from the Josiah Quincy School fifth grade said that the ship's education programs were "awesome!"

Throughout the year staff used the parks' evocative and interactive resources to inspire visitors and engage students. In addition to our daily site tours and education programs, the staff worked to plan and host an array of lively special events, including a terrific Maritime Festival, an iron pour that showcased two youth interns, living history programs that featured the Derbys, the July 4th Celebration sponsored by the City of Salem, Seventeenth Century Saturdays, ENHA Sails and Trails, Salem Science Night, a program at

the Farmer's Market, live animal demonstrations, holiday open house events, a special program for Historic New England, *Friendship's* Inaugural Sail, the Boston Harbor Islands Regatta, and Visitor Center events.

Youth in the Works & at the Helm

Youth engagement and employment was a top priority at the iron works and maritime sites. Based on the success of FY 2009 programs, we more than doubled our youth programming this year mentoring a total of 30 underserved youth. The parks worked with 23 diverse local youth through the First Jobs program, continued the Maritime Arts and Trades program for 2 special needs high school students, and provided 2 internships for vocational/technical students through the Teacher-Ranger-Teacher and YIP program; while diverse youth in 1 SCIP position and 2 STEP positions worked in interpretation/education. The park was awarded \$142,505 in grant funding to support our youth programming.

The parks are knit into the fabric of urban areas and offer great opportunities for underserved youth to explore nature, to learn through hands-on experiences, and to find meaningful employment. First Jobs youth assisted the parks with a variety of stewardship projects and learned a range of skills from building fences, to woodworking, to refinishing floors, to fabricating casting furnaces. Funding for First Jobs was through the North Shore Workforce Investment Board with hiring via ENHA. PMIS funding for First Jobs supplies and other costs totaled \$53,045. Funding for the iron casting internships totaled about \$22,000

Success in Education!

This year a former teacher donated \$12,000 to establish a scholarship fund to ensure that every child in Salem's schools has the opportunity to experience Salem Maritime's outstanding education programs. The scholarship will fund transportation to the site and programs.

A major accomplishment in FY 2010 was the formation of an Education Focus Group, comprised of teachers, an after-school program director, an after-school counselor, an environmental science specialist, two educational consultants, and NPS staff. The group will continue in an advisory role in the future.

Our second year hosting F1rst Jobs student was very successful.

Opposite: F1rst Jobs activities. Clockwise from top: Former F1rst Jobs students with Congressman John Tierney, Essex National Heritage Area Director Annie Harris and Salem Maritime/Saugus Iron Works Superintendent Patricia Trap; learning about beekeeping at Saugus Iron Works; The F1rst Jobs presenters at a youth summit; painting the fences at Salem Maritime

NPS Photos.

The Education Focus Group developed 4 exciting pilot education programs that addressed multiple curriculum frameworks. New programs include Ships, Sails and the Sea; Shipbuilding; Ocean Stewardship; and the Field Day program for grades 1-3 at the Tracy School. Each program used sensory learning and hands-on discovery to bring abstract concepts to life and to deepen understanding. Funding was provided by America's Best Idea and the Youth Partnership Program, which totaled \$17,935.

Stewardship & Project Management

In FY 2010, the parks managed 26 PMIS funded projects including three ARRA funded projects. Eight PMIS funded projects supported education programs, volunteer training programs, youth jobs programs, and the Maritime Festival; while 18 PMIS projects improved facilities and landscapes. The FMSS Scorecard score improved from 92% to 98% at Salem, and improved from 74% to 96% at Saugus.

Park staff oversaw or directed the following complex maintenance/stewardship/preservation projects:

- Restore Saugus River Turning Basin (PMIS 139046 and 135017)
- Replace Sluiceways at Historic Blast Furnace and Mill (PMIS 143313)
- Rebuild Stone Walls to Prevent Damage to Historic Structures (PMIS 11895C)
- Preserve and Repair Pedrick's Warehouse (PMIS 165650A) and (PMIS 117494E)
- Modify Paths to Meet ADA Requirements (PMIS 143396)
- Eliminate Seepage from Blast Furnace Top (PMIS 17767A&B)
- Rehabilitate Water Pumping System (PMIS 125384)
- Haul Out, Inspect, Repair Vessel (PMIS 117124)
- Install Museum Fire Suppression and Climate Control (PMIS 118808)

- Plan and Fabricate World Trade Exhibits (PMIS 70183)
- Restore Cultural Landscape -North Side (PMIS 17796)
- Reformat and Digitize Wayside Exhibit Panels (PMIS 116333)
- Replace West India Goods Store Windows (PMIS 13498A)
- Re-house Archeological Collections (PMIS 124870 A-C)
- Install Mechanical, Electrical, and Rigging Support Systems (PMIS 117496C&D)
- Historic View Shed; Feasibility Study (PMIS 060214)
- Replace Visitor Center Carpeting (PMIS 106813)
- Repair Storm Damage to Iron Works House and Saugus River Bridge (PMIS 1644234 A&B)

In addition, our maintenance crew and First Jobs youth completed a number of in-house projects including the rehabilitation of the Custom House columns, repaired fences at both parks, restored signs, painted the Iron Works House and the Narbonne house, and rehabilitated the Bridge St. pedestrian bridge. The park also worked with National Grid to replace underground lines on Derby Street.

Deepening the Bonds

In 2010, a profusion of education and youth employment programs emphasized relevancy and encouraged underserved youth to make meaningful connections to the parks. Our youth employment programs brought greater diversity to the staff, which in turn brought greater relevancy for our visitors. A comprehensive orientation regime ensured that seasonal interpreters and interns were knowledgeable and effective communicators and that content was relevant for diverse audiences.

Enrichment activities were built into the First Jobs and YIP programs to create an engaging

and positive work experience for the participants and to foster awareness that the parks offer opportunities for life-long learning. First Jobs and YIP participants learned and employed new skills in multiple arenas at both parks.

Our curriculum-based education, First Bloom and Junior Ranger programs brought underprivileged youth from our diverse communities to the parks to learn by interacting with resources. It was especially gratifying when students brought their parents and siblings to the parks on weekends to share their discovery experiences. The parks are especially beneficial as they offer opportunities for outdoor recreation within urban centers – a chance for children and adults to exercise minds and bodies.

Staff worked to engage the public with web sites, downloadable tours, and virtual tours. To best engage younger audiences, staff attended trainings on new technologies/applications and initiated Facebook pages and Twitter feeds.

New exhibits brought opportunities to learn in new ways. The World Trade Exhibit project will revitalize the wharf area and engage the public with exciting, interactive exhibits. At Saugus an interim in-house rehab of museum exhibits in a newly climate controlled space will provide visitors with a broader context for understanding the significance of the colonial iron works. The National Park Service Regional Visitor Center in Salem showcased temporary exhibits from sites with the Essex National Heritage Area that encourages visitors to engage with heritage sites throughout

the county and to get outdoors and encounter the beauty of local coastlines and forests.

Volunteerism continued as a vital chord at the parks. A dedicated cadre of volunteers donated over 20,460 hours (equivalent to 9.8 FTE) working year-round in archival processing, library management, cataloging, providing visitor services, and working aboard *Friendship*. Other volunteer activities included:

- A crew of Boy Scouts and other volunteers cleaned and chipped branches that had amassed during the removal of invasive Norway maple trees. The crew mowed and trimmed back The Nature Trail pathways and cut fallen trees that were blocking pathways. Wooden steps were reset and secured with metal rods.
- First Bloom children and Branching Out interns worked in Derby Garden. First Bloom children also helped out at the inauguration of the Saugus' Junior Ranger Station.
- A citizen science "Beachkeeper" program was launched through the Salem Sound Coastal Watch and Salem Maritime to clean up Derby Beach.
- A crew of Boy scouts, Eagle Scouts, and parents from Troop 59, Peabody painted Derby Lighthouse. In addition, the boys cleared gravel from the east side of Derby Wharf that had been deposited during a severe winter storm.

Below left: a new Junior Ranger shows off her iron design during the Saugus Iron Works' annual iron pour

Below right: law enforcement ranger Keith Hatfield helps a Junior Ranger with her scavenger hunt.

NPS Photos.



Beyond our Borders

In 2010, the Superintendent invested considerable effort in the congressionally mandated Essex National Heritage Area evaluation process. The Heritage Area promotes stewardship, public engagement, and greening programs throughout the county. The ENHA also provides critical supports for the parks' education and youth jobs programs and underwrites "Friendship Sails!" events that bring the tall ship to other ports. Friendship reaches audiences that otherwise would not experience a National Park program. The Superintendent has championed the Essex National Heritage Area for its work in extending the mission and the ethic of the National Park Service beyond our borders.

The ENHA evaluation was the pilot review for the nation's Heritage Areas and much work went into the lengthy process. This fall the Center for Park Management submitted their draft evaluation findings for the ENHA to the NPS. As a supplement to this report, the Superintendent is preparing a letter for Congress outlining the value of the relationship between the parks and the Heritage Area.

With the ENHA due to sunset in 2012, the parks are considering establishing a Cooperating Association with the Heritage Area that would extend our mutually beneficial partnership. The park hosted regional staff including Dave Moore, the new Associate Regional Director for Administration; Marilyn Colot, Chief of Contracting; Peter Samuel, Heritage Area Director; and Roy Navik, Manager of Cooperative Agreements for Heritage Areas in the Northeast and much progress was made in both understanding and applying the new rules related to Cooperative Agreement and Heritage Areas.

The ENHA's evaluation process brought the opportunity to meet with John Jarvis and Mickey Fern in Washington, D.C. Director Jarvis was very supportive of Heritage Areas. The ENHA's evaluation process also brought two prominent NPS managers to view the parks this year. We were delighted to welcome Mickey Fern, Deputy Director for Communications and Community Assistance and Stephanie Toothman, Associate Director for Cultural Resources. Both were impressed with our First Jobs and Youth Internship pro-

grams. Moreover, Congressman John Tierney spent many hours talking with First Jobs kids and viewing their accomplishments at both sites.

The superintendent also continued work with the Volpe Center in developing a study on alternative transportation strategies and applied for grant funding to provide boat transportation to Baker's Island through the Transit in Parks Program (TRIP).

Planning for 1812 Commemorations

At Salem, Park Historian Emily Murphy has been researching the history of Salem's role in the War of 1812 and attending meetings with other parks in planning celebratory events. Moreover, members of the Marine division have been working closely with the staff from the U.S.S. *Constitution* in planning, training, and coordinating activities for the 1812 anniversary event.

Working Smarter & Workforce Enrichment

- While we strive to do more with less, frustrations over proliferating bureaucratic hurdles is a significant problem. To avoid burnout and to improve our overall efficiency through a more strategic management of our complex workload, we made tough decisions about closing facilities. This year we continued the closure of 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. Visitors were instead offered downloadable audio tours for self-guided experiences.
- We continued our efforts to unify staffs at both parks with divisional supervision through a single chief for both sites. Moreover, interpretive leads are familiar with the stories and resources at each site and alternate their time working at each site.
- We hired more seasonal interpretation staff in order to design and implement our many youth programs and to serve increasing numbers of visitors at Salem. However, this placed a great burden on our Administrative Division.

- Worklife Enrichment will be a focus for 2011. SMT discussions generated several ideas. Those items that make the greatest difference will be prioritized in the 2011 budget and in development plans.
- Recognition of good work is a priority. Supervisors acknowledge and appreciate their staff's efforts and monetary awards are given for outstanding work.
- The AO is working to improve a number of position descriptions to better reflect on the ground duties. Currently ten staff members are not working with within their position descriptions. Of these, our first priority will be to revise descriptions for *Friendship's* staff, which currently do not mention mandatory drug testing or sailing. Retired annuitant George Brown will be assisting the park in this effort.
- A protocol for the Senior Management Team that was initiated last year was continued in FY 2010 with the distribution of each division's summary of their activities prior to the SMT meeting. Meeting minutes and divisional notes 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 all divisions and the park in general. This system has enabled us to communicate better, plan more effectively, and strengthen park cohesion.
- Doug Law worked to fully implement FMSS to best manage park resources and the regional FMSS team made a site visit to assist with the input of media material. The FMSS Scorecard score improved from 92% to 98% at Salem, and Saugus' score went from 74% to 96%.
- Participated in the Regional Director's Superintendent Calls
- Participated in a newly formed working group of Regional staff and superintendents to elevate and implement NER vision and goals.
- Led monthly sub-cluster calls with sub-cluster Superintendents
- Coordinated and led monthly calls and face to face meetings to improve the New England MABO and SHRO
- Represented the Superintendent's Council on the Maintenance Advisory Group.
- Served as an advisor to the Working Committee for the Planning for Excellence: Interpretation Chief's Workshop in FY 2011 in Baltimore.

The superintendent continued work as a guest lecturer: in addition to presenting a session called "Working Together: Salem Maritime, Saugus Iron Works, and Essex Heritage" at Northeast Region Heritage Area Conference in Baltimore, she was invited by several Heritage Areas to speak about the NPS role and its relationship with Heritage Areas. The Superintendent also made two presentations at the Al-bright Training Center in the Grand Canyon.

Moreover, the superintendent serves as an ex officio Member of the Board of Directors for the following community organizations:

- The Salem Partnership
- Destination Salem
- Salem Executive Committee
- North of Boston Convention and Visitors Bureau
- Historic Derby Street Neighborhood Association
- Saugus River Watershed Council

The superintendent continued a mentoring program and attended a 4-week Executive Training in Leadership at Harvard University in early FY 2011.

Superintendent's Region/Service-Wide Work

As the Granite Subcluster Chair, the superintendent worked on several regional initiatives including:

- Met with the Regional Director, Deputy Regional Director and new ARD of Administration to improve processing of Cooperative Agreements with Heritage Areas.



The Year's Issues

Workplace Safety

In November FY 2011, a *Friendship* volunteer was working with the crew to remove the mizzen mast from the "housed" position when he was struck by a piece of the working top, which fractured his arm. The accident was reviewed by WASO safety specialists and the park is on track for training in "Operational Leadership." Although messaging to make safety our top priority was repeated through e-mails, SMT notes, and divisional meetings, it seems that an awareness of safety is not yet a fully ingrained ethos. This incident made us realize that we need to go further to develop a strong safety culture that commits to "everyone safe all the time."

Derby Wharf Erosion

Damaging winter storms have compromised the structural integrity of Derby Wharf and erosion holes are now chronic problem. With each tide, material is scoured from beneath the stone/wood/earthen wharf, which opens surface pockets at various locations along the wharfs. The erosion not only poses significant trip hazards to our visitors and staff, but it deposits considerable amounts of soil and stone dust into the dredged harbor. The maintenance division is vigilant about refilling the holes, but battling the tide is a futile campaign.

This summer, NER Engineer BB Diwadkar assessed the wharf's conditions and asserted that as long as filtration continues along the wharf, wash-outs will continue. He recommends that the stones lining the wharf should be mortared or backed by sheet piles. This solution would involve a \$1M+ Line-Item project. Mr. Diwadkar has also suggested that the top of the wharf should be constructed of a solid material to ensure stability; however, this would compromise the wharf's historical integrity. The Superintendent believes that planning will likely require an Environmental Assessment that lays out the alternatives for stabilization work. The park has consulted with WASO Coastal Engineers in Philadelphia to discuss a design horizon to address sea level rise and other climate factors.

Salem staff is concerned that the bollards that secure *Friendship* to her berth at Derby Wharf are inadequate. Mr. Diwadkar's assessment

is that the bollards are not properly anchored and that their concrete slabs need to be wider and deeper. Mr. Diwadkar is currently consulting with a soil engineer to further understand this issue.

Multiple Resources Closed at Saugus

This year crucial elements of the iron works experience were unavailable to visitors as resource/facility closures facilitated construction projects at the museum, the slitting mill, the blast furnace, the Saugus River stone wall bulkhead, and the waterwheel recirculation system.

Unfortunately timing was against us as these projects required that they be undertaken during warm weather. Waterwheel demonstrations were halted from April to June to install a new pump, and again in October when a faulty switch immobilized waterwheels for three weeks. Blacksmithing demonstrations were discontinued and the nature trail was inaccessible from mid-July to early September to accommodate the Saugus River stone wall stabilization project. The museum remained closed throughout the visitor season to facilitate a climate control and fire suppression project. For the most part visitors graciously understood that these important projects were necessary to ensure that museum collections and historic structures remain in good condition. Visitation was down at Saugus by 13%.

Struggling with Staffing Shortages

In FY 2010 two permanent Interpretation staffers (GS-12 and G-09) retired and one GS-11 education specialist was hired. An insufficiently staffed workforce continues to be a core problem for Salem and Saugus. As staff time is increasingly 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 increasingly deferred, while specialists respond to database/project management demands. Moreover, the need for a third staff member in Administration has been identified but not funded for over a decade.

Opposite: the stone wall stabilization project at Saugus Iron Works had a major impact on visitor services.

NPS Photo.

The staff gives their all to the park's mission and I marvel at the quantity and quality of our accomplishments in 2010; however, basic operations continue to suffer due to our under-resourced staff.

World Trade Exhibit and Pedrick's Store House Projects Delayed

Projects to revitalize Salem Maritime's Derby Wharf through new interactive exhibits and the public opening of Pedrick Store House met with delays. Internal issues with contractor Mystic Scenic Studios held up installation of the World Trade Exhibits until October and funding issues put the Pedrick Storehouse project in abeyance.

Construction Projects May Close Parking Lot at SAIR in 2011

Modify Pedestrian Paths to Meet ADA Accessibility (PMIS 143396) will complete the vision outlined in SAIR's 2002 GMP to facilitate ADA accessibility throughout the park. The project will re-grade and resurface paths and repave and/or redesign the parking lot at Saugus Iron Works to meet ADA standards. Resurfacing will likely occur during the park's open season. A key decision will be to develop a strategy to compensate for the parking lot's potential closure during several weeks of project work.

Working to Bring Certainty to an Uncertain Future for The Essex National Heritage Area
The Essex National Heritage Area serves as

the parks' primary non-profit partner. In 2010, this association facilitated the hiring of educators and First Jobs participants, as well as support for the Maritime Festival, education programs, and *Friendship Sails* events. Yet the organization's funding authorization is due to sunset in 2012, which will dramatically impact our operation. In 2010, the superintendent worked to ensure the continued viability of the Essex National Heritage Area through the congressionally-mandated Heritage Area evaluation process and by 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 have been working with the Volpe Center on an alternative transportation study for the park and the City of Salem that would include transportation solutions for Baker's Island. In FY 2010, we submitted a grant to acquire a boat to take passengers to the historic Baker's Island Light Station through Transit in the Parks, a Federal Highways Program.



Baker's Island Lighthouse is an ongoing project of the Essex National Heritage Area.

NPS Photo.

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 a plethora of 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 to discuss issues related to the parks and the Essex National Heritage Area.

In 2010, Congressman Tierney spent a day visiting both parks to learn about our First Jobs program, to view its accomplishments, and to discuss the program with the youth. He expressed how very impressed he was with the program.

Other discussions with the congressman include a bill he is trying to enact that would authorize a feasibility study to include greater Salem Sound and the City of Salem within the boundary of Salem Maritime.

Budget/Fiscal

Thanks to the hard work of Christine Mac Donald, Salem Maritime and Saugus Iron Works closed out FY 2009 with a balanced budget. For 2010, combined ONPS funding for both parks totaled \$3,494,000 after assessments (\$3,540,000 Greenbook). Revenue from tour fees, special use fees, and donations totaled \$55,347 in 2010, up 38% from 2009. Centennial allocations funded 6 seasonal employees and SCIP, YIP, YPP funding supported 4 seasonal positions. FY 2010 donations brought in \$625 at Saugus and \$7,867 at Salem.

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.

Through the efforts of Doug Law, Dave Kayser and the regional FMSS Support Team,

Salem has raised their FMSS Scorecard score from 92% to 98%, and SAIR's score went from 74% to 96% by entering and updating data in the FMSS database.

Personnel

In FY 2010, the following personnel changes occurred at Salem/Saugus:

- The Administrative Division's resource-sharing arrangement with BOHA ended; workload demands proved insuperable
- GS-12 Chief of Visitor Services retired
- GS-09 Education Lead retired
- GS-11 Education Specialist hired
- GS-07 SCEP transitioned from Administration to run the Salem Visitor Center (no grade change)
- GS-09 Salem Visitor Center Manager transitions to SAIR Lead Ranger (no grade change)
- Hired 32 seasonals

The AO worked to improve a number of position descriptions (PDs) to better reflect on-the-ground duties. These include youth leader PDs, as well as those for boat operators in Marine Division.

Seasonal hiring increased Hispanic, Asian, 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 an all-staff meeting 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 ethos of civility, cooperation, and ethical behavior is a primary goal and is fostered through messaging and discussions. Division chiefs are held accountable for behavior in individual performance evaluations. Opportunities for interdivisional and inter-park camaraderie include a holiday luncheon and volunteer celebrations, which are held several times during the year.

Special Uses

The parks issued 42 Special Use permits in FY 2010. These included special lectures, organizational picnics, social events, and weddings that encourage guests to engage with park resources and to build memories associated with the parks.

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. .

Contracting

The park would like to thank all the people who assisted us with contracting work during 2010. We would like to express a special thanks to Blaise Davi for handling the Saugus museum fire suppression contract, to Mike Lochiatto for oversight of the Saugus River Stone Wall project and to Dave Bittermann for the Pedrick project. Thanks go to Skylight Studios/Rober Shure who did superb work on the entrance sign and to Mystic Scenic Studios for their expertise in fabricating and installing the new Derby Wharf World Trade exhibits. Also, Eric O' Toole of Exhibit A Design in Brooklyn did a great job designing new wayside panels that we hope will be produced next year.

Training

- The Superintendent was privileged to attend SEC course at Harvard University in early FY 2011. She also continued participation in the NER's executive coaching program
- Interpretation developed comprehensive in-park training for seasonal staff
- SAMA's Woodcrafter completed a 6-month facility management training
- LE division's UVA and a Maintenance staffer continued Fundamentals 5 training in Washington D.C.
- Curatorial staff attended history conferences at the University of Virginia and Mystic, Connecticut.
- Curatorial and interpretation staff attended trainings on technology and media.

- 100% of staff completed mandatory trainings
- A Marine Division VIP received navigation training at Mystic Seaport through America's Best Idea Grant
- Five maintenance staff completed several on-line training courses through Skillssoft and or DOI Learn. Course subject matter included FMSS training, Safety training and PMIS training.
- Maintenance staff attended fleet management training, Quarters Management Information System or QMIS training, and Contracting Officer Technical Representative or COTR training
- Salem's Park Historian attended the Council of American Maritime Museums annual conference in Mystic, Connecticut.

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

Interpretation Program

The Interpretation/Education Division worked very successfully throughout 2010 to inspire visitors, to establish meaningful connections with our local communities, and to engage youth.

Visitation was up by 16% in Salem to 597,924, education programs reached 5,909 students, and Junior Ranger programs engaged 3,566 children at Salem (28% increase over FY 2009). Because construction work closed several iron works resources, visitation dropped by 13% to 39,339 contacts at Saugus. Education programs reached 5,092 students and Junior Ranger programs engaged 852 children at Saugus (11% increase over FY 2009). At Salem, visitor satisfaction was 96% and visitor understanding was 96%. At Saugus, visitor understanding was 97% and visitor satisfaction was 97%. Salem's fee revenue brought in \$55,347, up 30% from 2009.

FY 2010 saw several staffing changes. The long-time Chief of Visitor Services Peter LaChapelle retired this year, as did our GS-09 Education Coordinator Hazel Trembly. In August, we welcomed Education Specialist Maryann Zujewski who directs the education programs at both parks. This year Michelle Bles transitioned from being the manager of the Salem Visitor Center to SAIR's lead park ranger, while SCEP Kathleen Homan assumed coordination of the Salem Visitor Center's daily operations. The division is headed by the Chief of Interpretation and Education, Sheila Cooke-Kayser and also includes a GS-11 supervisory ranger, a GS-07/09 interpretive ranger, and a GS-05 Park Guide.

In 2010, the division was supported by 25 (mostly part-time) seasonal employees who provided visitor services and interpretation/education programs for SAMA and SAIR. Also, First Jobs participants contributed to our visitor services operation by handing out visitor surveys.

Volunteers are important members of the Salem Visitor Center operation and also assist with special events. This year, volunteers donated 1,855 hours at Salem and 220 hours at Saugus.

In FY 2010, the division piloted four education programs, four new Junior Ranger programs, developed new programs for *Friendship's* passenger sails, and hosted several special tours, programs, and special events.

This was a challenging year at Saugus. The museum building was closed for the fire suppression project, the blacksmith shop was inaccessible due to the stone wall project, the slitting mill was closed for hutch repairs, and waterwheels were static from April to June as pump problems lingered. To meet these challenges we brought nature discovery into our pilot education programs, featured an exciting iron pour for Founder's Day, and designed new hands-on activities in the new Junior Ranger Station, including rock cycle activities, archeology discoveries, and ecology/pollution activities.

Education Outreach and Partnerships

In FY 2010, the division secured \$142,505 in funding for education, Junior Ranger, and youth programs (includes YPP, YIP, First Jobs, Junior Ranger, America's Best Idea and First Bloom funding for both parks. An additional \$22,000 was received through PMIS to support the Maritime Festival).

This year, SAIR Rangers presented 214 education programs for 5,092 student contacts; SAMA Rangers presented 159 education programs for 5,909 student contacts. These programs presented exciting learning experiences, as well as opportunities for diverse local youth to make personal, relevant connections with both national parks.

Our pilot education programs worked with the Carlton School, the Tracy School, the Quincy School, the Winthrop School, the Belmonte School, and the Northeast Metropolitan Regional Vocational School. The programs were supported by grant funding and strong partnerships with the Boys and Girls Club of Greater Salem, the Essex National Heritage Area, the North Shore Workforce Investment Board, the National Parks Foundation, and area schools.

A major accomplishment was the formation of



Top: STEP interpretive Ranger Jonathan Morel shows off his iron casting at Saugus Iron Works.

Above: a young member of the Boys & Girls Club of Greater Salem learns about chickens on a First Bloom field trip.

NPS photo.





an Educational Advisory Group that designed and evaluated the pilot programs. The Advisory Group is comprised of area teachers, an after-school program director, an after-school counselor, an environmental science specialist, and 2 educational consultants. The group will continue to serve in an advisory role for future programming.

New curriculum-based education programs took 325 fifth-graders into the world of 19th-century sailors; introduced 300 Boys and Girls Club members to modern day ocean stewardship issues; and brought 175 students in the first, second, and third grades to explore nature and to learn about earlier people that lived along the Saugus River. The programs support curriculum frameworks for social studies, science, English language arts, and math. Funding was provided by America's Best Idea & the Youth Partnership Program, which totaled \$39,260.

- **Ships, Sails, & the Sea** is a sensory encounter with the lost universe of tall ship trade. Students explore objects in a sailor's chest, hoist a sail, haul cargo, tie mariner's knots, understand the principles of the ship's simple machines, and learn untold stories of minority sailors and life at sea. It offers tangible applications of math and science concepts and encourages imaginations to connect with earlier peoples and times. Its interdisciplinary approach reinforces and deepens understanding of framework lessons and its cooperative teamwork interaction builds social skills. Children are truly excited to be aboard ship and a teacher from the Saltonstall School remarked that because of its hands-on nature this was the very best field trip experience her special needs children have ever had.
- The **Ocean Stewardship** program encouraged kids from the Boys & Girls Club to pull on waders and gloves and explore the intertidal zone at Salem Harbor (SAMA), Spectacle Island (BOHA), and the Saugus River estuary (SAIR). Students collected, sorted, and categorized their discoveries. While identification of natural specimens was straightforward, manmade objects proved trickier as students were surprised to learn that pieces

of old brick and broken ceramics are not just trash, but historic trash and are valuable evidence for archeologists. While historic trash was returned to the beach, pieces of modern trash were sorted for recycling. Students learned of the threat that modern trash poses to ocean life and why it's important to protect the oceans. All students ages 5-14 participated in this activity, while 8-10 year olds also learned about predators and prey, and students 11-14 worked with a compass for an orienteering scavenger hunt. Other activities included making fish prints and a special program on the ship's stores featuring costumed interpretation aboard *Friendship*. Skills included materials observation, discrimination, and classification. Curriculum subjects included life science, physical science, technology, and stewardship.

- **Field Day Education Program:** SAIR's pilot "Field Day Education Program" designed 3 days of activities for 175 students in the 1st, 2nd, and 3rd grades at the Tracy School in Lynn. It was funded by the Youth Partnership Program for \$11,325. With all-day programs dedicated to each grade, activities varied in complexity, but the central theme was nature discovery and how humans have used the Saugus River. Each of the 175 children discovered animals and plants along the nature trail, learned about the fascinating world of bees and tasted honey, held live river critters in their hands, learned about the rock cycle, examined bugs under microscopes, made bird feeders, created stamp art, and made salt and learned about its importance in preserving food. Students had a great time and some returned with their parents to experience the park as a family. The programs addressed life science, physical science and social studies frameworks and connected children to nature.
- **Shipbuilding Program:** Set on the second floor of St. Joseph Hall, a large-scale mockup of a ship's hull presents students with the opportunity to use authentic shipbuilding tools. Working together, local teachers and Salem's education staff added dimension to this scenario by having children imagine that they are in a

Opposite top: the Educational Advisory Group learns about shipbuilding from ship's carpenter John Pyndnkowski at Salem Maritime

Opposite bottom: students from the Saltonstall School piloting the shipbuilding program

This Page:
Top: Students from the Saltonstall School pilot the Ocean Stewardship program at Salem Maritime

Above: a student from the Tracy School looks at river life at Saugus Iron Works

NPS photo.





Opposite top: one of the youth interns from Saugus Iron Works learning how to pour iron at a foundry

Opposite bottom: The Boys and girls club participants in First Bloom pose next to the bed in the Derby House garden at Salem Maritime that they designed and planted.

Top: Kids making their own wooden boats at the 2010 Junior Ranger Day at Salem Maritime

Above: A Junior Ranger shows off her badge in front of Friendship.

NPS photos.

working shipyard. Students take on the various roles of workers and managers at shipyard and perform various jobs. They also research the shipyards of Salem and find them on maps. Students understand how shipyards provided employment that supported communities. Finally, students work with clay to make a model of a ship.

- First Bloom:** Funded by the National Park Foundation for \$20,000, First Bloom participants learned about native, invasive and ornamental plants and trees, as well as heirloom varieties and historic gardens. Children from the Boys & Girls Club of Greater Salem worked in the Derby House Garden, created leaf rubbings, learned the principles of garden design, and enjoyed a field trip to Glen Meadow Farm. Boys and Girls Club members are now so familiar with the park staff that rangers are frequently greeted by name as children shout to them from the windows of passing vehicles. “Branching Out” participants also worked in preservation landscaping at SAMA. They cleared out garden beds, pruned and shaped rose bushes, and planted historically appropriate varieties to help interpret gardens in the 18th century.
 - First Jobs:** Participants in the First Jobs program assisted the Interpretation Division with visitor services functions at the parks’ Visitor Centers. They greeted and oriented visitors, handed out visitor surveys, and helped with housekeeping.
 - Junior Rangers:** This year SAIR welcomed 852 new Junior Rangers. First Bloom kids returned to SAIR to help inaugurate the Junior Ranger Station, formerly the Visitor Contact Station. An \$8,000 Junior Ranger Ambassador grant funded a new figure casting program, which casts lead-free pewter into miniature molds of 17th century characters. Children get to take home the miniature figures. The Essex County Sheriff’s Department summer camp program brought 25 students each week through July and August to participate in Junior Ranger programs. Junior Ranger Day was celebrated at SAIR by 424 people and 115 new Junior Rangers were sworn in.
 - This year SAMA swore in 3,566 new **Junior Rangers**. SAMA offered three different Junior Ranger programs, each centered on a major park resource: the Visitor Center, the Derby Street site, and Friendship. Also three new Junior Ranger activities were developed this year for the Salem Visitor Center in coordination with the ENHA to reflect the themes of the Heritage Area: early colonial settlement, maritime history, and early industries. SAMA welcomed 1,309 enthusiastic participants on Junior Ranger Day.
 - Youth Internship Program:** Funded by a Teacher-Ranger-Teacher and YIP grant, the program allowed 2 students and a teacher from the Northeast Metropolitan Regional Vocational School to attend iron working classes at a foundry in Maine. Here they designed and built a portable furnace that is now being used for iron pour demonstrations at Saugus. Each stated that working with master foundry men & women was an extraordinary experience. The students learned design and construction practices and iron casting techniques. They also conducted an iron pour with the Iron Guild before an audience during the town’s Founder’s Day celebration and before their own classmates during a special class trip to SAIR.
 - Scholarship Program:** The Chief of Interpretation and the new Education Specialist began steps to administrate a scholarship program made possible by an anonymous bequest.
- Special Events:**
The division planned and carried the following events: the Maritime Festival, the Maritime Festival Sponsor Event, the July 4th Celebration sponsored by the City of Salem, Seventeenth Century Saturdays, Sails and Trails, Salem Science Night, a program at the Farmer’s Market, live animal demonstrations, holiday open house events, a special program for Historic New England, Friendship’s Inaugural Sail, the Boston Harbor Islands Regatta, and Visitor Center events.
- Partnerships include: Essex National Heritage Area, Historic New England, The Iron Guild,

Salem State College, Gordon College, Peabody Essex Museum, the Mayor's Office for the City of Salem, North of Boston Convention and Visitors Bureau, Destination Salem, Salem Main Streets, the Salem Chamber of Commerce, Salem Sound Coastwatch, and the Saugus River Watershed Council.

The annual Maritime Festival and other park special events attained 49,344 visitor contacts (more than double visitation in 2009). The Maritime Festival featured free 90-minute cruises around Salem Harbor on schooners Fame, Lannon, and Finback, a HOBBS (Hands on Boat Based Education & Science) vessel, dockside tours of Friendship and 2 other vessels, kayak trips, jolly boat rowing, horse-drawn wagon rides, muck walks, model boat races, traditional crafts demonstrations, musical performances, and gun demonstrations by the U.S.S. *Constitution* Master Gun Drill Team. The festival began Friday evening with a concert by Mango Blue, sponsored by Eastern Bank Charitable Foundation & Excelerate Energy.

Visitor contacts for special events at Saugus Iron Works were 1,074 for FY 2010. About 400 visitors attended the Founder's Day Iron Pour

event, which featured our 2 youth interns working a portable furnace that they had constructed themselves. Visitors carved designs in 200 casting molds and watched as the casts were filled with molten iron. Once the iron cooled and solidified, visitors took home their iron creations. Seventeenth-century wood-crafting demonstrations were also featured.

The Interpretation Division works cooperatively with the Marine Division to develop and present programming aboard *Friendship*. Passengers aboard the ship's inaugural passenger sail were thrilled to participate in a variety of ship activities.

Visitor Center staff worked closely with many partners to coordinate activities and events at that facility. Partners included 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. Many thanks go to our beleaguered staff, including volunteers and First Jobs participants, for their invaluable support during Halloween and Haunted Happenings.



Teacher-Ranger-Teacher interns pour iron into molds during the Saugus Iron Works Founders' Day event.

NPS photos

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. Experts in the field of historic preservation, the division includes a Facility Manager, a Maintenance Mechanic Leader, two Woodcrafters, a Carpenter, a Painter, a Gardner, and two Maintenance Workers. This year the division was augmented by seven seasonal workers. Sixteen First Jobs students and their outstanding supervisor assisted the division with a number of tasks during the summer.

Congratulations go to Division Chief Tim Thornhill who retired from the Air National Guard this year. As well as providing daily oversight for major construction work, Tim has been working with consultants and partners to explore various “greening” strategies for park buildings. He has also been working with NER engineer BB Diwadkar and the park’s Natural Resource Stewardship Manager to determine a plan to address erosion problems at Derby Wharf.

Congratulations also go to Douglas Law, who graduated from Facility Manager’s Leaders Program. In 2010, Doug upgraded both site’s FMSS program which greatly improved the parks’ score on the regional scorecard. With his hard work our score went from the bottom third of parks within the region to the top third. He also co-managed the parks’ PMIS database and was the primary administrator of the First Jobs program, which has become a model program in our region.

As usual, the entire Maintenance staff worked with the utmost care and pride to ensure the best preservation and presentation of the parks’ historic buildings, landscapes, and facilities. This includes the meticulously maintained Salem Regional Visitor Center, which receives visitation of more than 500,000 per year. The division’s highly skilled craftspeople accomplished several major projects, provided technical assistance to contractors and project managers, offered support to other divisions, mentored the First Jobs participants, and performed day to day maintenance work to care for resources and ensure safety.

Accomplishments include:

First Jobs at Salem Maritime NHS

- Scraped, sanded, primed and painted 450 lf of historic fencing
- Assisted with basic maintenance of the tall ship *Friendship*
- Restored *Friendship*’s windlass
- Scraped, sanded, primed and painted historic Narbonne House
- Restored 18th century Derby Garden
- Gold leafed park Orientation Center signs
- Maintained park lawns and Derby Beach
- Maintained buildings and facilities
- Assisted with lock and key maintenance
- Assisted visitor services

First Jobs at Saugus Iron Works

- Replaced 320lf of perimeter fencing
- Scraped, sanded, primed and painted interior and exterior of park Maintenance Building
- Resurfaced concrete flooring in the Maintenance Building
- Maintained park lawns and gardens
- Removed invasive plant species within restored Saugus River Turning Basin
- Re-housed archival materials
- Cleared east bank to facilitate stone wall project
- Assisted visitor services

Maintenance Division’s Accomplishments

The maintenance division provided planning support and implementation guidance for the following contracted projects:

- Repair Blast Furnace Sluiceway
- Repair Saugus River Stone Wall Bulkhead
- Repair Slitting Mill Hutch
- Repaired Blast Furnace Top
- Replace SAIR Pump
- Install Museum Fire Suppression and Climate Control
- Moved museum objects from exhibit and storage areas and into temporary on-site storage
- Cleared materials from museum’s former library and arts and crafts room
- Install new carpet at Salem Visitors Center
- Replace historic windows in the West India Goods store
- Replace the Narbonne House fence

The division completed the following in-park projects:

Salem Maritime

- Restored and replaced Custom House column
- Constructed Custom House column base block support
- Repaired and painted Hawkes House widows walk
- Repaired and painted Derby House front door
- Painted Narbonne House
- Continually repaired path and landscape erosion on Derby Wharf
- Created extension for Protection Division's office in Custom House basemen
- Oversaw repair, painting, and gold leafing of Orientation Center sign
- Repaired Hawkes House exterior wall and window
- Repaired Derby Garden fence and painted back fence
- Repaired locks
- Repaired and maintained equipment
- Refinished windows in Custom House cupola
- Scraped and prepared Derby Wharf Lighthouse for painting by Eagle Scouts
- Designed and built plinth for small eagle display
- Restored decorative trim on Custom House
- Stripped and refinished restroom floors at Orientation Center
- Maintained Salem Regional Visitor Center

in excellent condition

- Maintained lawns, beaches, and other elements of the cultural landscape
- Supported Maritime Festival
- Supported 4th of July event
- Supported Halloween visitation
- Facilitated school group set ups (Polish Club)

Saugus Iron Works

- Rehabilitated pedestrian bridge over the Saugus River
- Painted/stained the Iron Works House and repaired/replaced clapboards
- Replaced roof shakes on Iron Works House
- Installed floor in Junior Ranger Station
- Repainted, gold leafed, and installed SAIR's entrance sign
- Painted walls and refinished wood floor in IWH annex office
- Repaired annex front door
- Rehabilitated blacksmith shop bellows with new leather, hand-sewn by maintenance staff
- Inspected and repaired HVAC units
- Replaced museum soffit and fascia boards
- Maintained cultural landscape
- Supported Saugus River Watershed Council picnic
- Supported Founder's Day iron pour event
- Supported Teacher-Ranger-Teacher portable furnace project
- Supported the tree-day education program for the Tracy School
- Conducted lessons on bee keeping for education programs



Jim Cormier and Shawn Twombly repair the bellows at Saugus Iron Works.

NPS photo

MARINE AND SPECIAL PROGRAMS

The Marine and Special Programs Division is comprised of a Chief, 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*. Volunteers donated more than 12,750 hours in 2010. Additionally, two interns from the Landmark School worked during the school year assisting with a variety of shipboard tasks. Several First Jobs participants helped with maintenance work aboard *Friendship*. Sadly, *Friendship*'s volunteer captain and our great friend Captain James Fox passed away this summer. Rigger Jeremy Bumagin transitioned to serve as *Friendship*'s Captain for several of this year's sails, including the successful Coast Guard Certification sails, the navy training sails, *Friendship*'s inaugural sail, and the voyage to the Boston Harbor Islands Regatta.

Mandatory drug testing requirements and added responsibilities involved in passenger sails prompted our Administrative Officer to begin a position review for the Division in 2010. The AO has sought the expertise of retired NPS position specialist George Brown to facilitate the process.

The Marine Division's premier achievement in FY 2010 was receiving the U.S. Coast Guard's Certification of Inspection, which authorizes *Friendship* to carry paying passengers while at sea. The ship is certified to carry 45 passengers on day sails, 70 passengers on inland waters in warm weather, 12 passengers overnight, and 6 passengers overnight on any waters. The ship and her volunteer crew passed an array of rigorous inspections and numerous sea trials to receive this hard-earned certification.

Friendship's inaugural passenger sail voyaged to Gloucester's Annual Schooner Festival over Labor Day weekend. Thirty-one paying passengers made the voyage on September 5 while 23 sailed on September 6. (Hurricane Earle disrupted our planned schedule and some passengers had to drop out). The sail was splendid and passenger surveys were very enthusiastic.

The following is a sample of passenger comments:

- "Fantastic experience, it was amazing to be part of the tall ship sailing adventure"
- "Truly a spectacular cruise and a wonderful experience"
- "A thrilling experience reliving history"
- "Breathtaking experience. I look forward to the next one!"
- "Step back in time and sail the high seas!"

Friendship also sailed to Boston to help celebrate the Boston Harbor Island Regatta. The ship held a free public boarding for more than 320 visitors at the Moakley Courthouse (Fan Pier) and at George's Island. Thirty guests enjoyed a special tour of the ship during the Captain's dinner. The ship and SAMA/SAIR and BOHA rangers also welcomed aboard 75 students and 8 teachers from Boston's Josiah Quincy School. These students participated in "Ships, Sails, & the Sea," a curriculum-based program that uses sensory experiences to take students into the world of 19th century sailors.

In FY 2010, *Friendship* continued her role as a sail training vessel for the United States Navy. Once a week for 9 weeks, 29 navy trainees from the *USS Constitution* were schooled in hoisting lines, furling sails, and manning the rigging aboard *Friendship* at Derby Wharf. The training culminated in a voyage to and from Boston, when the trainees had the opportunity to practice sailing a tall ship while at sea. Our partnership with the navy will continue as we plan for activities surrounding the anniversary of the War of 1812. The navy also plans to double the number of sea training sails aboard *Friendship* next year.

New this year the division formed a historic weapons group that performs drills and fires salutes aboard the ship. Thanks go to Richard Colten at Springfield Armory for his expert advice in purchasing musket and small arms.

During most of the year *Friendship* is berthed at Derby Wharf, where she welcomes aboard thousands of visitors and serves as a charismatic centerpiece for the City of Salem. The ship also functions as living history classroom that connects hundreds of students to the era

of tall ships and introduces them to shipboard applications of science and math concepts. The ship is wheelchair accessible both at her Derby Wharf berth and at other ports.

Additionally, the division continues to manage a variety of special park programs. Staff issued 38 special use permits at Salem. The events included weddings, corporate and nonprofit celebrations, lectures series, wine tastings, demonstrations, and a variety of community and neighborhood meetings, and visiting vessels. Events were held on board *Friendship*, in the period garden, at the wharves, on the Iron Works House lawn, at the Salem Visitor Center and at St. Joseph Hall. For the month of October, *Friendship* and the Bonded Warehouse served as stages for “Chilling Tales” performances by the Salem Theatre Company. Close to 700 participants showed up for the performances.

The division also manages the visiting vessel program, which brings other tall ships to Salem Maritime for purposes of public boarding. The Chief of the Division also works on Cooperative Agreements and Task Orders for Heritage Area programs.

In 2010, we continued our Youth Internship Program. Two students from the Landmark School in Beverly Farms joined our ship maintenance crew at the start 2009 school year and worked afternoons with our ship’s carpenter John Pydynkowski throughout the school year. They learned boatbuilding, woodwork-

ing, and sailing skills. The Landmark School reaches out to exceptional students who learn in non-traditional ways. Both interns have gone on to college. The headmaster of their high school confided that the time they spent at the park was a big boost for both of them, and probably the one reason that these special needs students were successful in getting into the colleges they had wished to attend. With the new school year, Salem has welcomed two new students from the Landmark School, with equal skills to the previous students. In the future we are looking to expand to other schools.

In FY 2010, work associated with the ship’s haul-out contract continued at Derby Wharf as contractors finished up remaining tasks. Our thanks go to Dave Kayser who served as COTR for this project. The ship’s staff worked on a number of tasks:

- Continued improvements to achieve Coast Guard certification
- Conducted specialized training of crew members
- Practiced rescue boat drills
- Maintained the ship in “ready condition”
- Completed deck and rail repairs
- Complete repair of mizzen gaff
- Restore *Friendship*’s windlass with the help of First Jobs youth.
- Had our first official passenger sails with Essex Heritage managing the funding of the sails.



The annual fish count in the Saugus River is an important part of monitoring the health of the Saugus River Watershed.

NPS photo.



A belted kingfisher perches in a tree at Saugus Iron Works.

NPS photo.

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). A volunteer conducted a bird breeding survey and First Jobs kids lent a hand to plant native wetland species along the Turning Basin.

Projects overseen by the Natural Resource Management Division in FY 2010 include:

Saugus River Turning Basin Restoration: Final Planting, Environmental Monitoring and Stakeholder Engagement (PMIS 060214).

The project Restore Saugus River Turning Basin and Dock has dramatically changed the waterfront and estuarine wetlands at SAIR. Major construction in FY08 and FY09 re-connected the historic iron works with the Saugus River, once again allowing visitors to understand the role of the river in the 17th century iron works, and also established more than 2 acres of tidal mudflats and vegetated wetlands. In FY10 the focus shifted to a multi-resource monitoring program and continuing engagement with a large agency stakeholder community that is learning about urban estuarine river restoration along with park, regional, and national NPS staff.

Establishing a robust monitoring program was a key component of the project environmental permits, and has been the lynchpin for maintaining a strong partnership with federal, state, and local agency stakeholders. The NPS made a strong case during permitting that we would be diligent stewards over the long term, and ensure high quality science following project construction, unlike many complex wetland projects that happen in the private sector. The relationships that have emerged from the planning process have continued with annual stakeholder meetings. At the fall 2010 meeting the NPS was praised for its quality presentation of the scientific data, for “leaving no stone unturned” in the ecological restoration effort, and for completing the required mitigation (facilitating the removal of the downstream Hamilton Street Weir) in a timely manner.

The monitoring program brings the park’s Stewardship Program Manager and Biological Technician together with the region’s Coastal Ecologist, scientists from the University of Rhode Island, CH2MHill and the NPS Inventory and Monitoring Program, and volunteers from the Saugus River Watershed Council. The 5-year monitoring program includes:

- water quality
- sediment contaminants
- site topography & bathymetry
- river bed substrate
- benthic invertebrates
- nekton (fish, eels, and crabs)
- vegetation
- bird and mammal site use

Post-restoration changes to the system became apparent in 2010, which was year 3 of the monitoring. A dramatic shift in the fish community to a more coastal, and less freshwater, affiliation is likely due to the increase in salinity and the return of natural tidal conditions from the removal of the Hamilton Street Weir. Another exciting change is that shorebirds such as sandpipers and yellowlegs are now a common presence throughout the late summer on the tidal mudflats along the river, underscoring the fact that this project has re-established a portion of what had been extensive estuarine mudflats prior to urbanization of the watershed over the past three centuries. Kingfishers, great blue herons, diving cormorants, and an osprey have also been observed.

At the same time, a second round of native wetland plantings was conducted in 2010 in order to establish vegetated tidal wetland as per project plans and permits. More than 12,000 native plants from 10 species were planted, but as with the 2008 plantings, these again have not fared well. Low plant survivorship may be caused by Canada geese getting under or over the goose fencing & eating the delicate plantings or, more likely, by soil or hydrology conditions. During annual vegetation monitoring, water samples from within the sediments on the mudflat/marsh were sent to the North Atlantic Research Laboratory at CACO to test for salinity and sulfide levels. Sulfides are an indication of low-oxygen environments,

which could be a cause for the plant's poor survivorship. Meanwhile, the park continues to monitor the geese and to consider various goose deterrents.

Although mud flats are a valuable ecosystem, the state and federal permitting agencies for the Turning Basin Restoration project mandated a 1 to 1 ratio of replanted wetlands to what had existed prior to dredging. Regarding the difficulties establishing plantings, the stakeholders advised that the NPS take a 'wait and see' approach, and that they would be open to changing the permit success criteria if necessary – an unusually flexible approach that can be attributed to the partnership approach throughout the project.

Assess and Remediate Contaminated Waterfront Sediments at Derby Wharf Beach

According to informal site histories, there is a potentially contaminated site in the vicinity of the shoreline at Derby Wharf Beach, which is the only place at SAMA where visitors may approach the Atlantic Ocean. In FY10 park Stewardship Program Manager Marc Albert worked with WASO Environmental Compliance and Response Branch and Eva Di Donato from the Ocean and Coastal Resources Branch to facilitate a preliminary investigation for the putative contamination. This project was initially considered for funding, but the NPS was able to take advantage of a contractor under existing contract, from whom the results are forthcoming. The outcome of the initial investigation will determine whether there is cause to conduct a formal testing program and consider possible recovery of funding from historic polluters.

Coliform Bacteria Concerns in the Saugus River

For the past year, the park has been concerned about high levels of coliform bacteria in the Saugus River following storm events, and funded one-time testing that confirmed concerns about staff, volunteer, and public safety for contact with water. The park continues to follow standard operating procedures for activities that may involve contacting river water, which were developed in FY09. Although the NPS Water Resources Division was unable to fund In FY10 a scope of work for comprehensive bacteria monitoring was developed, which

the Ocean and Coastal Resources Branch Chief has indicated will be considered for funding via the Water Resources Division or the Coastal Resources Branch in FY11.

Saugus River Stone Wall Rehabilitation (PMIS 11895)

This project to rehabilitate the historic stone wall lining the Saugus River at the waterfront area was completed in FY10. In order to stop the loss of stones into the river and to permanently stabilize the wall, a steel sheet pile was installed behind the wall, and tied into the wall, which was rebuilt using the same stones, with mortar at the back to maintain the historic dry set appearance. While NER engineers worked with regulators from the Army Corps of Engineers, the park's Natural Resource Stewardship Manager secured the necessary wetland permits with the Saugus Conservation Commission, the DEP, National Marine Fisheries Service, and Mass. Marine Fisheries. The project was scheduled for the summer months to accommodate spring fish spawning, which, unfortunately, restricted visitor access to the east bank of the river. Soil containing native wetland plants was carefully removed from the work area, stockpiled, and replaced following construction. During the project park staff worked with the Saugus Conservation Commission to provide the contractor with guidance for additional erosion control measures.

Invasive Nonnative Plant Control

Park staff worked with the NPS Northeast Exotic Plant Management Team and First Jobs youth to conduct invasive nonnative plant control throughout FY10. Target species included Japanese knotweed, phragmites, and multiflora Rose in the west bank woodland, and Norway maples, multiflora rose, purple loosestrife in the east bank woodland and riparian areas. In addition, working with the First Jobs group, the EPMT bucked up in a harness to remove a large tree that had fallen into the marsh.

SAIR Viewshed Corridor Feasibility Study (PMIS 65659)

The visitors' experience of the park's 17th century cultural landscape is marred by modern intrusions in the viewshed. In FY 2010, a contracted Landscape Architect worked with the park's Stewardship Program Manager on

a feasibility study that proposed alternatives to improve the park's key viewshed. The plan calls for paint/stain applications & tree plantings to conceal views of a gas station & apartment buildings downstream from site. The Superintendent, and Natural and Cultural Resource Managers met with the owner of apartment building, who was open to the idea of the NPS financing or somehow contributing to building treatments and plantings that would obscure the building's profile. We are exploring whether it would be appropriate to use NPS funds for this off-site work to enhance cultural landscape values, and have entered a PMIS project to accomplish the work.

Derby Wharf Beachkeeper Program in Partnership with Salem Sound Coastwatch

Salem Maritime is working with the Salem Sound Coastwatch to train volunteers in caring for Derby Wharf Beach. Volunteers help with trash removal, water quality measurements at an outfall pipe, and control of the invasive nonnative perennial pepperweed. The volunteers also help conduct a site survey and benchmark work to evaluate the rate of erosion, which can help to predict future storm damage and sea level rise over time.

Cultural Resource Management

This year the Salem and Saugus curatorial staff worked as one division with David Kayser serving as the SAMA/SAIR Chief of Cultural Resources Management/Senior Curator. The division also includes a SAIR Cultural Resource Manager/Curator, a Park Ranger/Historian, and a Museum Specialist. The staff at Saugus was fortunate to obtain the services of two dedicated volunteers who donated 422 hours to archival processing and library management, while Salem welcomed a student volunteer from Endicott College who donated 400 hours to accessioning and cataloging museum objects.

Many thanks also go Kate Bittenbender, a Maintenance Division seasonal who generously assisted with curatorial housekeeping tasks in the Iron Works House and to seasonal Interpretation Ranger Nikki Estey who assisted with housekeeping for the Derby and Custom House in Salem. Additionally, Nikki worked one day a week with NER Museum Services to help re-house SAMA's archeology collections.



Left: Some of the recently re-housed archeological collections from the Narbonne House

NPS photo.

The Museum Services Center deserves special mention for their work in rehousing Salem's archeological artifacts, to Liz Banks for her technical guidance in processing SAIR's archives. Also assisting the two parks were Betsy Igleheart, who is sheparding Salem's National Register Nomination Update project to completion, and to Richard Crisson for his assistance with SAIR's LCS update. Thanks also go to archeologists Steve Pendery and William Griswold for their expertise on the following projects: the Saugus River stone bulkhead rehabilitation, the excavation of water lines for the museum fire suppression project, and for monitoring work on Derby Wharf for the entrance sign and the World Trade exhibits.

Museum Management and Exhibit Initiatives

Museum management: Staff completed submissions to the national catalog, performed annual inventories of museum property, answered research requests from NPS and outside researchers, cared for collections, and maintained museum spaces. Staff also revised Saugus' outdated Scope of Collection Statement and worked to update the park's LCS database.

Acquisitions: This year Salem Maritime received the donation of a tall case clock that had been on loan from the National Heritage Museum in Lexington, MA. The piece, which has been exhibited in the Derby House for decades, is now accessioned into the park's collection. Salem Maritime also obtained an eighteenth-century English octant and case that was originally sold by a Salem merchant.

Object Conservation: Contract conservator Christine Thomson provided treatment for several objects at Salem and Saugus including the Iron Works House bell, a seventeenth-century ship's deadeye, a courting mirror that is displayed in the Derby House, and the aforementioned tall case clock. Ms. Thomas also assessed the conservation needs of a large 1953 iron works mural by Charles Overly in the museum auditorium at Saugus.

NER Museum Services worked to re-house 250 boxes of archeology collections for Salem. At Saugus staff and volunteers re-housed 8 lf of resource management documents.

Staff and volunteers continued work to create scanned copies of archival photograph and document collections. These "use" copies preserve the originals and facilitate quick search capabilities.

Exhibits: A major project at Salem was the design, fabrication, and installation of exciting, interactive exhibits on Derby Wharf. The exhibits bring alive the color and character of an era when Salem's tall ships lined the wharf and the city was a hub for world trade.

At Saugus, staff researched and designed new text boards for interim exhibits that will be installed upon the completion of the museum's fire suppression/climate control project this November.

Project Management

Members of the Cultural Resource Management division wear many hats. In addition to museum management tasks, the division has significant project management responsibilities. The parks oversaw more than 18 large-scale facility and landscapes management projects in FY 2010. The division's chief is the primary PMIS manager and serves as COTR for multiple projects. The division is also responsible for ensuring that all projects were entered into PEPC and that all projects received NEPA/NHPA compliance review.

Salem staff lent direct oversight for the following projects:

- World Trade exhibits on Derby Wharf
- Park entrance sign
- Pedrick Store House construction
- Wayside exhibits digitization and upgrade
- National Register Nomination update
- Derby Garden rehabilitation
- Derby Wharf erosion issues and bollards issues
- National Grid's replacement of underground power lines along Derby St.
- North side historic landscape repair/upgrade

At Saugus, the Museum fire suppression/climate control project required considerable input from staff. To facilitate the project, the maintenance division and curatorial staff moved museum collections that were on

exhibit in the building's first floor and from the building's large second floor storage area. Staff also developed an "Artifact Discovery" binder for the visitor center so that visitors might view artifacts while the museum was closed.

Saugus staff provided research support for the following construction projects:

- Rehabilitate Saugus River Stone Bulkhead
- Eliminate Seepage for Blast Furnace Top
- Rehabilitate Sluiceways
- Repair the Bridge St. pedestrian bridge (in-house project)
- Viewshed Corridor Feasibility Study

The division also assists the superintendent with various research tasks and writing assignments and supports the senior management team with information gathering and note taking. The division's chief is also instrumental in running the Granite Subcluster Curatorial Work Group.

Library management continues with Salem's extensive library organized and entered into the Voyager system and collections will be available on line. Saugus' library is managed by a volunteer and it has not converted to the new system.

Studies, Publications, and Public Relations

With a PhD in American Studies, Salem Maritime Park Historian Emily Murphy conducts research, provides guidance for interpreters,

and gives many lectures and tours, sometimes in the personae of Sophia Hawthorne or Mrs. Derby. Emily is serving as the park's lead to research and plan events for the War of 1812 Bicentennial and she is also involved in planning the sub-cluster's Civil War Sesquicentennial exhibit and initiating living history activities.

Emily also serves as Salem Maritime's public information officer. She writes press releases, manages desktop publishing, and runs the web site, as well as directs Facebook and Twitter entries. She also works closely with the Polish volunteer group. This year the group received approval from Arcadia Publishing to produce a book on Salem's Derby Street Polish neighborhood.

This year Salem's volunteer museum technician completed a paper on the Derby House ceramics collection and wrote a Pickled Fish publication on Salem's 19th century whaling industry.

Work continued at Saugus on the publication of the book "The Roland Wells Robbins Excavations, 1948-1953" by Archeologist William Griswold, Donald Linebaugh and park staff. Volunteers and staff generated high resolution scans for the book's many images and secured all necessary copyright.

Because the division serves such a variety of functions, it is increasingly difficult to maintain a proactive curatorial program.



One of the living history events at Salem Maritime--a visit to the Derby House Gardens by the Ladies of Refined Taste, a volunteer group from Minute Man NHP.

Photo courtesy of Sharon Burnston



RESOURCE AND VISITOR PROTECTION

Resource Protection

The Resource Protection/Law Enforcement Division is comprised of a commissioned Chief Ranger, a Visitor Use Assistant, and a commissioned Law Enforcement Ranger. One seasonal commissioned Ranger provided coverage from May – mid-November. Contracted security guards provided night-time protection for Friendship on an intermittent basis in August and September and provided seven nights per week coverage throughout October. We hope to continue this service from May – October in FY 2011. The division continues to work closely with the City of Salem and Salem Police Department in planning for events and in day to day operations.

The division serves to protect the parks' multiple resources, including a tall ship, and to ensure the safety of visitors and staff. While Saugus is nestled in a quiet enclave setting within suburban Saugus, Salem Maritime is knit into the urban fabric of the City of Salem. Salem Maritime sees more issues with homelessness, drunkenness, and drug abuse, as well as copes with the influx of many thousands of visitors during the month-long Haunted Happenings.

The division also works with Interpretive Division to plan and implement the Annual Salem Maritime Festival. Staff is responsible for coordinating permitting and set up for a variety of demonstrators and food vendors. As with other events, the division manages traffic and crowds and is responsible for First Aid at the Festival.

The following are among the division's resource protection accomplishments in FY 2010:

- Provided fire extinguisher training for seasonal staff.
- Completed comprehensive structural fire detection systems inspection for Friendship
- Provided safety tours of the sites for Salem and Saugus Fire Departments
- Worked with the region's Structural Fire Program Manager to provide a Fire Protection Condition Assessment (FPCA) at SAIR

- Completed on-line survey for Sustainable Operations and Climate Change Branch and LESES to collect lead release data, lead recycling data, and data on the use of non-lead (green) ammo for 2009
- Completed Emergency Manual for Saugus
- Completed draft Structural Fire Manual for SAMA
- Developed an SOP for Friendship's closure during stormy weather
- Worked with contracted Instant Alarm Company to clarify issues with old linear radio backup system; obtained quote for repairs
- Secured a contract with a new security guard service and monitored their vigilance through spot checks at various hours of the night
- Secured the assistance of LE Rangers from other parks to protect resources during Halloween

Law Enforcement

In FY 2010, there were a total of 520 visitor contacts, service calls, and case incidents. Incidents of vandalism included a broken window at WIGS, a section of fence torn down and picnic tables upended at SAIR, three illegal trespass incidences aboard *Friendship*, vandalism to shipboard signs, and graffiti and a broken window at Derby Lighthouse. An increase in the number of homeless sleeping in the park was noted in the summer of FY 2010.

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 the month-long Haunted Happenings (including the Devil's Chase road race) 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 received the services of five Commissioned Rangers and vehicles from surrounding parks.

The Salem Fourth of July celebrations, held on Derby Wharf each year, attract tens of thousands of people and involve a great deal of coordination between NPS law enforcement and local police and emergency responders.

Courtesy of Pete Santos.

The following are among the division's Law Enforcement accomplishments in FY 2010:

- Implemented a taser program; purchased tasers and ensured that all park LE Rangers were trained in their use
- Completed Annual Law Enforcement Report
- Supported departures and arrivals for "Friendship Sails!" events
- Compiled a 'Guns in Parks' binder to answer potential staff questions
- Collected required documents of all the 2009 LE staff for the permanent commission files at FLETC
- Completed radio inventory
- Assisted MIMA during April events & LOWE in July
- Completed Test/Track/Train (T3) database for the Secretary's Report on Law Enforcement Safety, Qualifications and Staffing

Visitor Safety and Security

The division organized a series of AED, CPR and First Aid training sessions that were offered to all staff. The LE staff expanded the AED program with additional unit at SAIR's Carpenters Shop bathroom and the Hawkes House copy room.

Additionally, the division:

- Provided orientation/training to seasonal staff
- Reinforced safety consciousness through weekly email messaging to all staff and through SMT notes.
- Conducted "walk-around" safety checks on a weekly basis
- Trained Interpretation and Volunteer Crew to use ship's handicap lift
- Conducted AED and Quarterly Safety Inspections
- Maintained and restocked First Aid stations for multiple buildings at both parks and Friendship (AED's, burn kits, jump bags and medical supplies)
- Preparing newly revised formats for SOPs

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.



You never know what's going to come through the door of the Salem Visitor Center during Salem's annual Haunted Happenings celebration in October.

NPS photo.

PARTNERSHIPS AND VOLUNTEERS

Partnerships

Throughout FY 2010, 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 for her support of various Saugus and Salem events and projects.

The park maintains two cooperative agreements and a fundraising agreement with the Essex Heritage Commission and the Salem Partnership. This year, the ENHA partnered with the parks on the following projects:

Served as a financial conduit and hiring entity for the First Jobs program, which was funded by the North Shore Workforce Investment Board (NSWIB)

- Supported the Education Focus Group, which facilitated pilot education programs
- Supported the Maritime Festival
- Supported *Friendship's* inaugural passenger sail and the sail to Boston Harbor Island Regatta
- Sought grant funding to support transportation to Baker's Island
- Provided a caretaker and facilitated stewardship projects for Baker's Island Light Station

The superintendent and park staff participates in a number of ENHA efforts including:

- Presenting the Heritage Hero Award in recognition of the special contributions of individuals and groups that embody the mission of Essex Heritage
- Working through the ENHA congressional evaluation process
- Supporting Trails and Sails and Visitor Center events, a signature event that offers 150 free activities and events throughout the Heritage Area.
- Hosted the Photo Safari awards event and other events at the Salem Visitor Center.

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 management skills. We also appreciate their creative ideas for new sales items at both parks. At Salem, a lapel pin of Friendship, a new T-shirt with an artistic image of 19th-century Derby wharf, and glassware with an image of Friendship and the Custom House eagle were new sales items in 2010. EN staff also coordinated new water bottles and hats with the park's logo. At Saugus, new items included books and collectables related to the site's flora, and fauna, including activity books, puzzles, and games, bug bottles, and reference books on wildlife.

In 2010, EN sales at the Salem Regional Visitor Center were up by 13% to \$150,875. Sales were also up at the Orientation Center by 22% to \$12,000. Because the West India Goods Store (WIGS) was closed weekdays during the winter and closed 3 to 4 days a week in September and October, sales were down 58% to \$17,501 at this area. Unfortunately, the reduction at WIGS impacted overall sales, which were down by 2%. Total sales for the year were \$180,376. Salem Maritime spent \$4,000 from the Eastern National donation account to provide partial salary for an EN clerk.

At Saugus, Eastern National sales were down by 12% to \$10,159 (\$400 less than 2009), which reflects the decrease in visitation. Eastern National store donated various items for use at the Junior Ranger Station.

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 to 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.
- The park continued planning the Independence Day Celebration and the

Maritime Festival in coordination with the City of Salem

- The park's Law Enforcement division works closely with the Salem PD throughout the year.

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, as well as to test water quality
- SRWC participated in the Education Focus Group and lead sessions in the Tracy School Field Day and the ocean stewardship programs
- SWRC participates in annual Turning Basin meetings
- SRWC held its annual picnic and children's festival at Saugus Iron Works
- Members of the staff are on the SRWC board and attend meetings and events.

Other Partnerships

- Both parks partnered with the Boys and Girls Club of Greater Salem, and the Essex National Heritage Area for First Bloom programs and ocean stewardship and Friendship education programs.
- Both parks 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 Convention and Visitors 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:

- Supported the Honorary Committee for the Salem Award Committee
- Continued support for the Traditional Small Craft Association & the Historic Derby Street Neighborhood Association
- Participated in Saugus and Salem holiday and Founder's Day events
- Conducted teacher workshops in conjunction with Lynn and Salem Public Schools, House of Seven Gables, and Peabody Essex Museum
- Served on the Board of Directors for Salem Partnership, North of Boston Convention and Visitors and Bureau, and other organizations

Cooperative Activities

SAMA/SAIR worked in 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
- Worked cooperatively with the Salem Ferry & City of Salem
- Worked cooperative with Salem Sound Coast Watch for Beachkeeper program
- Worked cooperatively with the Saugus library for an exhibit on iron works at the Town Hall's new conference room
- Worked cooperatively with Salem and Saugus Police and Fire Departments

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 2010. Salem's volunteer hours totaled 18,432 in FY 2010; Saugus' volunteer hours totaled 2,028. In fact, the parks' Volunteer-In-Park workforce includes more individuals than our employee workforce.

Volunteer participation included Polish ladies canvassing the community for old photos, scouts clearing the nature trail and painting the lighthouse, others were involved in pulling weeds in Derby Garden, interpretive event support, visitor center support, First Jobs,

archives scanning, library organization, art history research, museum object research and accessioning,

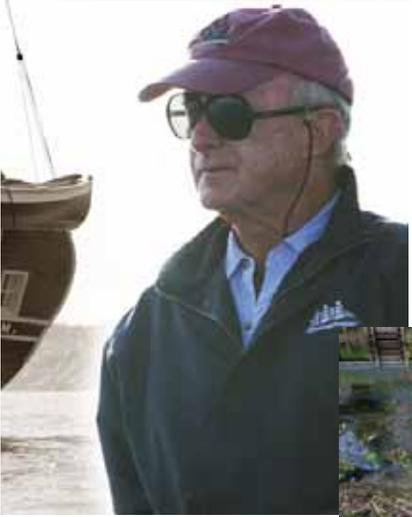
Volunteer appreciation events are held throughout the year with a holiday pot luck event as a big year end bash. The Marine Division has also held two open forum discussion sessions with as many of the volunteers and staff as could attend. This year they requested a sail that provided their family and friends the opportunity to understand what they do and why they are away from home so much. We were able to accommodate this request in mid-September and have penciled the idea in for next year's sailing schedule. Both the Friends and Family Sail and the first passenger sails were a huge success.

Volunteers are absolutely vital in many programs at Salem Maritime and Saugus Iron Works.

Below, longtime NPS volunteer Aaron Gralnik (lower left) instructs U.S. Navy sailors from the *USS Constitution* on the finer points of sail furling.

NPS photo.





CONCLUSION

This year Salem Maritime and Saugus Iron Works achieved several major milestones:

- *Friendship* was awarded Coast Guard certification to carry passengers and did so with rave reviews.
- The Interpretation/Education staff formed an Education Focus Group that engaged diverse urban youth with compelling ocean/river-based and history-based pilot education programs.
- Park staff mentored 23 diverse youth in a variety of hands-on skills: one internship project built a portable furnace that will be used for special iron pour events; another internship worked in maritime arts and trades; and First Jobs youth learned a variety of preservation maintenance skills. Several participants emerged as stars - truly connecting with the work and the mission of the Park Service and are considering the parks as a career path. These youth bring enthusiasm and diversity to our workforce and will be a key factor in helping address our succession planning needs.
- Our combined Junior Ranger, education, and First Bloom programs reached more than 15,000 students. We forged long-term bonds with diverse children from Salem and Lynn. We expanded our technology-based outreach for 21st century relevancy. Also this year we welcomed a very talented education specialist who will help us continue to develop dynamic learning experiences.
- A donor gave \$12,000 to establish a scholarship fund to ensure that every child in the Salem school system experiences the curriculum-based education programs offered by Salem Maritime. The donation is to fund buses and programs.
- Significant advances were made to ensure that the parks' natural and cultural resources are preserved for future generations. The parks oversaw work on 18 complex facility preservation or natural resource restoration projects, such as the Turning Basin monitoring, Saugus River stone bulkhead, sluiceway repairs, and museum fire suppression/climate control projects. At Salem, we look forward to the World Trade exhibits and Pedrick Store House enlivening Derby Wharf. Yet erosion problems along the wharf increasingly threaten the integrity of the last colonial era wharf in the United States and pose a serious safety hazard.
- Visitation was up by 16% in Salem to 597,924. Because construction work closed many iron works resources, visitation dropped by 13% to 39,339 contacts at Saugus.
- Salem's fee revenue brought in \$55,347, up 38% from 2009.
- In FY 2010, education and Junior Ranger programs were up at both parks; programs reached 5,944 youth in Saugus (up 11% over 5,351 in 2009); and 9,475 youth in Salem (up 28% over 7,370 in 2009).
- At Salem, both visitor satisfaction and visitor understanding was up by to 96%. At Saugus, both visitor understanding and visitor satisfaction was up by to 97%.
- Our volunteer force continued strong, donating 20,460 hours this year (equivalent to 9.8 FTE).

The year in photographs,

Clockwise from top: Navy sailors learning the ropes on *Friendship*; The *Thomas Lannon* takes visitors on a ride during the Maritime Festival; Congressman John Tierney gets a lesson in gilding from the First Jobs students; learning about ship-building during an educational pilot program; two living history volunteers gossip in the Derby Garden; NPS Rigger John Newman; First Jobs student working in the Derby Garden; Ranger Kathryn Rutkowski and a volunteer assist visitors at the Maritime Festival; working on the turning basin at Saugus Iron Works; First Bloom program kids have tea with Mrs. Derby; Good-bye, Capt. Fox: a fair wind and a following sea.

NPS photo.

- The FMSS Scorecard score improved from 92% to 98% at Salem, and Saugus' score went from 74% to 96%.
- Our ability to accomplish so much this year is due in large measure to our partnership with ENHA. Our non-profit partner hires interns and advisors for our youth programs, underwrites *Friendship* sails, helps manage First Bloom and America's Best Idea grants, supports the Maritime Festival, and promotes the parks in countless ways. This year I was very involved in the Heritage Area's congressional evaluation process and strongly championed the value of the relationship between the heritage area and the parks.
- Positive relationships with the City of Salem and a litany of other stakeholders helped ensure that Halloween and other special events are safe and happy celebrations. Relationships with Saugus River Watershed Council and Salem Sound Coastwatch helped to foster a stewardship ethos within our communities and helped to design and implement pilot education programs.
- We began steps towards "greening" the Salem Visitor Center in partnership with the Peabody Essex Museum. The museum is developing a plan to "green" their overall campus and have hired a consultant to look at our facility and to work jointly on future "greening" efforts.
- Operationally, we focused on strategically deploying our resources to maximize our effectiveness. As we worked to create meaningful youth programs, we have had to close Saugus Iron Works and reduce the hours of the Salem Orientation Center and West India Goods Store during the off season.
- A lot of good, creative work was achieved this year. Empowering staff to use their talents and giving them the training to grow their talents is a continuing priority.
- The Senior Management Team has coalesced into a cooperative unit that copes well with the pressures and exigencies of our too full workload. Courteous, ethical behavior was written into performance evaluations and a sense of collegiality is bringing the team together.
- The parks have tremendous potential to inspire and teach youth and adults. Our tall ship traverses the centuries as it voyages to other ports, iron casting events fire imaginations, and youth programs make a difference to the underprivileged youth of our diverse communities. Yet many of our most dynamic programs are grant-dependent. We hope that with support from the region and our partners, we may transition grant funded efforts into permanent offerings.
- Our operational goal for FY 2011 is: Be safe. Be strategic. Be visible. With looming budget cuts, our focus will be on sustaining existing programs, building on and expanding our accomplishments, especially in arena of youth and diversity. Building organizational capacity will be a key consideration with budget cuts looming on the horizon. We will more deeply engage communities, WASO, and the NER, in our mission for "the inspiration and benefit of the people of the United States" so that they know about and value the National Parks in their backyards.

National Park Service
U.S. Department of the Interior



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