

National Park Service
U.S. Department of the Interior

Salem Maritime National Historic Site
Saugus Iron Works National Historic Site



Superintendent's Annual Narrative Report

Fiscal Year 2011



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Salem Maritime National Historic Site
Salem, Massachusetts

Saugus Iron Works National Historic Site
Saugus, Massachusetts

On the cover:

Youth Journey on the High Seas! was a highly successful program in which sixteen members of the Student Career Intake Program sailed either to or from New York City on the tall ship *Friendship*. The return journey was a bit stormy, and gave our young sailors a chance to really experience life at sea.

NPS photo.



Contents

Introduction 5

Descriptions of the Parks and their Major Resources 5
2011 Statistics 9

Overview of the Year's Most Significant Activities, Trends, Accomplishments, and Issues 11

Activities and Trends 13
Accomplishments 14
The Year's Issues 20

The Divisions 23

Administration 23
Interpretation and Education 27
Maintenance and Facility Management 39
Marine and Special Programs 40
Resources Stewardship 45
 Natural Resources Management 45
 Cultural Resources Management 47
Resource and Visitor Protection 50

Partnerships and Volunteers 52

Conclusion 57

Appendix A: Staff Acknowledgements 61
Appendix B: PMIS Funded Projects 63

Opposite: The Iron Works House at Saugus Iron Works in a New England winter.

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This Page: Aaron Gralnik began volunteering at Salem Maritime at the age of six. He is currently studying at the Maine Maritime Academy, and now as a STEP deckhand, he is a valued NPS crew member. Aaron was a leader and mentor to the students on *Friendship's* trip to New York.

Photo by Stu Gralnik





INTRODUCTION

Salem Maritime National Historic Site (SAMA) and Saugus Iron Works National Historic Site (SAIR) are discrete National Park Service units that were merged under a single administration in 1998. Each unit is funded through a separate annual appropriation, although budgets are pooled to fund shared positions. Both parks are located within the Sixth Congressional District in Essex County, Massachusetts. In FY 2011, the parks were represented by Congressman John F. Tierney, Senator John F. Kerry, and Senator Scott P. Brown.

The parks are closely allied with the Essex National Heritage Area (ENHA), which was designated by the U.S. Congress in 1996 to preserve and make accessible the myriad natural and cultural sites within the 500 sq. mi. area of Essex County. The ENHA works to extend the NPS mission beyond park borders by fostering community-based public/non-profit/private coalitions to support preservation, recreation, youth, and education initiatives. The county is a patchwork of urban/suburban/pastoral areas and the parks and the ENHA serve a large and diverse constituency. (2010 population statistics: 743,000 total population; 23% minority, of which 16.5% is Hispanic or Latino (<http://quickfacts.census.gov/qfd/states/25/25009.html>)).

In addition to protecting large-scale ecosystems and rich and diverse cultural resources, the Essex National Heritage Area and the parks help to strengthen the region's thriving heritage tourism industry. Hosting more than 1.4 million visitors to the area each year, heritage tourism is an engine for economic development and job creation within the county. "Visitors spent \$635 million in Essex County in 2009, supporting 6,000 jobs and a payroll of \$157 million." (SalemNews.com "What's the Future of Tourism?" Jan. 26, 2011).

Salem Maritime National Historic Site

Salem Maritime National Historic Site: In 1937, the U.S. Secretary of the Interior designated Salem Maritime (SAMA) as the first National Historic Site in the National Park Service system (Secretarial Order 3 F.R. 787). The park engages visitors and students with the maritime history of the nearly 400 year-old port of Salem. The 9-acre waterfront site includes historic wharves, a lighthouse, a replica tall ship, and an imposing streetscape of stately

historic buildings. These resources tell the saga of Salem's international tall ship trade and its role in advancing America's economic independence after the Revolutionary War. The site also includes an early 20th century social hall as well as a regional visitor center in downtown Salem.

The park is woven into the densely populated City of Salem. From its establishment in 1626, Salem grew in importance to become a preeminent seaport during the "Great Age of Sail," an era when Salem's ships were known at virtually every port in the world. Tall ships returned home laden with exotic goods and spices that generated great wealth for merchant mariners during the city's heyday, 1783-1812. Throughout the early 1900s, the city was a point of entry for immigrants and a center for industrial development. Today, the city is home to a state university, a major museum, and numerous commercial shops and attractions, many of which are themed on the infamous 1692 witch trials. Each October, thousands of visitors flood into Salem to enjoy the city's 'spired' Halloween doings.

As visitors explore the park's intact historic setting they experience multiple facets of American history. They can visit a modest Puritan-era dwelling or the elegant home of America's first millionaire - wander the wharves where privateers docked during the Revolutionary War - explore the Custom House where Nathaniel Hawthorne worked - or step aboard the replica tall ship *Friendship of Salem* and relive the epic tales of those that sailed the globe in search of luxury trade goods.

A prime example of a "Great Outdoors" urban park, Salem residents enjoy the maritime

The U.S. Custom House in Salem was the workplace of famous author Nathaniel Hawthorne.

NPS Photo

site as a place to recreate, exercise, or connect with the lovely harbor views. Many gain solace by strolling the historic garden, while others walk or jog the scenic 1-mile roundtrip path on Derby Wharf as a part of their daily wellness regime. Moreover, the grassy expanse at the wharf hosts thousands of visitors for the annual Maritime Festival, the city-sponsored July 4th fireworks and concert, and other special events.

Friendship of Salem: In 1998, *Friendship of Salem*, a replica of Salem's famous 1797 merchant sailing ship, was built through an amalgam of non-profit/private/public funding, with over 25% paid by private donations. In a city of great architecture, the majestic three-masted ship has become a prominent part of Salem's iconography. When berthed at historic Derby Wharf, *Friendship* hosts thousands of visitors as a dockside museum. A few times a year, this Coast Guard-certified ship sets her sails and voyages to other ports to participate in maritime celebrations or to host educational events. The only tall ship in the NPS, *Friendship* is a grand ambassador for the park and for the National Park Service.

National Park Service Visitor Center: Salem Maritime NHS is also responsible for managing the National Park Service Visitor Center in downtown Salem (added by Public Law 101-632). This is a large facility that serves as the primary information hub for Salem Maritime, Saugus Iron Works, the City of Salem, and the hundreds of sites that

comprise the Essex National Heritage Area (ENHA). The visitor center is a condominium located within the 1895 2nd Corps of Cadets Armory Drill Shed. The ownership of the condominium 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 2011.

Resource Summary: In total, Salem Maritime National Historic Site preserves and interprets 28 listed historic structures, 66 archaeological sites, 43 FMSS assets, and 293,377 museum objects. Primary historic structures include the 1672 Narbonne House (added by Public Law 88-199), the 1761 Derby House, 1762 Derby Wharf, 1780 Hawkes House, 1791 Central Wharf, 1800 West India Goods Store, 1819 Hatch's Wharf, 1819 Custom House, 1871 Derby Light Station, and the Polish community's 1909 St. Joseph Hall social center (added by Public Law 100-349).

Visitation: In 2011, park staff brought history alive through programs and services for 699,056 visitor contacts, while education programs engaged 2,028 student contacts and Junior Ranger programs issued 2,400 badges. This year saw a 16.91% increase in overall increase in visitation over FY 2010. The park's dedicated volunteers contributed 21,272 hours this year.



Right: the 1762 Derby House at Salem Maritime

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

NPS photos

A visit to the Saugus Iron Works engages the senses: fires glow, waterwheels splash, and a 500 lb. trip hammer bangs



Saugus Iron Works National Historic Site

Established in 1968 under Public Law 90-282, Saugus Iron Works National Historic Site (SAIR) engages the public with the archeological resources, historic structures, and the reconstructed historic scene of America's first successful iron works. The plant operated on the banks of the Saugus River from 1646 to about 1670. Puritan leaders established the iron works as a means to build a more self-reliant colony. It employed the most advanced iron making technology of the era and produced cast and wrought iron products that supported the local shipbuilding, timbering, farming, and salt making industries. By training and eventually disbursing skilled workers as a result of the plant's bankruptcy, the colonial iron works helped to lay the foundation of America's iron and steel industry. Even today prominent iron making families can trace their lineage back to Saugus.

A visit to the Iron Works engages the senses: fires glow, waterwheels splash, and a 500 lb. trip hammer bangs with tremendous blows to demonstrate the colonial iron making process. Today's iron works is an 8.5 acre site that combines original resources with reconstructed elements that were based on extensive archeological and documentary evidence. Visitors explore three reconstructed water-powered mill buildings that feature working equipment, a 1680s mansion, and exhibits of archeologically-recovered artifacts from the 1646 plant. Surrounded by a suburban neighborhood, the site's picturesque historic setting on the Saugus River is a retreat from the modern world. The park's large lawns, herb garden, nature trail and river habitat afford great opportunities for exercise, recreation, bird watching, and/or quiet contemplation in America's Great Outdoors.

The park is experienced as an interactive "open-air museum" that allows visitors to viscerally connect with the site's history as they see, hear, smell, and feel some of what early colonial ironworkers experienced. Visitors imagine what it was like for the Scottish prisoners-of-war that were brought to New England against their will and compelled to work here. Visitors learn that beyond enduring difficult and dangerous working

conditions, the non-Puritan ironworkers and the Scots faced the prejudice of their Puritan neighbors. Although Puritan leaders recruited ironworkers for their skills, at the same time they regarded them as undesirables – as religious and social outsiders in their "holy community." In the stories of the ironworkers and the Scots, visitors recognize the pattern of discrimination and eventual assimilation that echoes throughout America's history.

When touring the recreated industrial plant, visitors also learn about 17th -century waterpower and engineering methods, colonial overseas trade, and early settlement life in Massachusetts Bay Colony. Moreover, visitors learn about centuries of Native American life at this site. They also discover the importance of the 20th century preservation movement in restoring and safeguarding our heritage resources.

Resource Summary: Saugus Iron Works NHS provides stewardship for 23 Listed Classified Structures, 11 archeological sites, 34 FMSS assets, 97,350 museum objects, and the rich natural resources associated with the Saugus River and a riverside nature trail. Primary historic resources include the Slag Pile (1646), the Iron Works House (1680's), various archeological ruins (1646), and reconstructed industrial elements (1951-1954). Reconstructed resources include the Blast Furnace, Forge, Slitting Mill, Warehouse, and Wharf, along with associated waterwheels, sluiceways, bridges, tailraces, etc.

Visitation: In 2011, visitor contacts totaled 47,138 and education programs reached 3,863 student contacts. Junior Ranger programs issued 505 Junior Ranger badges. Overall visitation at Saugus saw an 18.91% increase this year over 2010. Saugus Iron Works' dedicated volunteers contributed 1,812 hours in 2011.

The Essex National Heritage Area sponsors a photo contest each year to highlight the incredible resources of the heritage area. Susan Plutsky won an award for "Side Launch of the Pinky Ardelle." Ardelle was built using traditional methods at H.A. Burnham's shipyard in Essex, Massachusetts. Harold Burnham is the 28th member of his family to run a shipyard in Essex since 1819.

Essex National Heritage Area Photo by Susan Plutsky

Essex National Heritage Area

Congress established the Essex National Heritage Area under the Omnibus Parks and Public Lands Management Act in 1996. The Heritage Area's mission is to help communities "keep history alive and the heritage experience 'authentic' throughout Essex County." The ENHA promotes public/private partnerships that leverage collective power. It helps to develop and implement programs that encourage citizens to get into the "Great Outdoors" to experience and appreciate the county's bountiful cultural and scenic sites.

The legislation establishing the ENHA forged a unique relationship with Salem Maritime and Saugus Iron Works by uniting the purposes and interpretive themes for all three entities, i.e. early settlement, industry, and maritime history. Public Law 104-33 also

broadened the purpose and role of the National Park Service Visitor Center in Salem to serve as the primary information center for the many Essex National Heritage Area sites.

The ENHA and the parks share a strong, mutually beneficial relationship. Salem Maritime staff oversees and serves as Agreements Technical Representative (ATR) for the ENHA and the superintendent represents the NPS on the Board and Executive Committee. The ENHA serves as a de facto friends group for Salem Maritime and Saugus Iron Works. The heritage area assists with hiring F1RST JOBS/ Future Leaders participants, education advisors, and other experts as well as supports park events such as *Friendship* sails. Federal funding for the ENHA is due to sunset in 2012. (See Accomplishments Section for a complete update on ENHA)



2011 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
Total	17.52	51	77	397, 494	77	

Visitation/VIP/Budget

Name	Visitor Contacts	Students	Junior Rangers	Tour Fees	VIP hours	ONPS (Greenbook) budget
SAMA	699,056	2,028*	2,400	\$63,254	21,272	\$2,560,000
SAIR	47,138	5,092*	852	N/A	1812	\$894,000
Total	746,194	5,891*	3,252	\$63,254	23,084 (equivalent to 11 FTE)	\$3,454,000

Analysis of Visitation Statistics

Name	Visitor Contacts	Students	Junior Rangers	Tour Fees	VIP Hours
SAMA	Up 16.91%	Down 65%*	Down 32%	Up 15%	Up 15%
SAIR	Up 18.91%	Down 24%*	Down 40%	N/A	Down 11%

* This year we increased the duration and complexity of curriculum-based education programs; thus, we offered fewer programs.



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

Important transitions marked the last quarter of FY 2011 with the move of Superintendent Patricia (Patty) S. Trap to become Deputy Regional Director of the Midwest Region and with the retirements of Chief of Interpretation Sheila Cooke Kayser and Maintenance Laborer Angel Bracero. Angel's diligence in maintaining the NPS Visitor Center made this ultra-busy facility a truly welcoming place. Patty and Sheila were inspiring leaders that connected visitors, partners, diverse youth, and the local communities to the parks in meaningful and relevant ways.

Superintendent Trap's leadership wrought numerous resource and programmatic improvements including charting a vibrant future for *Friendship*, bringing accessibility to the iron works, restoring the Saugus River Turing Basin, enlivening Derby Wharf with Pedrick Storehouse and World Trade Exhibits, acquiring a passenger boat for Baker's Island, and hosting numerous engaging events. She brought diversity and nurtured leadership through her support of the First Jobs/Future Leaders and SCIP programs. She made safety, park cohesion, and creating a culture of collegiality her operational priorities. She worked tirelessly to forge mutually beneficial partnerships that connected the parks with our diverse urban communities and extended the parks' missions beyond our borders. Finally, Superintendent Trap worked diligently on the Essex National Heritage Area congressional evaluation process and supported the formation of a Field Institute that will help sustain the Heritage Area at the sunset of its federal funding in 2012.

In just a few years at the parks, **Sheila Cooke Kayser** made a tremendous contribution to our interpretation and education operations. She conducted interpretive workshops, developed a comprehensive training program, established an Educational Focus Group, and piloted multiple exciting, engaging, and relevant education, youth and visitor programs. She established strong connections with diverse local youth and engaged urban schools that serve low income and minority children with relevant programming. She made Salem Maritime a friendly, accessible

place and encouraged local youth to think of the park as their "home port." She encouraged under served students from Lynn to explore the natural world at Saugus Iron Works as the "park in their own backyard." In 2010, the parks were very fortunate to hire Education Specialist **Maryann Zujewski**. She has done a terrific job fulfilling and expanding the education goals that Sheila envisioned.

One of our most dedicated staff, **Angel Bracero** took full responsibility for the maintenance of all aspects of the large NPS Visitor Center in downtown Salem. With visitation over 300,000 annually, this is a daunting task and Angel did an outstanding job.

We were very appreciative of Acting Superintendent **Rita Hennessy** (Assistant Park Manager of the Appalachian National Scenic Trail) and the excellent leadership she demonstrated in managing the parks. Detailed to serve from July 18- November 2, Rita's clear-sighted guidance, great knowledge base, and team-oriented approach have made for an easy transition.

We are very happy to welcome **Michael Quijano-West** as our new superintendent! We look forward to working together to forge a bright future for the parks, ENHA, and the local communities. We are also excited to welcome **Jonathan Parker** as our new Chief of Interpretation. Formerly a Park Ranger at LOWE, Jonathan's terrific leadership skills were immediately called upon as he organized and directed the effort to create a joint Comprehensive Interpretive Plan for both parks and the ENHA.

The SCIP students on the way to New York help to set the jib sails on *Friendship*

NPS Photo



Douglas Law received the Appleman-Judd-Lewis Award for excellence in resource stewardship.

NPS photo

Some Serious Bragging

We are unabashedly proud to announce that yet again Salem/Saugus staff members were regionally and nationally recognized for excellence in their professions.

This year, **Douglas Law** received the Director's Appleman-Judd-Lewis Award for excellence in cultural resource stewardship for facility management! Doug was honored for his outstanding work in establishing and managing the First Jobs/Future Leaders Program. This initiative recruits diverse local youth for summer employment and moves participants that excel into a graduated series of leadership roles that groom them for permanent NPS employment.

Patty Trap received the NPS Northeast Region's 2011 Superintendent of the Year Award for Natural Resources Stewardship. The award acknowledged her work in support of the Saugus River Turning Basin Restoration Monitoring Program. The Northeast Region also awarded two of our volunteers, **George Brandenburg** and **Bob Grant** with the Excellence in Interpretation Award.

On the local front, Salem Maritime received a preservation award from Historic Salem, Inc. for their efforts in rehabilitating the Pedrick Store House. Also, the National Park Service Visitor Center in Salem was nominated for the Community Service Award from the Salem Chamber of Commerce.

We are incredibly proud of our SCIPs and our FirstJobs/Future Leaders participants. Both groups were introduced to a variety of challenging work and learning experiences. SCIPs went beyond their comfort zones to meet the trials of sailing a tall ship! They faced challenges with a real spirit of collegiality. FirstJobs/Future Leaders participants learned and/or taught others a variety of preservation skills.

Thanks to . . .

Our sincere thanks go to our amazing Volunteers-In-Park who contributed 23,084 hours to Salem and Saugus in 2011. We are most grateful for their fine work and appreciate their selflessness and dedication to the parks.

Our thanks go to the Northeast Region experts that continued to provide excellent support to Salem Maritime and Saugus Iron Works throughout 2011. In particular, we would like to thank NER Solicitors **Tony Conte** and **Marcia Gittes** for their indispensable help in dealing with a privately-owned visiting vessel that sought to prolong a stay at our dock well beyond the use permit parameters. The solicitors also provided guidance regarding a resident who threatened a lawsuit asserting that his ADA rights were abridged when staff instructed him to dispose of his dog's waste in an exterior trash receptacle rather than an indoor restroom.

We also thank NER archeologists **William Griswold**; 106 specialist **Richard Crisson**; NER preservation specialists **Steve Spaulding**, **Blaise Davi**, **Dave Bittermann**, **Mark Alexander**, **Steve Pisani**, **Greg Law**, **Mike Lochiatto** and **Richard Chilcoat**; LOWE Ranger **Amy Glowacki**, NER water resources specialist **Charles Roman**; NER Youth Coordinator **Kelly Fellner**, and NER Program Manager for Partnerships **Elizabeth Hoermann**.

We are very grateful to **Alexa Molnar** for her support and guidance of our Administrative Officer. **Peter Samuels** and **Martha Raymond** have been great assets in the Heritage Evaluation process. Peter was instrumental in securing funding for our joint Comprehensive Interpretive Plan with ENHA. We also thank **John Piltzecker**, **Linda Cook**, and the entire T-Map team for their careful analysis of the parks' needs.

See Appendix A for a full list of individuals at the park whose work deserved special thanks.

Activities and Trends

Visitation Trends

Annual visitation was up at both sites:

SAMA Visitation: increased 16.91% to 699,056

SAIR Visitation: increased 18.91% to 47,138

SAMA Fee Revenue: increased 15.71% to
\$64,046

Halloween Visitation

Associated with the infamous 1692 witch trials, Salem has become the nation's, and perhaps the world's, premier Halloween destination. In 2011, "Witch City" saw another great year for visitation over the month-long Halloween season. Over 108,000 people visited the Salem Regional Visitor Center and about 29,000 used the sidewalk information booths in October. Although a freak snowstorm on Halloween weekend diminished turnout during what would have been the peak of visitation, the statistics for the month were up by 8% in October.

There were no significant safety issues or incidents of vandalism during Halloween or any of our special events at the park this year.

Operational Leadership

Cultivating a safety mindset was a top priority, especially in the aftermath of an accident aboard *Friendship* in late FY 2010 that resulted in a ship VIP breaking his arm. In February, an excellent training in Operational Leadership for 30 SAMA/SAIR permanent staff and several volunteers provided us with the tools to assess risk and emphasized our authority to "speak to power" when we encounter unsafe conditions. To maintain safety vigilance onboard ship, *Friendship's* acting captain undertook Operational Leadership instructor training so that he could train *Friendship's* volunteer crew.

There were no "loss time" injuries in FY 2011. On a day-to-day basis, safety is kept in the forefront with frequent safety messages (courtesy of CACO), and our safety officer begins

each Senior Management Team meeting with an update of safety items. The safety officer also performs routine safety "walk through" inspections. The maintenance division convenes safety reviews each morning and safety trainings were continually integrated into all First Jobs projects and staff undertakings. In March, the parks underwent an EMS environmental audit; minor items were identified and corrected during the audit.

Youth, Leadership, and Diversifying the Workforce Step-by-Step

Diversifying our ranks and increasing diversity in visitation was a priority. Through our various internship programs, diverse youth gained employment experience at the parks to prepare them for careers in multiple fields within the NPS. These programs are not only integral to our employee succession planning strategy; they also bring relevancy and a sense of ownership in the parks for minorities in our local communities. A diverse workforce and relevant programming are also more likely to create a positive experience for minority visitors from all over the country and the world. (Internship programs include: Student Career Intake Program (SCIP), Student Career Experience Program (SCEP), Student Temporary Employment Program (STEP), Youth Internship Program (YIP), Teacher-Ranger-Teacher (TRT) and First Jobs/ Future Leaders program)

Inter-Agency Sail Training Program Continues

This year SAMA continued its formal inter-agency sail training program with the U.S. Navy. In FY 2011, 25 sailors from the *USS Constitution* learned how to sail a tall ship through a structured instructional program aboard *Friendship of Salem*. The program uses dockside and at-sea trainings to bring the navy sailors to proficiency and/or to keep their skills sharp in readiness for sailing "Old Ironsides." The NPS acting captain, woodcrafter, deckhand, and her volunteer crew created a positive and safe learning environment for the young cadets.

*Coleman rain suit:
\$10. Water shoes: \$70.
Standing watch at the
helm of a three masted
East Indiaman in a
torrential rain storm,
crashing through six
foot swells, soaked to
the bone ...
PRICELESS\$!!*

**Tweet from Curtis White aboard
*Friendship***

Accomplishments

Youth in the Works & at the Helm!

In FY 2011, the parks were awarded about \$122,920 in funding to support our dynamic youth programming. The following lists a few of the year's highlights:

Youth Journey on the High Seas!

A special Student Career Intake Program (SCIP) brought together 37 diverse SCIPs from various parks in the northeast for a multi-dimensional youth leadership program. Throughout the summer, the interns visited multiple parks and were introduced to a range of NPS professions. The program culminated with a voyage to New York City aboard the replica 1797 tall ship *Friendship of Salem*, titled, "Youth Journey on the High Seas!"

Sixteen diverse SCIP interns made the adventurous tall ship passage. Split into two groups, they sailed either to or from New York City aboard the 171-ft. fully rigged tall ship. Although they experienced 19th century sailing conditions, the SCIP interns 'tweeted' their experiences during the voyage via smart

phones that were issued to them as part of a social media experimental program. About 21 SCIP interns who were unable to participate in the long-distance voyages boarded the ship for a sail around New York City's Harbor and spent a night aboard *Friendship* while she was docked at Derby Wharf in Salem and/or at the marina in New York City.

The sailing adventure was a profound learning experience – one that emphasized leadership, fellowship, stewardship and service. The SCIPs took on unfamiliar situations and demanding responsibilities such as climbing the bowsprit, hoisting sails, steering the ship, learning navigation, or standing watch. These challenges instilled confidence in themselves, even as they were required to rely on and trust in each other. The beauty and preciousness of our ocean resources resonated deeply with the participants and the theme of ocean stewardship was repeatedly echoed. Sailing past the Statue of Liberty in the tall ship was an especially moving experience for the voyagers – as if they existed outside of time & were interchangeable with the throngs of immigrants that made the same passage in past centuries.





Left and above: Youth program participants from New England were joined by young people from New York and even some living history SCIPs from Fort McHenry.

NPS photo

Once in at the North Cove Marina in lower Manhattan, the interns were greeted by NPS Associate Director Peggy O'Dell who joined the youth in a sail around the harbor aboard *Friendship* along with NER Regional Director Dennis Reidenbach, NER Deputy Director Gay Vietzke, and Director of the National Parks of New York Harbor sites, Maria Burks.

The SCIPs met up with about 70 youth program participants from New York City sites, Gateway NRA sites, and park sites from Lowell, Boston, New Bedford, and Baltimore for a Youth Summit aboard the ship at her berth.

Fort McHenry YIPs wore period dress and played the fife & drum as they came aboard. The FOMA YIPs also showed off their skills as they taught military drills and led an impromptu interpretive experience for visitors that assisted with folding the ship's enormous flag.

While docked, the ship also hosted a free public boarding and the interns led tours and demonstrations for 2,709 visitors. The ship also hosted an evening event for the marina's members in exchange for the free berth. Meanwhile, the youth camped out in "Great Outdoors" at Floyd Bennett Field, and visited other New York City park sites. The SCIPs also made an early morning visit to the Today Show's street scene.

The high seas adventure continued with the return sail to Salem. A second Youth Summit was held back in Salem where interns reflected on and exchanged their thoughts and experiences. Many thanks go to LOWE Park Ranger Amy Glowacki for all her work in organizing this complex program. Thanks also go to the staff of the ENHA as well as SAMA's Colleen Bruce, Jeremy Bumagin, Sheila Cooke-Kayser and the entire administration division, including one SCEP who was part of the Youth Journey program.

FIRST JOBS/Future Leaders This year Douglas Law was awarded the Director's Appleman-Judd- Lewis Award for excellence in cultural resource management for his work in establishing and managing the FIRST JOBS/Future Leaders program, which was recognized as a model program for the NPS. In FY 2011, we increased our FIRST JOBS/Future Leaders programming to mentor 25 diverse youth, ages 14-20, at the parks. (The program began in 2009 with 10 participants.) The majority of participants are disadvantaged, at-risk, or special needs youth. Supported by PMIS funding, participants were recruited through the North Shore Workforce Reinvestment Board and paid a stipend through a co-operative agreement with the ENHA.

The First Jobs youth assisted with a variety of stewardship projects that helped to address the park's maintenance backlog. Mentored by our maintenance preservation experts, the participants learned a range of preservation management skills. They also helped with customer service functions at the busy visitor center in Salem.

The FIRST JOBS/Future Leaders program is designed to cultivate leadership skills as participants move through a series of progressively demanding roles and responsibilities. The best candidates are then hired as NPS work leaders to mentor incoming participants and ultimately to become permanent NPS employees.

Maritime Arts and Trades Program Salem staff also continued the Maritime Arts and Trades program for two high school students from the Landmark School, which specializes in alternative learning approaches for students with non-traditional learning styles. Mentored by ship woodcrafter John Pydynkowski, the youth learned a variety of ship's carpentry techniques. After graduation, the two Landmark students were hired into the STEP program, one working for the

Marine Division and the other working in the Maintenance Division.

Teacher-Ranger –Teacher Program Teacher-Ranger-Teacher and Youth Intern Program funding provided internships for 2 vocational/technical high school students as well as a stipend for their metals shop teacher at Saugus, and for a Science Integration Specialist at Salem. The Saugus interns operated a portable iron smelting furnace that demonstrated iron casting techniques. Their exciting "iron pour" events have become a central part of the park's interpretive offerings and were featured each weekend throughout the summer.

At Salem, a new Teacher-Ranger-Teacher program created programs that encouraged students to make personal connections with Salem Harbor marine life through hands-on engagement and exploration experiences. The Science Integration Specialist worked with children from the Greater Salem Boys and Girls Club, ran environmental science programs for the Maritime Festival, and consulted on the new Parks for Every Classroom education program.

Excellence in Education! The Salem and Saugus education programs addressed multiple curriculum frameworks and reached 5,891 student contacts in 2011. New or revised programs included "Salem Sets Sail: Ships, Sailors and the Sea," "Meet the People," and "Ocean Stewardship." These place-based programs linked children to nature and to the lessons of the past that are relevant today. Each curriculum-based program uses sensory learning and hands-on discovery to bring abstract concepts to life and to deepen understanding. An anonymous scholarship fund and additional grant support ensured that all Salem 5th graders could attend Salem's programs without education fees or transportation charges. Saugus does not charge an education fee. (See full descriptions in Education Section.)

Connecting People to Parks

Our interpretation and education programs strive to engage visitors, youth, and our local communities with park resources through discovery experiences and to connect them to the past through untold stories and dynamic learning opportunities. They encourage youth and adults to realize a sense of our shared American identity and our common stewardship values.

Going Digital: Staff worked to engage the public with web sites, downloadable cyber activities, and virtual tours. To best engage younger audiences staff interacted via Facebook and Twitter. The SCIPs that participated in the “Youth Journey on the High Seas” were issued smart phones so they could blog their experiences. New wayside exhibits were designed with QR (Quick Response) codes for additional content via smart phones.

Exhibits: New exhibits at both sites brought opportunities to learn in new ways. The Derby Wharf world trade exhibits revitalized the wharf area and engaged the public with exciting, interactive exhibits. At Saugus, an interim

in-house rehab of museum exhibits in a newly renovated space provided visitors with a broader context for understanding the significance of the colonial iron works.

The National Park Service Visitor Center in Salem showcased temporary exhibits from Essex National Heritage Area sites that encourage visitors to get outdoors and enjoy the beauty of local coastlines and the richness of our historic heritage. All exhibits were designed for universal ADA accessibility and use a variety of sensory modalities to connect with the widest audience. A special Visitor Center art exhibition by the children of Lynn’s Tracy School received great responses from the visiting public. Their individual art pieces lent color and energy that transformed the facility into a lively art gallery.

Volunteerism continued as a vital chord at the parks – it is the ultimate means of deepening the bonds. A dedicated cadre of volunteers donated over 23,084 hours (equivalent to 11 FTE) to the parks in FY 2011. (See the Marine Section for more information on our volunteer program.)

The interactive exhibits on Derby Wharf teach about Salem’s trade, navigation, and communication at sea.

NPS photo



Preserving Special Places

In FY 2011, the parks managed 28 PMIS funded projects. Five projects supported education programs, volunteer training programs, or youth jobs programs; while 23 PMIS projects improved facilities and landscapes. In addition, our maintenance crew and First Jobs youth completed a long list of in-house projects including the rehabilitation of the Custom House columns, repaired fences at both parks, and restored signs. (See Appendix B for a list of PMIS funded stewardship projects.)

Natural Resource Stewardship: The parks' natural resource stewardship manager continued a robust monitoring program for the Saugus River and hosted meetings to keep

state, federal and local environmental agencies informed of the river's health.

The broad trends for the river and its biodiversity indicate that the 2008 open water restoration project and the 2010 removal of the Hamilton St. weir are shifting the area toward a more coastal estuarine system and away from an inland freshwater character. This includes much more use of the site by shorebirds and marine fish.

Projects are also in place to reevaluate an Activity and Use Limitation at Derby Beach and to characterize contamination from e. coli bacteria following rain events in the Saugus River.



Forging a Future for the Essex National Heritage Area

The Essex National Heritage Area serves as the parks' primary non-profit partner. In 2011, the ENHA facilitated hiring for educational advisors, a museum technician, and First Jobs participants as well as provided support for the Maritime Festival, education programs, and *Friendship Sails* events.

Because the ENHA's federal funding authorization is due to sunset in 2012, we have instituted new partnerships and cooperative agreements that will help to ensure our relationship's continued viability. The park thanks Dave Moore for his assistance with our efforts to revise the cooperative agreement with ENHA

Field Institute: In FY 2011, a partnership among the parks, Eastern National, and the ENHA formed a Field Institute that will effectively enhance the parks' mission while generating revenue streams that will help support the ENHA at the sunset of federal funding.

As its first project, the Field Institute produced a 28-minute orientation film titled, "Salem Witch Hunt: Examine the Evidence." The film interviews world renowned scholars and reveals new research that brings fresh insight into the 1692 witch hysteria. The film is shown daily at the NPS visitor center in downtown Salem for a \$5 fee. In the future, the Field Institute plans to present fee-based walking tours of the City of Salem that emphasize authenticity and scholarship.

Joint Comprehensive Interpretive Plan:

With funding from region, the ENHA and the parks have embarked on a joint Comprehensive Interpretive Plan that will explore ways to strengthen the interpretation of our shared themes and to present programs in dynamic, relevant ways. The effort kicked off this fall with a 3-day visioning session facilitated by Delia Clark and Jonathan Parker and attended by park interpretive and resource management staff and virtually all ENHA staff.

Watercraft to Baker's Island: In FY 2011, SAMA/ENHA received a \$250,000 TRIP grant that is being used to purchase a Munson-style boat to transport visitors to the historic Baker's Island Light Station. Bakers Island lies within Salem Sound at 4.4 nautical miles from Salem Maritime NHS. With the Munson boat, up to 18 people will be able to embark/disembark at the island without the use of a dock. NPS Rangers will lead tours of this important lighthouse, which was first illuminated in 1796. Voyages would occur on summer weekends in good weather. Visitors would experience a sense of what it was like for merchant ships to sail into Salem Harbor centuries ago. The voyage would also be an opportunity to interpret our local marine resources and to discuss ocean stewardship and climate change concerns.

The U.S. Coast Guard transferred the historic property to the Essex National Heritage Commission in 2009. Regrettably, some Baker's Island residents filed a lawsuit intended to impede public access to this property, which has been federally owned for hundreds of years.

Left: The Saugus River was the focus of several monitoring programs in 2011.

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

NPS Photo.



The Year's Issues

Wharf Concerns

The combined effects of age, hurricanes, and damaging winter storms are compromising the structural integrity of Derby and Central Wharfs. The existing steel sheet piles along the east side of Central Wharf are at least 50 years old and have corroded to such an extent that large holes have developed in the piles along the low water tide line. These holes allow tide water to rush behind the wooden bulkhead and sheet piles, causing the fill that makes up the wharf structure to become unstable and ultimately wash into the channel beside the wharf. Once the fill has vanished, sink holes appear at the top of the wharf, becoming major safety hazards, that if allowed to continue, will cause the entire wharf area to be closed. If this were allowed to occur, a major portion of the waterfront would be off-limits to visitors, the visiting vessel program would cease, underground utilities could be damaged, and numerous special events would be affected. PMIS 175976 Replace Central Wharf Bulkhead Wall requests funding to remediate this critical problem for FY 2013.

Sink holes are also a chronic problem along the entirety of Derby Wharf. With the high tide, material is scoured from beneath the stone/wood/earthen wharf, which opens up

surface fissures at various locations along the structure. The erosion not only poses significant trip hazards to our visitors and staff, but the scouring action deposits considerable amounts of soil and stone dust into the dredged harbor. The maintenance staff is vigilant about refilling the holes, but battling the tide is obviously a futile campaign. An environmental study (PMIS 162189 Study Effects of Sea Rise on Derby and Central Wharves) is needed to plan for mitigations that address structural issues associated with climate change. The engineering and climate modeling study would examine both the immediate and long-term effects of deterioration of the existing bulkhead walls, erosion on the internal structures of the wharves, and determine how other nearby historic structures, including the 1871 lighthouse at the end of the wharf, will be effected.

Salem staff is also concerned that the bollards that secure *Friendship* to her berth at Derby Wharf are inadequate. NER engineer B.B. Diwadkar's assessment is that the bollards are not properly anchored and that their concrete slabs need to be wider and deeper. The fear is that the bollards would fail to hold the ship securely during a hurricane or nor'easter. (Replace *Friendship* Mooring Bollards, PMIS 175798A)



Sinkholes and other damage to Derby Wharf is a concern.

NPS photo

The West India Goods Store was closed this year after review by Eastern National and the park.

NPS photo



Managing the Workload

This year, the superintendent made decisions to close some of our facilities in order to reallocate staff time to priority programming. We continued the closure of Saugus Iron Works from November through May to reduce costs and to focus staff time on program development. We continued to hold reduced hours of service at the SAMA Orientation Center during the winter season. As an alternative, winter visitors were offered downloadable audio tours for self-guided experiences at Salem.

In FY 2011, the superintendent reluctantly decided to close the West India Goods Store (WIGS). This c. 1804 shop sits at the core of the park's primary cultural landscape. Eastern National (EN) operated the shop for decades, which sold spices, china wares, and other items reflective of the types of trade goods that would have been marketed here during the Golden Age of Sail.

This year, Eastern National determined that the WIGS was not profitable enough to keep it staffed (sales grossed \$17,500 in 2010). The superintendent concluded that she could no longer afford to pull NPS rangers from interpretive programs to run the shop. Instead, EN invested in redesigning the sales area at the Visitor Center in downtown Salem. The wheelchair-accessible Visitor Center receives

more than 300,000 visitors per year with gross sales totaling about \$150,000. The park receives 6% of EN sales in a donation account. The question remains: was closing WIGS in the best interest of the park? It is hoped that the joint Comprehensive Interpretive Plan with ENHA (expected to be completed in 2012) will generate ideas to best utilize this historic resource.

Park Housing

This year the apartment on the second floor of the West India Goods Store was once again used for park housing. Vacated for the past 3 years, it was rented by a seasonal law enforcement ranger throughout the summer and fall. This is the only housing unit at either park.

Derby Beach Soils Testing

A 1990s site investigation found evidence of elevated levels of lead and other contaminants in at least one area below surface topsoil at Derby field/beach and a subsequent Activity and Use Limitation (AUL) was issued for ground disturbing activities in this area. With funding from the WASO Water Resources Division, a contract is now underway for a full site soil testing program to better characterize lead and other contaminants in soils in this area. These tests will help to determine if the use limitation (AUL) can be lifted.



THE DIVISIONS

Administration

Congressional Relations

The superintendent continued to foster strong relationships with Congressman Tierney's office, the offices of State Representatives, the mayor's office for the City of Salem, the Town Manager's office at the Saugus Town Hall, and with key federal, state, and local agencies as well as multiple regional and local interest groups, clubs, and community organizations.

The superintendent updates the congressional delegation through phone calls, emails, and meetings about major events and issues related to the parks and the Essex National Heritage Area.

Proposed Boundary Expansion Study:

This year Congressman Tierney introduced a bill to congress to authorize a feasibility study that would evaluate the proposed inclusion of some resources of greater Salem Sound and the City of Salem within the boundary of Salem Maritime NHS. The bill reflects his efforts "to preserve and promote the historic, cultural and natural resources in Essex County as well as broader areas of the North Shore." (<http://tierney.house.gov>)

Budget/Fiscal

Thanks to the hard work of Christine Mac Donald and Shelly Rodgers, Salem Maritime and Saugus Iron Works "closed out" FY 2011 with a balanced budget. For 2011, the combined ONPS funding for both parks totaled \$3,454,000 after assessments. Revenue from tour fees at Salem totaled \$63,254; special use fees brought in \$2,875 at Salem and \$720 at Saugus; navy sail training brought \$17,000; and donations totaled \$983 at Saugus and \$4,257 at Salem in FY 2011.

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

Personnel

In FY 2011, the following personnel changes occurred at Salem/Saugus:

- GS-14 Superintendent transferred to Midwest Region
- GS-14 Superintendent hired (beginning of FY 2012)
- GS-12 Chief of Interpretation/Education retired
- GS-12 Chief of Interpretation/Education hired
- GS-07 Education Lead transferred (beginning of FY 2012)
- WG-05 Laborer Retired

Seasonal hiring increased minority representation. The Superintendent is mindful that diversity is a priority for all areas of our operation. Internship programs such as First Jobs/Future Leaders, SCIP and SCEP provide a talent base for succession appointments that can help us to better reflect the diversity of our communities.

Enhancing Organizational Excellence

In order to build capacity for critical park operations and to realize efficiencies we instituted the following actions:

- We hired more seasonal staff (a total of 41 including First Jobs) in order to design and implement our many youth programs and to serve increasing numbers of visitors at Salem. We are striving to develop a diverse workforce that values inclusiveness and brings enthusiasm and energy to the organization. Because hiring seasonal staff is as complex as hiring permanent staff, this placed a great burden on our already overworked Administrative Division.
- The AO is working to improve a number of position descriptions to better reflect on-the-ground duties. Our first priority will be to revise descriptions for *Friendship's* staff, which currently do not mention mandatory drug testing or sailing.
- The AO also contributed to the development of a new cooperative agreement

with ENHA that provides the parks with greater flexibility in hiring consultants and in sponsoring events.

Workplace Enrichment (WE): The AO and her staff continue to do a great job in supporting a healthful work/life balance for employees. The AO is a gifted listener and does her utmost to help employees to be successful.

- Effective communications are central to building employee morale and engagement. To this end, collaborative Senior Management Team meetings are held biweekly and are used to set our vision, problem-solve issues, and coordinate plans of action. Very detailed meeting minutes are then emailed to all staff, and at the same time a compilation of each division's activities for the biweekly period are also distributed. While the SMT minutes allow for effective top-down communication; the division's summaries support lateral communication between divisions and allows for recognition of the work of individual employees. The Superintendent opens SMT meetings to anyone wishing
- In FY 2011, we formed a program committee comprised of interpretation, marine, LE, and maintenance staff as well as public affairs officers to coordinate and promote our many visitor and education events.
- Cultivating an ethos of civility, collaboration, and ethical behavior is a primary goal and is fostered through messaging, discussions, leadership modeling, and performance accountability. Division chiefs are held accountable for behavior via individual performance evaluations.
- Supervisors acknowledge and appreciate their staff's efforts and monetary and time off awards are given for outstanding work. Interdivisional and inter-park camaraderie is fostered during park celebrations including a holiday luncheon, summer picnic, and volunteer celebrations, which are held several times during the year.

Interpretation training brought together seasonal and permanent interpreters, volunteers, maintenance staff, and educators.

NPS photo



Special Uses

The parks issued 32 Special Use permits in FY 2011 (25 at SAMA; 7 at SAIR). These included special lectures, company picnics, social events, and weddings that encourage guests to engage with park resources and to build memories associated with the parks. Special use fees for both parks totaled \$3,575; navy sail trainings brought in \$17,000.

Concessions:

There are no concessions operating at the parks at present.

Contracting

The park would like to thank the people that assisted the parks with contracted projects during 2011. We would like to express a special thanks to Blaise Davi, David Bittermann, William Griswold, Richard Crisson, and Richard Chilcoat.

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.
- About 30 staff attended Operational Leadership training.
- 100% of staff completed mandatory trainings and or DOI Learn. Course subject matter included FMSS training, Safety training and PMIS training.
- Three of *Friendship's* VIP attended navigation and radar training.
- *Friendship's* acting captain attended COTR training and Operational Leadership instructor training.
- *Friendship's* deckhand attended VIP training.
- Interpretation developed multiple comprehensive in-park trainings and professional development sessions for seasonal and permanent staff.
- Interp staff attended Interpretation/Education conference.
- Several Interp staff undertook Eppley Institute trainings.
- LE staff attended Chief Ranger ALERT.
- LE chief and maintenance chief completed EMS training.
- LE staff attended Hazwopper refresher.
- LE staff provided fire extinguisher training.

- LE staff provided training on safe use of ship's lift.
- LE staff facilitated AED, CPR, First Aid training.
- Maintenance staff completed several on-line training courses through Skillsoft and/or DOI Learn.
- 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; led a session at the Massachusetts History Conference in Worcester, and attended VIP training.

Superintendent's Region/Service-Wide Work

The year saw an increased role for Superintendent Trap in NPS regional and service-wide committees. While continuing her role as Chair of the Granite Subcluster, she was invited to join the service-wide Cultural Resources Advisory Group (CRAG) and led listening sessions for cultural resource revitalization initiatives at the George Wright Society Conference.

She served on the Maintenance Advisory Group and the Superintendents Leadership Roundtable, helped to organize the Interpretation and Education Superintendents Conference, and led the T-Map for Fort McHenry NM&HS and Hampton NHS. She also continued her in-depth involvement in the Heritage Area evaluation process.

With the federal investment in ENHA due to sunset in 2012, Patty Trap worked closely with the director of ENHA to form a Field Institute that will work towards expanding the NPS mission beyond park borders.

Also in FY 2011, Superintendent Trap completed the Kennedy School of Government Senior Executive Fellows Leadership Development Program at Harvard University.

Information Technology

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



Interpretation and Education

The Interpretation/Education Division (I&E) successfully worked throughout 2011 to inspire visitors, to engage and educate youth, and to establish meaningful connections with our local communities. This year, the NPS Visitor Center in Salem was nominated for a Salem Community Service Award by the Salem Chamber of Commerce and two volunteers were awarded the Northeast Region's Excellence in Interpretation Award.

Staffing

I&E saw major staffing changes in FY 2011. In April, Sheila Cooke-Kayser retired as Chief of I&E and was replaced by Jonathan Parker who assumed the Chief's duties in late August. The division also includes a Supervisory Park Ranger, an Education Specialist, a Lead Park Ranger, a Park Guide, a SCEP, and a Park Education Ranger (vacant as of November 2011). I&E also works closely with the Park Ranger/Historian associated with the Cultural Resources Management division. Nineteen (mostly part-time) seasonal employees supported the division this year. Volunteers are crucial members of the I&E team and donated 2,800 hours at Salem and 716 hours at Saugus.

The division would like to thank education consultant Beth Beringer and Teacher-Ranger-Teachers Teegan Von Burn and Jeff Johnson as well as NER's Elizabeth Hoermann, former BOST Ranger John Manson, and former SAMA/SAIR Chief of I&E Sheila Cooke-Kayser for their invaluable assistance with our many programs.

Planning

In September 2011, the I&E Chief worked with an interpretive consultant to begin work on developing a new Comprehensive Interpretive Plan (CIP) for Salem Maritime, Saugus Iron

Works, and the Essex National Heritage Area. The current CIP plan for Salem Maritime and Saugus Iron Works is over ten years old and requires updating. Staff from all three parks conducted a three-day collaborative workshop in late September to begin developing a new CIP. This ongoing planning effort will explore ways to strengthen future interpretive/educational programming through collaboration and resource-sharing.

Program Statistics

According to FY 2011 Servicewide Interpretive Report, I&E realized 699,673 visitor contacts (663,768 personal contacts and 35,905 non-personal contacts) at Salem and 47,138 (40,478 personal and 6,660 non-personal) visitor contacts at Saugus.

The division piloted or refined 8 visitor programs, 3 education programs, 2 Teacher-Ranger-Teacher programs (including a new program for SAMA) as well as programs for the "Youth Journey on the High Seas." I&E planned and hosted an array of park-sponsored special tours and events throughout 2011. Rangers and volunteers also collaborated with numerous partner organizations to produce programs and events for the local Salem, Saugus community.

Rangers swore in 2,400 youth at Salem and 505 youth at Saugus as part of the official Junior Ranger program. SAMA/SAIR education programs reached a total of 5,891 student contacts. The Junior National Young Leaders Conference brought 800 youth to Salem over the course of four consecutive weeks this summer. Revenue from tours and education fees brought in \$63,254, up 15% from 2010. We met our GPRA goals for visitor understanding and visitor satisfaction.

Opposite: SCIPs posing with the demonstration scale at Salem Maritime.

Right: Exploring a sailor's trunk has become a popular program for school groups and families

Far right: the New England Aquarium's touch tank was a hit at the Maritime Festival.

NPS photos



Professional Development

I&E organized multiple professional development trainings for permanent/seasonal/volunteer staff throughout FY 2011. Activities included tours of education programs at the Tsongas Industrial History Center and the Constitution Museum, lectures by renowned historians, and interpretive trainings designed to enhance communication skills with special audiences; including various age groups and individuals with disabilities. Trainings were held at SAMA, LOWE, and MIMA.

Additionally, staff and volunteers formed working groups to brainstorm potential ideas for new interpretive programming in the parks, ultimately leading to the development of the following new visitor programs:

- **Market Watch** uses sensory exploration to convey ideas about the past and present of maritime trade. Visitors view maps and charts that delineate *Friendship*'s trade routes and handle trade commodities such as fragrant spices, coffee, tea, and luxurious textiles. They learn about the substantial risks inherent in maritime trade and the many variables involved in commodities trading. They discover that Salem's lucrative maritime trade played a significant role in helping to establish America's economic independence after the Revolutionary War. Visitors see that the dynamics of market forces are analogous to today and invariably discuss their concerns about the country's economic future in our fast-paced global economy.
- **Dead Reckoning** is a navigation program that uses reproductions of 19th century shipboard instruments that helped mariners to calculate time/distance/position measurements. Visitors use a sextant (a triangulation device that helps the viewer determine longitude/latitude), a compass (finds direction relative to magnetic north), a sandglass (measures the passage of time), a traverse board (keeps track of distance and direction of travel), and a chip log (estimates speed of travel).

Visitors have remarked that these instruments helped them to understand concepts in a new way. In our digital, GPS-based world, we feel abstracted from

the "down-to-earth" calculations that tell us where we are in space. Visitors felt that these common sense modes of measurement made understanding abstract concepts deeper and "more real." The program gave them a stronger connection to the past and a clearer approach to navigating the complex world we live in today. This program was developed by VIP George Brandenburg, a retired Harvard physics professor. This versatile offering can be presented on the ship, or on land in Salem when the ship is away, or at other ports. The program was a big hit during *Friendship*'s stay in New York City this summer.

- **Haul Away** gets visitors working together as crew members onboard *Friendship* to haul aboard cargo. Visitors soon realize the benefits of teamwork and the importance of following orders as they labor to lift and reposition loads of (simulated) cargo by using haul lines with levers and pulleys. From sails - to anchors - to wheels and rudders, visitors realize how ships use a variety of simple machines to accomplish an array of tasks.
- **Cast yourself in the Role of an Iron Worker:** Figurine Casting Program: "Iron - It's in our Blood" is the motto of the figure-casting program team. The team revised and expanded this hands-on 2010 Junior Ranger program to become a featured program that is presented each weekend day throughout the summer. Visitors don goggles, aprons, and gloves to watch as liquid lead-free pewter is poured into 1" molds that depict a Puritan-era man or woman. Once cooled and hardened, the molds are opened and the figures are removed. Visitors use hand files to clean and burnish their figurines, which they take home. This activity is a springboard for activities that encourage visitors to search the park grounds, museum, and buildings to discover how iron products were cast at the 17th century blast furnace.

This popular program is also presented off-site and more than 400 visitors created figurines in one afternoon at the Salem Maritime Festival.

Teacher-Ranger Teacher Programs

The following Teacher-Ranger-Teacher programs were developed in collaboration with local teachers and school departments.

- **Arts Afire:** Teacher-Ranger-Teacher Iron Pour at Saugus: Now in its second year, the “iron pour” program is the creation of our on-going Teacher-Ranger-Teacher (TRT) project, which pairs a vocational high school teacher and two voc/tech students with expert iron founders.

In 2010, under the founder’s direction, the student interns and their teacher built a portable furnace that is used to smelt iron during special “iron pour” demon-

strations at the park. The “iron pours” duplicate the methods that 17th century ironworkers used to cast products such as firebacks and pots at the site’s blast furnace. Visitors carve their own designs into individual sand casting molds and watch as the ironworkers tap the furnace and ladle fiery molten iron into their molds. Once cooled, the molds are broken open and visitors can take home their iron “Arts Afire” creations.

The “iron pours” are thrilling spectacles and visitors are able to artistically express themselves in the surprising medium of iron by using this age-old technique.

Teacher-Ranger-Teacher interns pour iron into molds

NPS photo



- **Science Exploration:** Teacher-Ranger-Teacher at Salem: This was the first year for the Teacher Ranger Teacher (TRT) program at Salem Maritime National Historic Site. With two-year funding from the Northeast Region, the park hired a Science Integration Specialist from the Saltonstall Elementary School in Salem to help reconnect Salem's youth to the ocean resources in their own "front yard." This year, the TRT contributed to park programming in 3 critical areas: working with local children's groups, presenting programs at the annual Salem Maritime Festival, and helping to develop the Coast for Every Classroom program.

The TRT, in conjunction with members of Salem Sound Coastwatch, engaged the children of the Greater Salem Boys and Girls Club in an exciting ocean seining activity in summer. At the annual Maritime Festival in Salem she led a fish print activity and created a fish identification chart that helped participants connect with the local marine life. The festival was a wonderful community event that brought local attention to the TRT program and demonstrated the National Park Service's involvement in education in a way that

residents had not previously perceived.

The TRT also serves as our teacher-partner in piloting the new Parks for Every Classroom (PEC) program, titled "A Coast for Every Classroom." She attended planning meetings, a two day workshop, and a special "educators sail" aboard the park's tall ship, *Friendship*. The TRT was instrumental in establishing contacts with district administrators, curriculum coordinators, and school principals for the sail. She displayed enormous enthusiasm for park programs and shared ideas about how place-based learning can impact her school district and the community at large. Together, the TRT and park staff met with parents and members of the Salem Education Foundation to impart these ideas and concepts, which have been met with great interest.

We relied on the expertise of our TRT to help fill a critical need in reconnecting local youth to their community's natural resources. But even more, the TRT brought a special enthusiasm for working with children and displayed a passion for "her" national park that was contagious to all those she encounters.

Teacher-Ranger-Teacher Teegan Von Burn helps out with educational programs at the annual Maritime Festival.

NPS Photo





Ranger Marty Fucio begins his "Home from the Seas" walking tour.

Photo by Pete Santos

Existing Interpretive Tours:

- **Home from the Seas** is a walking tour that explores the site's historic homes. For over 300 years, the seventeenth-century Narbonne House was inhabited by tradesmen and crafts people. In contrast, the eighteenth-century Derby House is a Georgian mansion that reflects the great wealth of Salem's mercantile class during the golden Age of Sail. The homes are a treasury of stories and each Ranger has developed his/her own themes that bring the houses and their furnishings to life and connect the visitor to the bygone world Salem's maritime past.
- **Tars, Trade Goods, and Taxes** is a walking tour of the site's historic wharves, the tall ship Friendship, and the Custom House. The tour examines Salem's role in international tall ship trade and its ensuing financial boom. Visitors discover that maritime trade and its attendant taxation allowed for the economic development and western expansion of the United States during the nineteenth century.
- **Iron Works Industrial Site Tour** explores 3 reconstructed water-powered mill buildings that recreate the colonial iron making process. Rangers interpret the operation from various perspectives such as the site's archeology, its economic and environmental impact, the stories of the people that lived and worked here, the mechanics of waterpower, the site's geology, and the interaction of earth, air, fire, and water to create iron.
- **The Iron Works House Tour** recreates the domestic world of upper-class Puritan families in the Massachusetts Bay Colony. Interpretation of period furnishings offers visitors a glimpse into Puritan life ways and beliefs. Rangers also explain the construction techniques of post and beam architecture and discuss the twentieth-century preservation movement and those who restored and later rescued the imposing 1680's house.



Above: two young Junior Rangers put paint on fish so they can make fish prints

Right: Salem Playground Summer Camp program participants pose with Education Specialist Maryann Zujewski

NPS photo

Other Programs:

- The **Junior Ranger Program** swore in 2400 youths at Salem and 505 youths at Saugus. Junior Rangers at Salem participate in either shipboard or land-based activities including rope making, colonial games, and fish print making as well as a scavenger-hunt through the site to learn about maritime trade. Staff from the New England Aquarium engaged young rangers with live starfish and sea urchins during the Maritime Festival.

Junior Rangers at Saugus participated in activities examining geology, archeology, native wildlife, the environmental impacts of pollution, and the casting of small iron figures. Any youth that completes a Junior Ranger activity is allowed to operate a penny rolling machine, which replicates the machinery that made iron “flats” at the Rolling and Slitting Mill. Junior Rangers take home the flattened souvenir free of charge. This was a big hit!

- **First Jobs** participants assisted I&E with visitor services at the parks’ Visitor Centers. They greeted visitors, handed out visitor surveys, and helped with general housekeeping.
- **Youth Journey on the High Seas!** was the voyage of a lifetime and a passage to self-discovery for the student interns that took up the challenge of tall ship sailing aboard *Friendship*. (See Introduction Section for a full project description.) I&E developed the program in cooperation

with staff from LOWE, BOHA, FOMC, NEBE, GATE, and National Parks of New York Harbor. Interpretive rangers also worked cooperatively with SAMA’s Marine Division to implement this program aboard *Friendship*. All participants were thoroughly impressed with the professionalism of the Marine Division and the broad, impressive talents of the ship’s volunteer crew.

- **The True Weight of Taxation** uses a full-sized set of reproduction Custom House weight scales to represent the economic dynamics of maritime trade. These large but portable scales can be moved to any location where they invariably draw large crowds. The scales have been set up at the Custom House Public Stores area, Salem’s city parks, aboard *Friendship*, and even at New York City’s Wall Street.

As part of “Youth Journey on the High Seas,” more than 2,000 people gathered around the scales on Wall Street to learn about 18th and 19th century maritime trade. As world traders themselves, Wall Street workers truly understood that success was “in the balance” when customs agents weighed and surveyed trade goods such as coffee, tea, and spices. Whether on Wall Street or Derby Street, visitors are able to understand the countervailing forces of profits, taxes, trade surpluses and deficits and recognize that these issues are just as relevant today as they were in the 19th century.



Education Outreach and Partnerships:

This year, our Education Specialist was invited to serve as an ex officio board member for the Salem Education Foundation, a non-profit community organization that provides micro grants for teachers to fund special projects. In her position on the grants committee, the Education Specialist is able to foster collaboration with local schools by matching teachers' interests with the parks' extraordinary resources and programs. The Education Specialist also collaborated with other educational organizations including Play It Forward, Salem State University and the Peabody-Essex Museum. Moreover, our partnership with Essex National Heritage Area facilitated the

hiring of an education consultant that continues to make significant contributions to our education programming.

Salem Maritime Education Scholarship Fund: To ensure that all Salem students have the opportunity to visit their city's National Park, an anonymous donor began the Salem Maritime Education Scholarship program in 2010. The Education Specialist uses this "ticket to ride" fund to cover the costs of education fees and bus transportation for Salem students. In addition to the scholarship fund, Parks for Every Classroom contributed \$7,920 and NER issued \$2,600 to transport underserved students to both sites at no cost.

Members of the Salem Boys & Girls Club piloting the Ocean Stewardship program at Salem Maritime.

NPS photo



Everyone is RAVING about the field trip!! I wish you could have seen the faces of the students and teachers upon their return!"

Teacher comment after participating in pilot programs for "Salem Sets Sail" in spring 2011.

Educational Programming - The Power of Place: In 2011, our education programming delivered exciting learning opportunities for both students and educators. Students made relevant connections to the parks by exploring local natural resources and by experiencing history outside the traditional classroom. SAIR Rangers presented 139 education programs to 3863 students; SAMA Rangers presented 52 education programs to 2028 students. This year's curriculum-based education programs were overhauled to offer a longer, more multi-faceted learning experience for students.

- **Salem Sets Sail: Ships, Sailors and the Sea** is a hands-on, curriculum-based education program that introduces Salem's 5th graders to the rich natural ecosystems and cultural heritage available in their hometown's National Park. Funded through an anonymous donation as well as park service funds, this exciting program brings students aboard the replica privateer Schooner *Fame* for hands-on sailing experiences on the waters of Salem Sound. This is likely the students' first boating excursion, let alone their first sailing experience. Under the direction of the schooner's captain, students take a turn at the tiller, raise sails, and learn the basics of navigation at sea. Students encounter the same views of the Custom House and Derby Street mansions that sailors witnessed during the Age of Sail. Sailing

programs promote teamwork and instill confidence, as well as facilitate learning in language arts, mathematics, physics, science, social studies, and ecology. Moreover, sailing is an integrative sensory experience that is especially beneficial for students with developmental delays or other special needs.

Students also climb aboard the replica merchant ship *Friendship* to explore what life was like aboard a tall ship in the early 1800's. Students use their curiosity and reasoning skills as they examine sailors' chests containing authentic sailors' objects. They use their senses to inspect various trade goods brought to Salem from all over the world and learn the importance of world trade in America's economy and lifestyle. Students discover how the enterprise and daring of Salem's merchants, privateers, and mariners (many of whom were minorities) transformed their city from a tiny fishing settlement to a center of world trade.

This year, Saugus High School Students and park staff created a 6-minute film (DVD) on "Salem Sets Sail" for distribution to Salem's teacher to inform them about this wonderful learning opportunity. The film gives background information on the two vessels and informs teachers and students about what they will do during their visit.



We wrote about our experiences at the Iron-works on our return. Students loved the role play activity and were impressed by the exhibits in the museum. The boys especially loved the waterwheel and the giant hammer. Many were infatuated with the way iron is heated, bent and formed into bars then into tools for everyday use.

Teacher comment after participating in the "Meet The People" program at Saugus Iron Works.



Left: Sailing around Salem harbor is a highlight of the "Salem Sets Sail" program.

Above: Kids get to role play early residents of the Saugus Iron Works in "Meet the People"

NPS photos

- **Meet the People** is a curriculum-based education program at Saugus that provokes heightened emotions as students explore concepts of social justice in the 17th century colony. A scenario simulates a town meeting at Hammersmith (the 17th-century iron works village), where students role-play various inhabitants that lived or worked at the iron plant its or surrounding areas (ironworkers, Scots, Native Americans, Puritan neighbors, or Puritan investors in the iron works). Each character voices an opinion regarding disputed issues (land damages, dress codes, legal infractions, etc). But when students realize that only a few individuals have the right to cast a vote, they are beyond indignant. Students clamor against the injustice of Puritan society in which only land-owning, male members of the Puritan church could vote. The students come to truly value American democracy and realize the power and preciousness of voting today. The program met with much enthusiasm from teachers who claimed that students got more out of this program than any other field trip.
- **Coast for Every Classroom (CEC)** brings together community partners, school teachers and administrators, and national park staff to create place-based professional development experiences for teachers. The ultimate goal of CEC is for teachers to create programming for their students that uses the resources of SAMA, SAIR and ENHA. SAMA was selected

by the Northeast Region as the pilot site to create this "Park for Every Classroom" program and awarded \$10,000 for its implementation in FY 2012.

This CEC program engages participants in the unique attributes of Essex County's coastal geography from multiple points of view, including scientific, historic, and cultural links, with the goal of inspiring and supporting teachers as they create real-world, relevant, project-based curriculum for students. Following successful models from across the nation (Trail for Every Classroom, Forest for Every Classroom, and Iditarod Trail for Every Classroom), CEC seeks to promote community ties, engage local youth in curriculum-based meaningful work, and encourage stewardship of our national parks and special coastal places.

- **Ocean Stewardship** encourages youth to explore the intertidal zone at Salem Harbor. Students collect, sort, and categorize the discoveries they find in the beach's wrack line deposits. Students were surprised to learn that pieces of old brick and broken ceramics are not just trash, but historic trash, and that they 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.



Special Events

In addition to daily site tours and education programs, staff worked to plan and host an array of lively special events with 32,484 visitor contacts in Salem and 636 in Saugus.

Maritime Festival: The Annual Maritime Festival garnered more than 10,000 (29,344) visitor contacts. The event featured free 90-minute cruises around Salem Harbor on the Schooner Fame and aboard Finback, a Hands-on Boat Based Education & Science (HOBBS) vessel. There were dockside tours of Friendship, Coast Guard Motor Life Boat tours, horse-drawn wagon rides, kite making, tide pool exhibits, muck walks in the intertidal zone, radio-controlled 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 Coyote Run. Various musical groups entertained crowds on Saturday. There were also performances by the Rebel Shakespeare Group and the Weeblyets Scottish Country Dancers.

British Encampment: One weekend in June, Salem Maritime came under occupation by about 100 eighteenth-century British soldiers! The weekend-long British Encampment commemorated General Thomas Gage's visit to Salem in 1774. About 3,000 visitors came to see authentically dressed re-enactors portray General Gage, his three units of British regulars, members of the colonial legislature, and some of the loyal and disloyal Salem residents of the era. Military drills fields, campfires, and tents including a surgeons' tent decked out with the frighteningly primitive implements of the trade lined the Derby Wharf area. Across Derby Street, visitors observed legislative meetings, enjoyed children's games, and browsed a millinery shop (at the West India Goods Store) that displayed dolls and demonstrated quilting techniques. Many thanks go to Park Ranger/Historian Emily Murphy for all her work to plan and manage this exciting event in cooperation with the Center for 18th Century Life at Minute Man NHP, which was the first overnight event and the largest re-enactment program the park has hosted.

For two days in June, Salem Maritime was occupied by the British Army. Over 100 reenactors played soldiers, officers, and loyal and patriot legislators and citizens of Salem

Photo by Susan Stewart

Saugus Founder's Day Event: To help the town celebrate its founding, the park held a gala "Arts Afire Iron Pour" that provided 250 sand molds for visitors to design (see description above). The park also worked closely with Saugus Bank to host a lively concert, various demonstrations, and an array of family activities.

Haunted Happenings: To promote tourism during the month of October, the City of Salem created a series of events and celebrations as a month-long build up to Halloween. Park staff worked closely with Salem Main Streets, Salem Chamber of Commerce, Destination Salem, and the City of Salem to support and organize events. Park staff trained and helped to manage over 60 volunteers that greeted visitors at temporary information booths during this period of intensive visitation. Park staff also marched in the Haunted Happenings Parade and hosted an evening thank-you event for volunteers at the NPS Visitor Center.

Other Special Events: This year's events included the July 4th Celebration sponsored by the City of Salem, Seventeenth Century Saturdays, ENHA Sails and Trails, Salem Science Night, the Farmer's Market, Saugus River Annual Picnic co-hosted with the Saugus River Watershed Council, holiday open house events, Friendship's sails, and numerous events at the NPS Visitor Center. Casting and iron pour events were held each weekend during the summer in Saugus. Many thanks go to our beleaguered staff and volunteers at the NPS VC in Salem for their invaluable support during Haunted Happenings.



Maintenance and Facility Management

Experts in the field of historic preservation, 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. These special places include 2 First Period homes, 7 Georgian or Federal Period homes/buildings, a lighthouse, 3 reconstructed water-powered mill buildings, 7 functional waterwheels, 4 walking bridges, a vehicle bridge, historic wharves and waterfronts at both parks, and a large regional visitor center that welcomes about 300,000 visitors each year. The team also works on facilities and grounds at Baker's Island Lighthouse Station. Currently an 8-person team, the maintenance division is very hard-pressed to provide stewardship for these varied and complex historic resources.

Staffing

The staff includes a Facility Manager, a Facility Operations Systems Specialist, a Maintenance Mechanic Leader, a Woodcrafter, a Carpenter, a Painter, a Gardner, and a Maintenance Worker. The division has not yet filled the vacancy left by the retirement of Angel Bracero,

who provided meticulous care of NPS Visitor Center in Salem. This year the division was augmented by 3 seasonal workers, 2 volunteers as well as 25 FirstJobs/Future Leaders participants assisted the division with a number of preservation maintenance tasks during the summer.

Safety First!

This year, the division chief and staff worked to prepare the sites for EMS inspections. The chief completed EMS instruction training, purchased the Haz-com Training Kit, and will be leading EMS training sessions for all staff in November, 2011. The division continually reinforces Operational Leadership by incorporating a safety planning component in the implementation of all maintenance actions and First Jobs assignments. He conducts "walk around" safety inspections along with the Chief of Protection. He keeps abreast of best practices and continues to work with consultants and partners to explore various "greening" strategies for park buildings. Funding was granted this year to plan "greening" alternatives for the Hawkes House (PMIS 147530).

Opposite: F1rst Jobs students at work painting the West India Goods Store

Ben Dibble poses with the copy of the Custom House eagle that the F1rstJobs students made during an iron pour at Saugus Iron Works. Each student was responsible for carving one of the blocks.

NPS photo



FIRSTJOBS/Future Leaders Program

Congratulations go to Douglas Law who was recognized with the Director's Appleman-Judd- Lewis award for excellence in cultural resource stewardship for his work as the primary architect and administrator of the F1RST JOBS/Future Leaders program. The program instructs diverse urban youth in a variety of maintenance and stewardship skills, while addressing the park's maintenance backlog. Now in its third year, the FIRSTJOBS/Future Leaders program received \$85,000 in PMIS funding and was expanded to 25 participants. These participants were recruited through the

North Shore Workforce Reinvestment Board and paid a stipend through a cooperative agreement with the ENHA. (See the Accomplishments section for a full description of the F1RST JOBS/Future Leaders program.)

Also this year, Doug was promoted to a Facility Operations Systems Specialist. He handles all FMSS functions and co-manages the parks' PMIS database. This year he worked with a contractor to complete a Comprehensive Building Condition Assessments in connection with FMSS.

F1RST JOBS/Future Leaders Accomplishments at Salem Maritime NHS

- Assisted with painting the Narbonne house
- Maintained park lawns and Derby Beach
- Maintained buildings and facilities
- Assisted with lock and key maintenance
- Assisted with visitor services
- Assisted with painting the WIGS
- Scraped, sanded, and painted 86 shutters from the Hawkes house
- Participant leaders instructed "Trail Blazers" group (Boston African American NHS) in gold leafing techniques and applied gold leaf to the WIGS sign
- Assisted with visitor services surveys
- Assisted with visitor orientation at the Visitor Center

F1RST JOBS/Future Leaders Accomplishments at Saugus Iron Works:

- Replaced 280 lf. of board fencing
- Maintained park lawns and gardens
- Removed invasive plant species within restored Saugus River Turning Basin
- Assisted with visitor services surveys
- Assisted with housekeeping duties for the cultural resources division
- Worked on scratch molds to create an artistic interpretation of the Custom House eagle in iron.

SAMA/SAIR Maintenance Division Accomplishments

The division's highly skilled craftspeople accomplished several major projects in FY 2011. They also provided technical assistance to contractors and project managers, lent support to other divisions, mentored the First Jobs participants, and performed day to day work to care for resources and ensure safety. The maintenance division provided COTR oversight, planning support, and implementation guidance for 23 PMIS funded projects. (See Appendix B for a full list of projects.)

The 8-person maintenance team designed and implemented the following base-funded projects:

Accomplishments at Salem Maritime NHS:

- Completed Custom House basement office extension for the Protection Division
- Restored and replaced Custom House column
- Partnered with North Bennet Street School for fabrication of column base block supports
- Repaired and painted Derby House front door
- Continually repaired path and landscape erosion on Derby Wharf
- Painted the Derby House doors
- Painted Custom House cupola
- Repaired and maintained lawn equipment
- Completed boardwalk around the Narbonne House.
- Installed a new fire door at the top of the stairs 3rd floor of St. Joseph Hall.
- Maintained Salem Regional Visitor Center in excellent condition
- Maintained lawns, beaches, and other elements of the cultural landscape
- Cleared snow and maintained snow removal equipment
- Supported Maritime Festival
- Supported 4th of July event
- Supported Halloween visitation

Accomplishments at Saugus Iron Works:

- Painted Iron Works House doors and repaired/replaced trim, siding, & skylight
- Inspected and repaired HVAC units
- Rehabilitated museum windows
- Repaired Forge hammer
- Moved museum collections to facilitate installation of new floor at 230 Garage
- Moved museum collections to facilitate Museum Fire Suppression/Climate Control project.
- Assisted chainsaw training class to cut Norway Maples at nature trail
- Prepared sluiceways, tailraces and water storage tank for spring opening and winter closure
- Maintained groomed lawns and other elements of the cultural landscape
- Cleared snow and maintained snow removal equipment
- Supported Saugus River Watershed Council picnic
- Supported Founder's Day Iron Pour event
- Supported Teacher-Ranger-Teacher project
- Operated waterwheels for interpretive tours when needed
- Laborer was detailed to Olmstead Center at Marsh-Billings to assist with grounds projects, tree plantings, masonry projects, etc. at other park sites.

Marine and Special Programs

Staffing

The Marine and Special Programs Division is responsible for managing, maintaining, and sailing the tall ship *Friendship of Salem*, a working replica of Salem's 1797 East India-man merchant ship. The division is comprised of a Chief, an Acting Captain/Rigger, a Deck Hand, a Woodcrafter/Ship's Carpenter, and 2 seasonal STEP Deck Hands. Mandatory drug testing requirements and added responsibilities involved in passenger sails prompted our Administrative Officer to begin a position review for the Division. The AO is now working on re-describing the positions.

The division is supported by a cadre of 60 + volunteers that donate their substantial expertise and energies to maintaining and sailing the 171-ft. replica ship. They work tirelessly to ensure the ship's seaworthiness and her continued enjoyment by the public. These volunteers donated more than 18,000 hours in 2011. Additionally, two interns from the Landmark School assisted with a variety of ship maintenance tasks during the school year through our Maritime Arts and Trades program. Thanks also go to Rick Saulnier of the maintenance division for his help on some special shipboard maintenance projects.

Projects

During most of the year *Friendship* is berthed at Derby Wharf, where many thousands of visitors explore the decks of this replica 1797 vessel. The ship also serves 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, and ocean stewardship awareness. The ship is wheelchair accessible allowing handicap visitors to explore below deck with our lift both at her Derby Wharf berth and at other ports.

Kudos go to Division Chief Colleen Bruce who successfully competed for a TRIP grant that awarded SAMA/ENHA \$250,000 to fund a vessel and services to facilitate ranger-guided tours of Baker Island Light Station! The park will be acquiring a Munson-style boat (i.e. a landing craft that drops a ramp to embark/disembark passengers without the use of a dock.) The boat will eventually be used to transport 12 to 18 passengers and a NPS Ranger to the island on weekends in good weather during the summer months. The Coast Guard transferred ownership of the Light Station to ENHA with the understanding that they would make the site accessible to the public





and keep its history alive through Ranger guided tours. (Although the tours would not impact the residential area of the island, a Baker Island resident has filed a lawsuit intended to impede public access.) The Munson Boat is expected to arrive at the park in the spring of 2012.

In FY 2011, *Friendship* continued her role as a sail training vessel for the United States Navy. Once a week for 6 weeks in May/June, 25 navy trainees from the USS Constitution were schooled in hoisting lines, furling sails, and manning the rigging aboard *Friendship* at Derby Wharf. The sailors then continued their training with 6 separate day sails that voyaged either to Gloucester or to the Charlestown Navy Yard. On one occasion, *Friendship* hosted 500 visitors during a free public boarding session while visiting BOST. During another navy sail, the film company, Argentine Films shot a segment on John and Abigail Adams for a new orientation film for Adams NHP. Our partnership with the navy will continue next year as we plan activities surrounding the anniversary of the War of 1812.

This August, *Friendship* completed her furthest sail to date with the 460-mile "Youth Journey on the High Seas" voyage to New York City. Our highest praise goes to the NPS marine staff and VIP crew for their outstanding performance during the sail and port visit. During this 11-day odyssey, the crew mentored and supported the youth, teaching ship protocols, navigation, piloting, and much more.

Each SCIP was paired with a crew member to stand watch – a 4 hour stint occurring round the clock that involved numerous inspections and monitoring responsibilities. Although soaking rains and choppy seas made for some challenging watches, the professionalism and grace of the crew redoubled the youth's commitment to the experience. The acting captain did an outstanding job piloting the ship in narrow spaces and under bridges. All participants were full of admiration for the crew. (They also raved about the delicious food.)

This year our annual voyage to the Gloucester Schooner Festival hosted a group of school administrators and teachers. Our education specialist organized the event as an introduction to our exceptional place-based educational programs. The voyage also served as a Friends and Family Sail, which gratefully acknowledges the huge number of hours that the volunteer crew devotes to *Friendship*.

In 2011, we continued our Maritime Arts and Trades Youth Internship Program. Two students from the Landmark School joined our ship maintenance crew at the start of the school year and worked afternoons with our ship's carpenter John Pydynkowski throughout the school year. The students were a great help in chasing and replacing weak wood on weather deck bulwarks and helped to craft sailor's sea chests. A special artisan project was the labor-intensive carving of the ship's figurehead. The Landmark School reaches out to exceptional students who learn in non-traditional ways.

Left: bringing *Friendship* into New York Harbor was a highlight of the year. Captain Jeremy Bumagin spares a moment for a triumphant grin as *Friendship* passes the Statue of Liberty.

Above: even Regional Director Dennis Reidenbach was put to work as *Friendship* sailed into New York!

Right: longtime VIP Stu Gralnik assists with education and family programs on the ship.

NPS photos



Deck Hand John Newman shows two students how to tie off a line during an education program.

NPS photo



In FY 2011, the ship's staff worked on a number of tasks:

- Completed longest voyage to date; 460 nautical miles to and from New York City
- Mentored 16 SCIP youth in how to sail a tall ship during "Youth Journey on the High Seas" and hosted dignitaries and youth during the Youth Summit
- Continued yearly sea-trial for Coast Guard recertification
- Facilitated a film crew working on a production for Adams National Historic Site Park.
- Completed 2011 training sessions for 25 USS Constitution personnel
- Conducted specialized training of VIP crew members
- Completed submission for *Friendship's* 2011 haul-out contract
- Maintained the ship in "ready condition"
- Practiced rescue boat drills
- Completed deck and rail repairs
- Completed repair of the "mizzen gallant mast"
- Completed the rehabilitation of *Friendship's* carved figurehead
- Crafted historically correct sailor's sea chests
- Down rigged the mizzen yards and mast for winter
- Inspected lifeboats and rescue boat
- Hosted about 20 educators during the passenger sail to Gloucester
- Welcomed 500 visitor aboard during BOST public boarding
- Welcomed 2,709 visitors aboard during public boarding at New York City.
- Continued the historic weapons group, which performs drills and fires salutes aboard the ship.
- Continued hosting lectures by the Small Craft Association at St. Joseph Hall
- The acting captain received training to become a lead for "Operational Leadership." To train the VIP crew and manage shipboard projects in accordance with "Operational Leadership" practices.

Additionally, the division continues to manage a variety of special park programs at SAMA. Staff issued over 25 special use permits at Salem. (Saugus staff issued 7 permits.) The events included weddings, corporate and nonprofit celebrations, lectures series, wine tastings, demonstrations, and a variety of community and neighborhood meetings. Events were held on board *Friendship*, in the period garden, at the wharves, the Salem Visitor Center, and St. Joseph Hall.

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 Marine Division also worked on Cooperative Agreements and Task Orders for Heritage Area programs, as well as serving as a board member for Historic Salem Inc., and Historic Derby Neighborhood Association. The Division Chief also sits on the board of the Salem Partnership.

Resource Stewardship

Natural Resource Management

Staffing: The Natural Resource Management Division is comprised of a Natural Resource Stewardship Manager (0.33 FTE), who was supported by two student interns (0.35 FTE) that work at the park one or two days per week. Volunteers assisted with various monitoring functions and the mitigation of invasive plants at Salem and Saugus.

Natural Resources at Salem Maritime

No major natural resource stewardship or science work occurred at SAMA in 2011. Projects that included some natural resources or management issues are:

- Working with the NPS Environmental Compliance and Response Branch, testing for surface and sub-surface contaminants in the soil at the lawn adjacent to Derby Wharf was conducted in 2011. This project integrates the predominant concern for public and staff health with protection of (fill) soils and the nearby marine environment. The project was initiated in 2009 when the site was listed in the NPS Environmental Disposal Liability database. Funding for the project was provided in 2010 (PMIS 155320), and a Site Assessment report was completed by a contractor. The report clarified that a portion of the area is subject to an Activity and Use Limitation (AUL) filed with the Commonwealth of Massachusetts, and also that the limited testing done in the 1980s was not sufficient to clarify the status of contaminants in the soils under the lawn area. The report recommended testing the soils and re-assessing the status of the AUL. Funding for a round of testing and follow up analysis was provided by the NPS Environmental Compliance and Response Branch. To complete this phase of the effort, the contractor is responsible to:
 - Delineate the lateral extent and thickness of the AUL soil cover area.
 - Characterize the AUL surface soil cover to assess whether contaminants are present and if concentrations are protective of human health.
- Re-characterize the contaminants in the AUL area subsurface material.
- Terminate the AUL based on foreseeable use (i.e., National Park), or the presence of fill material containing coal, coal ash or wood ash.
- If needed to support termination of the AUL, conduct a Method 3 Risk Characterization under the Massachusetts Contingency Plan (MCP) to assess whether contaminant concentrations are protective of human health (e.g., visitors, employees/day-to-day workers, and construction workers).
- Partners from Salem Sound Coastwatch coordinated the removal of above-ground portions of the invasive non-native perennial pepperweed (*Lepidium latifolium*) from Derby Wharf.

Natural Resources at Saugus Iron Works:

The park continued to coordinate a complex Multi-resource monitoring of the Turning Basin riverfront wetland restoration project area (PMIS 139046 and 135017). Conducting careful monitoring of the post-restoration conditions provides essential information for park staff and partners to consider additional management actions to protect the resources of the dynamic river-mudflat-wetland system. Much of the monitoring is required by project permits, but more than that, the NPS wishes to make good on the stated vision of this project to serve as a source of information for other urban estuarine restoration projects.

- Data collection, analysis, and reporting is being conducted through a three-way partnership among NPS, environmental consultant CH2MHill and scientists from the University of Rhode Island. Monitoring includes physical indicators such as water and sediment quality, river basin morphology, and tidal hydrology, biological indicators including anadromous fish, eel, benthic invertebrates and bird and mammal use, as well as photomonitoring of landscape conditions and scenery. Annual reports from both



partners were submitted to the park in 2011 and passed on to stakeholder agencies.

- As part of this effort, park staff continued to implement a systematic bird and mammal observation program, which in 2011 was expanded to include visitors, who were encouraged to participate as “citizen-scientists.” In order to facilitate visitor enjoyment of the park’s wildlife while also increasing the number of observations for the monitoring program, a colorful set of more than 40 identification cards of common park wildlife were created and made available for borrowing out of the park Visitor Center. Overall, the results from 2011 continued to show a dramatic increase in shorebird use in the restored tidal flats compared to pre-restoration conditions, which was one of the major goals of the restoration project.
- Control of invasive non-native plants in the floodplain wetland and adjacent upland riparian forest at SAIR was conducted by park staff and many partners, including a major Norway maple removal project that was conducted through an innovative partnership.
- The park received NPS funding (PMIS 147999) to remove invasive non-native Norway maples that had become co-dominant in the riparian forest along the Saugus River. The work was accomplished through an innovative partnership with the NPS Olmsted Center for Landscape Preservation (OCLP). Park staff wanted to make sure that the work was done using local ecological knowledge and with extreme sensitivity to park resources, and OCLP was looking for a location to conduct a pilot chainsaw safety training that they are developing for national use. Working with a combination of arborist contractors, arborists from OCLP, and staff from a number of NPS parks, more than 120 trees and saplings were removed and chipped during the week of May 2nd-6th. The work successfully improved conditions for the many remnant native trees and shrubs in the park’s only forested area.
- In partnership with the Massachusetts Division of Marine Fisheries and the Saugus River Watershed Council, population monitoring for spawning Rainbow Smelt and American Eel was conducted again in 2011. In addition, park natural resource staff coordinated the first year of a two-year project to document the exact locations of Rainbow Smelt spawning habitat through an egg survey. Community volunteers joined staff and agency partners to search and map spawning locations for these Species of Management Concern. The work will continue in February 2012.
- SAIR bio-tech staff provided hands-on displays of “river critters” at the park’s waterfront on weekend days during the summer and early fall.
- Long term Vital Signs Monitoring of Saugus River water quality and forest breeding birds was implemented through the NPS Northeast Temperate Network of the Inventory and Monitoring Program.
- The partnership with Saugus River Watershed Council (SRWC) was strengthened through fish, eel and water quality monitoring, participation in Turning Basin restoration project planning, SRWC hosting canoe rides at park events, and the park hosting the SRWC’s annual picnic and children’s festival.

This page: some of the amazing wildlife found at Saugus Iron Works.

NPS photos





Cultural Resource Management

Staffing: The Cultural Resource Management (CRM) division includes a Chief of Cultural Resources /Senior Curator, a Cultural Resource Manager/Curator, a Park Ranger/Historian, and a Museum Specialist.

This year the Park Ranger/Historian undertook a 120-day detail at Minute Man NHP, where she served as a Supervisory Park Ranger overseeing interpretive operations for the Interpretation Division as well as other duties. To fill in behind the Ranger/Historian, a volunteer transitioned to a part-time employee under the ENHA cooperative agreement and was later hired as a temporary emergency position. Volunteers contributed 885 hours to the division in FY 2011.

Many thanks go Kate Bittenbender, a seasonal maintenance worker that generously assisted with curatorial housekeeping tasks at the Iron Works House. Our thanks also go to Museum Services Center for their work re-housing Salem's archeological collection, to Betsy Igleheart for her work on the Salem's National Register Nomination Update, and to Richard Crisson for his assistance with historic compliance and the LCS update. Thanks also go to archeologist William Griswold for his oversight on multiple projects at both sites.

Preservation in Progress at Salem Maritime and Saugus Iron Works

Acquisitions: This year, David Kayser, Chief of Cultural Resources, worked with the Essex National Heritage Area to acquire an important and exciting find! – a 1656 fireback that was likely cast at the Saugus blast furnace. This is one of only seven firebacks cast at Saugus that have survived to the present. Purchased through a cooperative agreement with the ENHA, the fireback will be showcased in a new exhibit in SAIR's museum.

Museum Management: CRM staff accessioned and cataloged a total of 14,534 objects, completed submissions to the national catalog, performed annual inventories of museum property, cared for collections, maintained museum spaces, and answered 93 research requests from NPS staff and 33 requests from outside researchers. Other reporting included annual and biennial compliance reports for the SHPO and Regional Director.

Object Conservation: Thanks go to the NER Museum Services staff for their work to re-house 250 boxes of Salem's archeology collection, while Salem park staff re-housed 6 lf of archival documents. A tall case clock case in the Derby House was conserved by a contractor and returned to its exhibit. At Saugus, staff and volunteers re-housed 2 lf of resource management documents and continued work to create scanned copies of our archival photograph collections. These "use" copies preserve the original photos and facilitate quick search capabilities.

Improvements to Museum Spaces: The SAIR Museum Fire Suppression and Climate Control project (PMIS 118808) was completed this year. The project safeguards rare 17th-century objects on exhibit and in museum collections storage areas. A new museum security camera provides an extra level of security against vandalism and theft. Contractors installed a new linoleum floor at the 230 museum storage garage in Saugus. Many thanks go to the maintenance division for their invaluable assistance in moving hundreds of heavy iron objects into and out of temporary storage areas.

Exhibits: At Salem, contractors completed the installation of new world trade exhibits on Derby Wharf. These engaging interactive displays offer a variety of discovery experiences as visitors stroll along the wharf. Salem staff upgraded and improved the Public Stores exhibit and refurbished window displays at St. Joseph Hall. Staff also oversaw the redesign, digitization and production of SAMA's 25 wayside panels. The panels are prepared with QR codes for additional content displays via smart phones. In addition, staff contributed to planning the new Eastern National sales area exhibits at the National Park Service Visitor Center in downtown Salem.

SAMA/SAIR staff also finalized the design and production of 11 new text boards and completed their installation as part of an in-house interim exhibit redesign project. SAIR staff also painted walls and exhibit display cases to bring energy to the space and to underscore thematic story lines.

This year, SAMA commissioned its first entrance sign. Located near the head of Derby

New waysides and interactive exhibits on Derby Wharf were some of the accomplishments of the Cultural Resources team in FY2011



Wharf it features an etched granite block set with a ship's anchor announcing Salem Maritime National Historic Site.

Managing Cultural Resources: This year the CRM chief contributed to the development of a new Cooperative Agreement with ENHA that affords the parks and heritage area greater flexibility in facilitating public programs, such as *Friendship Sails* and education initiatives.

The chief also serves as the park's PMIS administrator and together with the Facility Operations Systems Specialist added approximately 30 new projects to the SAMA/SAIR database as well as prepared the database for 2013-2017 regional project reviews. He also serves as COTR for multiple projects. SAIR's curator is responsible for ensuring that all projects were entered into PEPC and received appropriate compliance review. (See Appendix B for a list of PMIS funded stewardship projects for which CRM staff provided planning, compliance or COTR oversight.)

Connecting People to Parks: The division's Park Ranger/Historian Emily Murphy serves as Salem Maritime's public affairs officer. She writes press releases, manages desktop publishing, and administers the park web site. She connects to youth and the digitally savvy through Facebook (309 followers) and Twitter (546 followers). She also publicizes Polish heritage items on Salem Maritime's web page

and blog. Park Interpretive Ranger Michelle Blees is the public affairs officer for Saugus Iron Works.

History Lessons: With a PhD in American Studies, SAMA Park Ranger/Historian conducts research on multiple historic periods relevant to SAMA, writes monographs, provides guidance for interpreters, and manages the library. At Saugus, the Museum Specialist conducts research, writes reports, and develops databases that capture historical data on many aspects of the colonial iron works and 20th century-preservation movement. A long-time VIP manages SAIR's library.

Scholarly Pursuits: With the help of Salem's Historian, the Salem's Polish Volunteer Group will be publishing a book on the city's Derby Street Polish neighborhood that encompasses Salem Maritime. The division also worked with the GPO to publish a book titled *The Roland Wells Robbins Excavations, 1948-1953* edited by archeologists William Griswold, PhD, and Donald Linebaugh, PhD. This volume presents research and analysis on SAIR's most significant archeological excavation in a way that is both meaningful to the academic community and highly accessible to the general public.

Salem staff also facilitated the publication of the McIntire Historic District Walking Tour brochure and the Witchcraft Trail site bulletin

in conjunction with the Witch House. Salem's Park Ranger/Historian also edited the Fame/Friendship promotional video and provided the voice-over narration for a Fame and Friendship education program.

Special Programs: Salem's Park Ranger/Historian gives many lectures and tours, often in the persona of Sophia Derby. This year her special programs included "Let Us Wait No Longer," a living history program about the Derby family and the beginning of the American Revolution, presented at the Old South Meeting House in Boston in cooperation with Minute Man NHP; Potent Potables: Rum, Wine, Beer and Cider in Colonial Massachusetts; a lecture presented to "The Hive," the living history volunteer training organization at Minute Man NHP

Salem's Park Ranger/Historian did a superb job in planning and managing the "British Encampment on Derby Wharf," which featured more than 100 re-enactors in full regalia. Over the course of one weekend in June, more than 3,000 visitors explored the encampment and participated in multiple activities. This was the first overnight event held at the site and it required extensive preparation to ensure a

safe and engaging experience for all. (See the Interpretation Section for a full description of the British Encampment)

The Park Ranger/Historian also served as the park's lead to research and plan events for the War of 1812 Bicentennial and is also involved in planning the sub-cluster's Civil War Sesquicentennial on-line exhibit.

Moreover, the Park Ranger/Historian worked closely with the director of Essex National Heritage Area to establish a Field Institute that encourages life-long learning. This involved working with a colleague to develop interpretive walking tours and working with a host of historians and others to produce a film on the 1962 witch hysteria. (For a full description see the Major Accomplishments Section)

In a Supporting Role: SAIR's Museum Specialist assisted the superintendent with research tasks, writing assignments, records organization, and phone/email management. She also supports the senior management team with note taking and other administrative duties. The division's chief serves as a co-leader of the Granite Sub-cluster Curatorial Work Group.

Opposite: The acquisition of one of the few known firebacks made at the Saugus Iron Works was a major coup for the Cultural Resources team.

NPS photo

Below: SAMA Historian Emily Murphy was an historical advisor on the ENHA-produced interpretive film "Salem Witch Hunt." Here, director Tom Phillips films Margo Burns, one of the scholars interviewed for the film.

Photo courtesy of the Essex National Heritage Area



RESOURCE AND VISITOR PROTECTION

Resource Protection

Staffing: The Resource Protection/Law Enforcement Division works to ensure the protection and safety of staff, visitors, and resources at Salem Maritime and Saugus Iron Works. The division is comprised of a commissioned Chief Ranger, a Visitor Use Assistant, and a commissioned Law Enforcement Ranger. A seasonal commissioned Ranger served in the division from July–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 2012.

While the Iron Works is located in 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 continues to work closely with the City of Salem and Salem Police Department in planning for events and in day-to-day operations. Staff is also responsible for coordinating the permitting and set up of demonstrators and food vendors at the annual Maritime Festival. The division also manages traffic and crowds and is responsible for administering first aid at all park events.

Safety is the top priority and the division reinforces safety consciousness through “safety moments” at SMT meetings, through frequent safety topic emails (courtesy of CACO), and through repeated safety “walk-through” inspections of work, office, and landscape spaces. In 2011, the division coordinated all-staff training in “Operational Leadership.” Our thanks go to Nichole Brown for her assistance with safety reviews of SAMA. The division also coordinates CPR and First Aid training for permanent and seasonal staff several times a year. There were no “loss time” injuries in FY 2011.

Salem Maritime staffers and their children participating in the Annual Haunted Happenings parade. The Haunted Happenings events in October bring thousands of visitors every day.

NPS photo



The following are among the division's resource protection accomplishments in FY 2011:

- Oversaw structural fire inspections of all buildings and the ship at SAMA and SAIR, which were conducted by a contracted expert
- Updated the Emergency Operation Manual
- Revised the parks' Key Policy
- Secured a contract with a security guard service and monitored their vigilance through spot checks at various hours of the night
- Provided training on operations, fire, and safety to permanent and seasonal staff
- Completed SAMA's HAZCOM - Emergency Action Plan.
- Attended Coordinated Statewide Emergency Preparedness Massachusetts (COSTEP MA) meeting, which assists Salem's cultural organizations with disaster planning.
- Handled safety/security during the month-long Haunted Happenings, which occurred without significant incidents or injuries.
- Held fire extinguisher training for 20 *Friendship* Volunteers
- Conducted "walk-around" safety checks on a weekly basis
- Secured the assistance of LE Rangers from neighboring parks to protect resources and ensure safety during Halloween weekend
- Oversaw the addition of new remote controls to arm the deck sensors on *Friendship*
- Oversaw the repair of the radio repeater at SAIR
- Updated the Superintendent's Compendium

- Supports *Friendship*'s arrivals and departures

Law Enforcement

In FY 2011, the division responded to a total of 415 recordable service calls, assists, and case incidents. Minor incidents of vandalism included graffiti on park fences and the lighthouse at Salem. At Saugus, a vehicle struck and damaged the park's entrance sign (hit and run) and two youth committed a series of mischievous actions in one day, including breaking reproduction crockery in the mill buildings and opening a water recirculation pipe, which resulted in washout flooding of a stone dust path.

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 following are among the division's Law Enforcement accomplishments in FY 2011:

- Continued taser program: purchased taser equipment and ensured that all park LE Rangers were trained in their use
- Completed Annual Law Enforcement Report
- Completed Radio Inventory
- Assisted MIMA during April events & LOWE events in July
- Completed Test/Track/Train (T3) database for the Secretary's Report on Law Enforcement Safety, Qualifications and Staffing

- Ensured that relevant staff completed fire-arms qualifications
- Handled a trespass incident by a sail boat owner (Thanks go to Regional Solicitor Tony Conte for his support and guidance.)
- Inspected AEDs monthly
- Provided training on operations, fire and safety for permanent and seasonal staff and VIPs
- Attended the Chief Ranger ALERT
- Attended an 8 hour Hazwopper Refresher
- Hired seasonal law enforcement officer to provide adequate coverage during the busy season
- Reinforced safety consciousness through weekly emails and SMT notes
- Distributed Yaktrax to several divisions for safe winter walking.

Visitor Safety and Security

- The division chief surveys the parks for potential safety issues and begins each SMT meeting with a summary of identified issues and leads discussions on resolution strategies.
- Organized a series of AED, CPR and First Aid training sessions and refreshers that were offered to all staff and volunteers at multiple times during the year.
- Conducted “walk-around” safety checks on a weekly basis
- Trained Interpretation and Volunteer Crew to use the ship’s handicap lift
- Participated in NER Safety Conference calls
- Conducted Quarterly Safety Inspections
- Helped coordinate Operational Leadership training Feb. 9th & 10th with 30 participants.
- Responded to a total of 415 recordable service calls
- Conducted regular walking and bicycle patrols to provide an accessible and visible LE/safety presence in the park
- Completed EMS training and purchased the Haz-com Training Kit to conduct EMS training for all staff in November
- Conducted practice fire drills at St. Joseph Hall and Hawkes House
- Maintained and restocked First Aid stations for multiple buildings at both parks and Friendship (AED’s, burn kits, jump bags and medical supplies)

Fee Collection:

The LE Division assists the Interpretation Division in 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.

PARTNERSHIPS AND VOLUNTEERS

Volunteer Program

There is no better way 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 our VIP program continued strong with Salem's volunteers contributing 21,272 hours and Saugus' volunteers contributing 1,812 hours. For FY 2011, the parks' Volunteer-In-Park workforce contributed a combined total of 23,084 hours, the equivalent of 11 FTE.

This year, the Northeast Region awarded two of our volunteers, George Brandenburg and Bob Grant, Excellence in Interpretation Awards!

VIPs worked in the following areas:

- Sailing and maintaining *Friendship*
- Special events (Maritime Festival, Haunted Happenings, Iron Pours, etc.)
- Visitor Center services
- Archival processing
- Library management

- Museum cataloging
- Historic research
- Wetland management
- Fish surveys
- Natural resource inventories
- Beach keeper program
- Garden maintenance
- Grounds landscaping
- Woodcrafting classes that produced manipulatives for interpretive programs

Volunteer appreciation events are held throughout the year with a holiday pot luck event as a big end of year get-together. A thank-you party was held for Haunted happenings volunteers and a "Friends and Family Sail" took volunteers and their guests for a day- sail aboard *Friendship* to the Gloucester Schooner Festival as a way to express our appreciation for their dedication to the parks.

Mary Jennings is one of the volunteers who help the rangers at the Salem Visitor Center to assist thousands of visitors annually.

NPS photo.



Partnerships

Throughout FY 2011, 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 many Saugus and Salem events and projects. (See the Introduction Section for a full description of our partnership with the Essex National Heritage Area.)

Eastern National: We are grateful to Eastern National's Director George Minnucci for his support for both parks and to Betsy Lind, Mark Kelly, Janet Teffer and Mary Price for their excellent management skills. We also appreciate their creative ideas for new sales items at both parks.

There was no data on EN sales at the time of this document.

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
- Continued support for the Historic Derby Street Neighborhood Association
- Participated in Saugus and Salem Holiday and Founder's Day events
- Conducted teacher workshops and living history programming in conjunction with MIMA
- Served on the Board of Directors for Salem Partnership, the Salem Education Foundation, North of Boston Convention and Visitors and Bureau, and other organizations

Salem Maritime staff worked closely with the city of Salem and its various agencies on several events and initiatives, including October's "Haunted Happenings," the Independence Day Celebration, winter holidays events, and the Maritime Festival. Saugus Iron Works staff worked closely with the Saugus' for Founder's Day activities. Staff also works closely with the following community organizations:

- The Salem Partnership
(Executive Director: Patricia Zaido)
- Destination Salem
(Executive Director: Kate Fox)
- Salem Main Streets
(President: Juli Lederhaus)
- Salem Chamber of Commerce.
(Executive Director: Rinus Oosthoek)
- Peabody Essex Museum
(Executive Director: Dan L. Monroe)
- Historic New England
(President: Carl R. Nold)
- North of Boston Convention and Visitors Bureau
(Executive Director: Sue Ann Pearson)
- City of Salem
(Mayor Kim Driscoll)
- City of Salem Police Department
(Chief: Paul F. Tucker)
- Town of Saugus
(Town Manager Andrew Bisignani)

Other Partnerships:

- Salem Maritime partnered with the Boys and Girls Club of Greater Salem, New England Aquarium, and the Essex National Heritage Area for ocean stewardship and *Friendship* education programs.
- 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 Salem Partnership on holiday events
- Participates in the park's annual Turning Basin meetings
- Saugus Iron Works worked with the Town of Saugus, Historic New England, Essex National Heritage Area, and 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.
- Held their annual picnic and children's festival at Saugus Iron Works

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

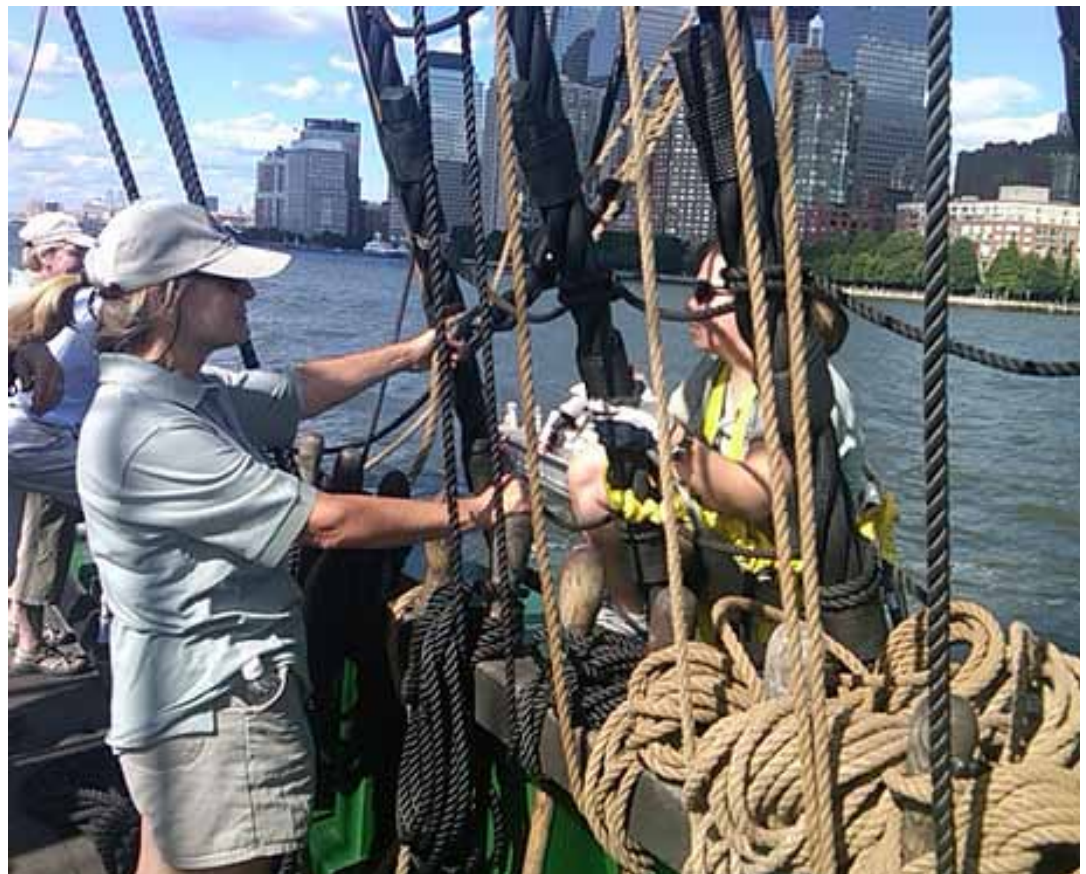
Cooperative Activities:

Saugus Iron Works strengthened its cooperative activities with the Saugus River Watershed Council (Executive Director: Joan LeBlanc). Members of the staff serve on the SRWC board and attend their meetings and events. The organization supports the park in the following ways:

- Massachusetts Division of Marine Fisheries
- Salem Ferry & City of Salem
- Salem Sound Coast Watch for Beachkeeper program
- Salem and Saugus Police and Fire Departments
- Worked with the park to monitor fish and eel populations, as well as to test water quality
- Participated in park ocean stewardship programs

Salem VIP Donna Hopkins spots another volunteer they begin to climb the rigging on *Friendship*

NPS photo.





CONCLUSION

Recap and Final Assessment for the Year

After 6 years of dedicated service to the parks and the community, Superintendent Patricia S. Trap bid us farewell this July. In November, staff welcomed Michael Quijano-West as our new leader and the community greeted him as a colleague, a partner, and a new resident. Our sincere thanks go to Rita Hennessy (APPA) for serving as the parks' interim superintendent. A four-day T-Map review headed by John Piltzecker and Linda Cook went very well.

Salem Maritime and Saugus Iron Works have tremendous potential to teach and inspire. For example, our tall ship traverses the centuries as it voyages to other ports, iron casting events fire imaginations, 'untold stories' bring relevancy for diverse students and visitors, and youth programs offer truly empowering learning experiences.

Youth Programs: This year, Jon Jarvis recognized our F_{IR}ST JOBS/Future Leaders program as a model for the National Park Service, and its program's manager Douglas Law received the Appleman-Judd-Lewis award for excellence in cultural resource management. Expanded to 25 diverse youth in FY 2011, the program taught participants a variety of preservation maintenance skills while addressing the parks' maintenance backlog. Our Maritime Arts and Trades program and Teacher-Ranger-Teacher internships provided meaningful vocational training for high school students that resulted in exciting visitor programming such as "iron pours" or resource improvements such as the newly carved ship's figurehead.

In another youth program, 16 diverse SCIP and YIP interns from urban parks throughout the northeast embarked on a passage to self-discovery as they sailed from Salem to New York City aboard *Friendship* during the "Youth Journey on the High Seas!" Participants stated that mastering a range of shipboard skills during the challenging 11-day odyssey was a truly transformative experience. The adventure fostered leadership, fellowship, service, and stewardship values. *Friendship* also hosted NPS dignitaries and an additional 70 youth for a Youth Summit and a sail around New York City's harbor. While in New York, the youth presented programs for about 2,709 visitors.

Education Programs: In FY 2011, education programs offered diverse school children opportunities to discover nature, to learn through thought-provoking experiences, and even to sail for the first time! These programs engaged students with place-based sensory experiences that brought abstract concepts to life and illuminated classroom curriculum. The Salem Educational Scholarship Fund, which was established through an anonymous donation, allowed the park to waive education program fees for Salem school children.

Programs include bringing Salem 5th graders onto Salem Sound aboard the Schooner *Fame*, exploring a sailor's chest aboard *Friendship*, discovering sea life and history at Derby Beach, and realizing the value of our modern democracy at Saugus. A new Teacher-Ranger-Teacher program at Salem makes youth aware of the ocean resources in their "front yard." The new Coast for Every Classroom program brings together community partners, school teachers and administrators, and park staff to create place-based professional development experiences for teachers.

In November 2011, the Mayor for the City of Salem requested that our education specialist work with Salem school educators to help turn around the Bentley School (K-5), which has been identified by the state as underperforming (or "Level 4"). The city has three years to improve school performance and believes that the NPS can be an important part of the solution to dramatically transform teaching and learning for their students.

Clockwise from top: The staff, volunteers, and young NPS'ers pause for a group photo on *Friendship*. SCIPs LOVE Saugus Iron Works! Young visitors are fascinated by a tortoise during the Curious Creatures family program. How to make a biologist very happy -- smelt eggs found in the Saugus River. Local musician Larry Young leads a program of sea chanteys on Derby Wharf. The Hawkes and Derby Houses in the snow.

Group photo by Stu Gralnik; others NPS photos.

General Overview: Our operational goals for FY 2011 were: Be safe. Be strategic. Be visible. We completed Operational Leadership training and implemented its practices. Safety awareness was incorporated into all aspects of our operations.

Salem visitation was up by 16.91% over FY 2010 with a total of 699,056 visitor contacts. Halloween visitation to the NPS Visitor Center increased by 8% over last year as we welcomed over 108,000 visitors during October. Saugus visitation was up by 18.91% over FY 2010 with a total of 47,138 visitor contacts. Education programs served 5,891 students and Junior Ranger programs served 3252 youth. We met our goals for visitor understanding and visitor satisfaction. The parks issued 32 Special Use permits. Salem Maritime generated \$63,254 in fees.

Visitation occurred without incident during the city's month-long "Haunted Happenings." The Maritime Festival, Independence Day Celebration, and the British Encampment in Salem and the Iron Pour and Founder's Day celebrations in Saugus were all exciting, crowd-pleasing, and safe events.

Volunteerism continued strong with VIPs donating 23,084 hours this year (equivalent to 11 FTE). From sailing a tall ship, to managing wetland vegetation, to working with museum collections, volunteers find rewarding work that contributes much to the park's viability. Volunteers are also our greatest advocates within the community. The Northeast Region awarded two of our VIPs, George Brandenburg and Bob Grant with the 2011 Excellence in Interpretation Award.

Strategic Operations: To increase operational efficiency, we strove to strategically reallocate resources to achieve maximum benefit. We hired more seasonal staff and intensified professional development and training efforts. This resulted in the design of 4 new interpretive programs that emphasize hands-on engagement. Moreover, 4 dynamic education programs use the power of place to reinforce curriculum. Programs include bringing Salem 5th graders onto Salem Sound aboard the Schooner *Fame*, exploring a sailor's chest aboard *Friendship*, discovering sea life and history at Derby Beach, and realizing the value of our modern democracy at Saugus. The new Coast for Every Classroom program brings together community partners, school teachers and administrators, and national park staff to create place-based professional development experiences for teachers.

Reallocation of resources meant some trade-offs. Regrettably, we were compelled to close the West India Goods Store in response to lagging Eastern National sales and we continued our policy of closing Saugus Iron Works from November to April.

Essex National Heritage Area: Rangers were visible in the parks and in our communities as we worked with numerous partners on stewardship actions and heritage events. We continue to work especially closely with the Essex National Heritage Area. Through a revised cooperative agreement, the ENHA supported the parks in myriad ways including hiring education consultants and First Jobs/Future Leaders program participants as well as supporting *Friendship* sails and other special events. New this year, Eastern National, ENHA and the parks established a Field Institute that enhances the parks' mission while providing a source of revenue that will help to sustain the ENHA at the sunset of its federal funding in 2012. This year the Field Institute produced an acclaimed film that is now playing daily at the Salem Visitor Center for a five-dollar admission fee.

In FY 2011, SAMA, SAIR, and the ENHA began visioning sessions for a joint Comprehensive Interpretive Plan that will explore ways to strengthen the interpretation of our shared themes and to present dynamic and relevant programming.

This year the ENHA and Salem Maritime received a grant of \$250,000 to purchase a Munson-style boat that will eventually transport passengers to Baker's Island Lighthouse Station. (The U.S Coast Guard transferred ownership of the lighthouse property to the ENHA in 2009.) Also,

the ENHA and the park curator worked in concert to acquire a 1656 fireback that is likely one of only seven surviving firebacks made at the colonial iron works at Saugus.

Healthy Parks: The parks offer students and visitors places to exercise mind and body in America's Great Outdoors. Their picturesque settings revive the soul, promote wellness, and present opportunities for water-based recreation. We engaged students in sailing Salem Harbor in cooperation with the Schooner Fame and offered opportunities to canoe the Saugus River in cooperation with the Saugus River Watershed Council.

Going Digital: We continue to improve exhibits and to expand our use of digital media (virtual tours, Twitter, QR codes, etc.) These technologies help to eliminate barriers to discovery for people with disabilities, foster independent learning, and allow us to better reach the 21st -century visitor.

Stewardship: In FY 2011, PMIS funded 23 projects that improved multiple resources, facilities, and landscapes, while the parks' maintenance division undertook numerous in-house projects. Natural resource monitoring for Saugus River Turning Basin Project continued with observations indicating a transition to a more coastal estuarine environment. The tidal erosion of Derby and Central Wharfs and insufficient strength of the Derby Wharf bollards continue as a significant concern.

Inter-agency Partnerships: Our inter-agency sail training program continued in FY 2011 with 25 U.S. Navy cadets from the USS Constitution learning to sail a tall ship aboard *Friendship*. The program is expected to continue in 2012.

Plans for celebrating the Bicentennial of the War of 1812 include *Friendship* sailing to Fort McHenry and possibly sailing to Nova Scotia. (*Friendship* was captured by the British off Newfoundland in 1812.)

The parks will begin a new chapter in FY 2012 under the leadership of Michael Quijano-West. We will be challenged to explore ways to empower staff to continue their high performance work within a more constricted budget. Guided by "A Call to Action," we will strive to "connect people to parks, advance the education mission, preserve special places and enhance professional and organizational excellence." We will continue to engage diverse youth and to reflect diversity in our workforce. We will be working closely with Salem educators to help turn around the city's failing schools. We will continue to engage partners and to support the ENHA and its work to extend the NPS mission beyond park borders.



Appendix A

My sincere thanks go to the entire staff for their work in carrying out our strategic vision. I appreciate their creativity and willingness to take on multiple duties to serve visitors and students and to further our mission to inspire life-long learning, engage partners, and provide stewardship for our resources. In particular, I would like to acknowledge the following that clearly went above and beyond:

My sincere thanks go to **Dave Kayser**, **Tim Thornhill**, and **Christine Mac Donald** for their rotating stints as the acting superintendent during the superintendent's travel and leave times. They met a variety of challenges and did a great job!

Dave Kayser and **Doug Law** continued their work as PMIS and FMSS managers (a.k.a. moneygrubbers.org). They also continued their COTR functions for multiple projects.

We especially commend **Doug Law** for his excellent work as the creator and primary administrator of our First Jobs/Future Leaders program

Again, it's Hip, Hip Huzzah for **Colleen Bruce**, **Jeremy Bumagin**, **John Pydynkowski**, **John Newman** and *Friendship's* outstanding **VIP crew** for their work to recertify the ship, to ensure successful navy training sails, and for making "Youth Journey on the High Seas!" such a great success. "Youth Journey on the High Seas!" demonstrated the ship's incredible power to capture imaginations and to reach young diverse audiences.

In addition to managing *Friendship* Sail events, **Colleen Bruce** secured \$250,000 in funding for a boat and services to transport visitors to Baker's Island Light Station!

Jeremy Bumagin is congratulated for a great year serving as *Friendship's* acting captain. He managed numerous at-sea trainings, events, and voyages; oversaw the ship's volunteer crew; and captained *Friendship's* longest voyage to date – under challenging weather conditions. **John Pydynkowski** is commended for directing an excellent youth arts and trades program with the Landmark School, and thanks go to **John Newman** for managing *Friendship's* historic weapons group among other duties.

Thanks go to **Colleen Bruce**, **Sheila Cooke-Kayser**, **Christine Mac Donald**, and **Dave Kayser** for their work to revise the ENHA Cooperative Agreement.

Thanks goes to **Tim Thornhill** for his work investigating greening strategies, preparing for the EMS, scoping the Visitor Center re-pointing project, and for exploring short term and long term remedies for erosion problems on Derby Wharf. Appreciation goes to Tim and **Jim Cormier** for their work on SAIR's Museum Fire Suppression and Climate Control project.

Maintenance staff, especially **Doug Law**, **Steve Abbott**, **Rick Saulnier**, **Jim Cormier**, and **Dave Bogdan** did a terrific job teaching our F1IRSTJOBS students the skills involved in historic woodcrafting, preservation methods, restoration techniques, proper tool use, and project planning and safety. Doug structured and scheduled the program and led various sessions to increase participants' professionalism. Jim Cormier led special BobCat trainings. **Dave Fernald** and **Shawn Twombly** did a terrific job maintaining our picture postcard landscapes and instructing FirstJobs participants in the use of grounds keeping equipment. A special thanks goes to staff for filling-in for the retired Angel Brascero at the NPS visitor Center.

Special thanks go to **Emily Murphy** for her many living history programs; especially for her superb job in planning and managing the "British Encampment on Derby Wharf;" her reenactment of Sophia Derby at various special events; and for her special programs "Let Us Wait No Longer," Potent Potables: Rum, Wine, Beer and Cider in Colonial Massachusetts" and "Ladies

of Refined Taste.” She managed the library, updated SAMA’s website, and issued press releases. Emily’s collaboration with ENHA in establishing the Field Institute has been invaluable. She worked with a colleague to develop interpretive tours and helped to create an exciting film on the witchcraft hysteria of 1692 titled “Salem Witch Hunt: Examine the Evidence,” which is now showing at the regional visitor center.

Curtis White did a great job filling-in for Sheila Cooke-Kayser as Chief of Interpretation and Education, as did Michelle Blees, who supervised operations to fill-in for Curtis. **Michelle Blees** continued to handle press releases for SAIR and she and **Keith Winer** worked to update the park’s website. She also represents the parks as a board member for several organizations. SCEP **Kathy Homan** is commended for taking on new duties to manage the Salem Visitor Center and to network with various community partnerships. Marty Fucio received high honors directly from the public as he received glowing letters of appreciation for his tours. Thanks go to the entire division for their innovative, engaging programming.

Special thanks go to **Sheila Cooke-Kayser, Maryann Zujewski**, and education consultant **Beth Beringer** for their superlative work in developing engaging, relevant, and exciting education programs. Education Specialist Maryann Zujewski and Beth Beringer receive high praise for their excellent work in collaborating with teachers and consultants to improve education programs and to create the new ocean stewardship program, “A Coast for All Classrooms.”

Michelle Blees, Sheila Cooke-Kayser, Curtis White, Mike Parr, Kathy Homan and consultant Barbara McGowan did an excellent job coordinating the revitalized Maritime Festival, as well as the festival sponsor event.

Thanks go to **Brandon Chamberlain and Colleen Bruce** for handling Special Use permits.

Thanks go to **Marc Albert**, last year’s winner of the National Natural Resource Management Award /Trish Patterson Award for Small Parks Award, and his biological technicians for their work monitoring the health of the Saugus River. Marc orchestrates a complex monitoring regime and communicates findings to an array of regulatory agencies. Marc also leads a citizen stewardship program to mitigate invasive vegetation and to survey biological systems within the parks. Marc is also coordinating contaminant testing at Derby Beach and bacteria testing in the Saugus River.

The LE division managed safety and protection for special events and day-to-day operations throughout 2011 and helped to organize the Operational Leadership training. Special thanks go to **Mike Parr** for his work on illegal trespass incident and to Mike and **Kevin Ulery** for implementing the taser program. Thanks go to **Ellen Christiansen** for her work on fire safety management, her work with Interpretation, and for managing the CFC.

Christine Mac Donald and Shelly Rodgers did a great job implementing critical personnel and administrative functions, including hiring 41 seasonals! My sincere thanks go to Christine’s team for investing many long hours in managing the budget and closing out the year successfully. Thanks also to Christine for developing creative solutions for bureaucratic problems.

Thanks go to **Carl Salmons-Perez, Curtis White, Rick Saulnier, Emily Murphy, Dave Kayser and Janet Regan** for their work on refurbishing SAIR’s museum exhibits. Dave and Emily completed the World Trade exhibits and new waysides on Derby Wharf.

Thanks go to **Janet Regan** for her support of the Senior Management Team and the Superintendent.

Thanks to **Dave Kayser** and the ENHA for their work in acquiring a 1656 fireback that was likely produced at the Saugus blast furnace.

Appendix B

FY2011 PMIS Funded Projects

Purpose	Project	Amount	Status
Protect/Preserve Resources	Pedrick Store House: Fire Protection & Mech. Systems (PMIS 117496)	\$71,703	Funding secured in FY 2011; work expected to resume in 2012
Protect/Preserve Resources	Install Mechanical, Electrical, and Rigging Support Systems (PMIS 117496 C&D)	\$50,000	Funding secured in FY 2011; work expected to resume in 2012
Protect/Preserve Resources	Install Museum Fire Suppression and Climate Control (PMIS 118808)	\$671,902	Completed 2011
Protect/Preserve Resources	Restore Cultural Landscape -North Side (PMIS 17796)	\$100,201	Completed 2011
Protect/Preserve Resources	Re-point Derby House (PMIS 134900)	\$133,659	Completed 2011
Protect/Preserve Resources	Plan Hawkes House Rehabilitation for Energy Efficiency (PMIS 147530 B&C)	\$88,500	Planning begun 2011
Protect/Preserve Resources	Replace West India Goods Store Windows (PMIS 13498A)	\$60,000	Completed 2011
Enhance Visitor Enjoyment	Replace Visitor Center Carpeting (PMIS 106813)	\$75,890	Completed 2011
Protect/Preserve Resources	Replace Public Stores Fence (PMIS 163947)	\$98,330	Expected completion date Nov 2011
Enhance Visitor Enjoyment	Install New Pump Motor (PMIS 125384)	\$5,600	Completed 2011
Protect/Preserve Resources	Replace Sluiceways at Historic Blast Furnace and Mill (multiple projects) (PMIS 143313)	\$354,354	Completed 2011
Protect/Preserve Resources	Repair Brick Walls of Salem Visitor Center (PMIS 170710)	\$370,756	Work begun Oct 2011
Enhance Visitor Understanding	Reformat and Digitize Wayside Exhibit Panels (PMIS116333)	\$18,000	Completed 2011
Enhance ADA Accessibility	Rehabilitate Upper Parking Area, Add Bus Pullover (PMIS 163949 A&B)	\$165,328	Planning & compliance begun in FY 2011 ; work expected to begin in 2013
Enhance ADA Accessibility	Modify Paths to Meet ADA Requirements (PMIS 171172 A&B)	\$271,092	Planning & compliance nearing completion: Implementation expected to begin in spring 2012
Enhance Visitor Enjoyment	Design and Install Park Entrance Signs (PMIS 115172)	\$32,500	Completed 2011
Manage Natural Resources	Invasive Tree Control in Riparian Forest (PMIS 1477999A)	\$30,000	Completed FY 2011
Engage or Employ Youth	Expand First Jobs (PMIS 15713B)	\$85,000	Completed 2011
Enhance Education program	Develop New Components for Existing Education Programs (PMIS 162937A)	\$7,920	Completed 2011
Enhance Visitor Understanding	Plan and Fabricate World Trade Exhibits (PMIS 70183)	\$230,000.	Completed 2011
Protect/Preserve Resources	Re-house Archeological Collections (PMIS 124870 A-C)	\$30,350	Completed 2011
Enhance Visitor Understanding	Produce Wayside Exhibit Panels (PMIS 176253)	\$7,359	Completed 2011
Enhance Visitor Understanding	Coordinate 'Friendship of Salem' and War of 1812 Sailing Adventure (PMIS 177764)	\$60,000	On-going
Enhance VIP Program	Enhance SAMA Volunteer program (PMIS 084170)	\$10,000	Completed 2011
Protect/Preserve Resources	Conduct Marine Survey for 'Friendship of Salem' (PMIS 171202)	\$16,224	Scheduled for FY 2012

Protect/Preserve Resources	Haul out, Inspect, Clean, and Repair 'Friendship of Salem' (PMIS 171206)	\$63,327	Completed early 2012
Engage or Employ Youth	Connect Youth and Families to Maritime Heritage (PMIS 168060)	\$20,000	Completed 2011
Enhance VIP Program	Sustain SAIR VIP program (PMIS 856621)	\$3,000	Completed 2011



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Salem, MA 01970
978-740-1680
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Saugus Iron Works National Historic Site
244 Central Street
Saugus, MA 01906
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