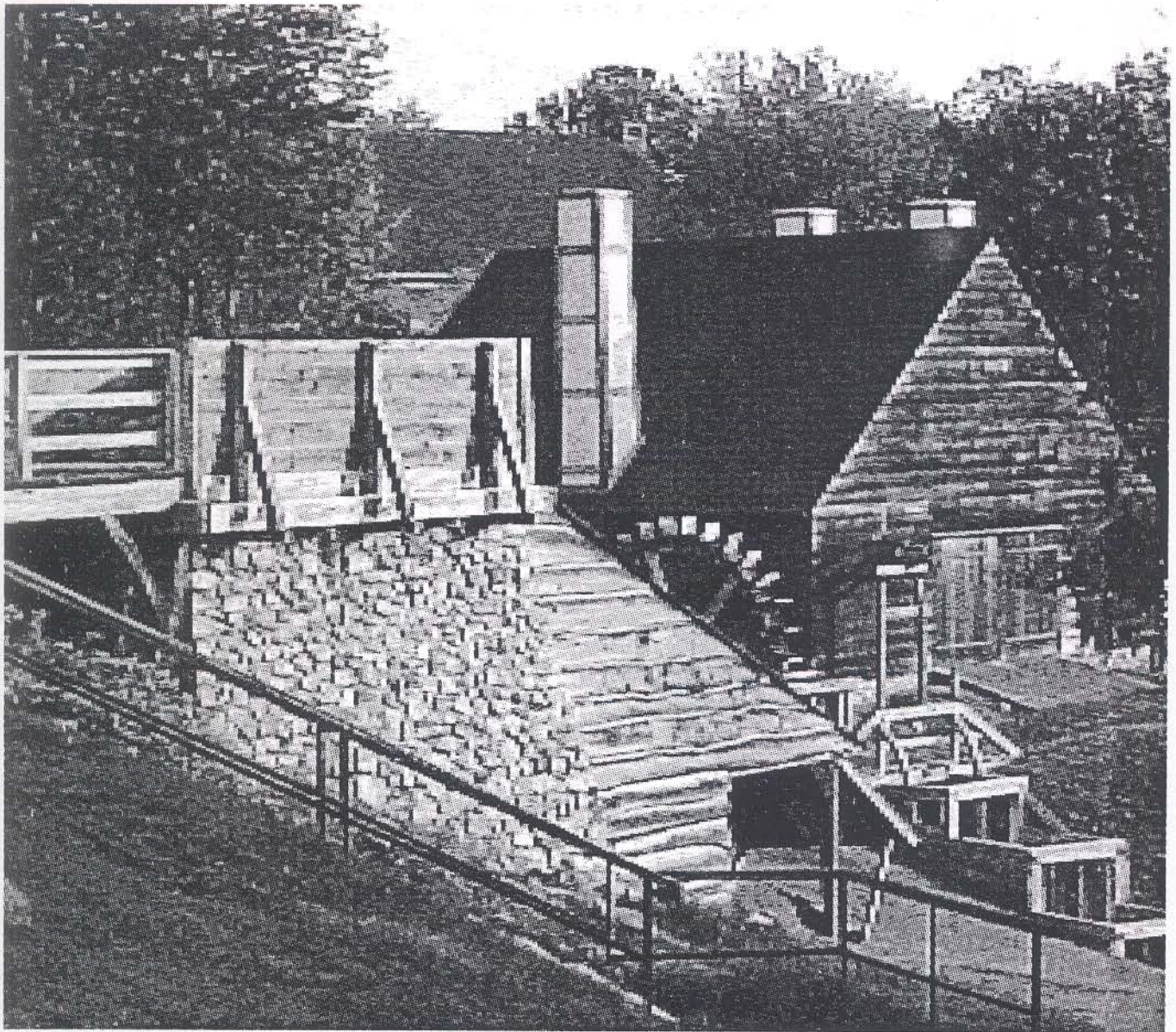


LONG-RANGE INTERPRETIVE PLAN

SAUGUS IRON WORKS NATIONAL HISTORIC SITE 2001



NATIONAL PARK SERVICE



LONG-RANGE INTERPRETIVE PLAN

**SAUGUS IRON WORKS NATIONAL
HISTORIC SITE
MASSACHUSETTS
2001**

**PREPARED BY
DEPARTMENT OF THE INTERIOR
NATIONAL PARK SERVICE**

**Saugus Iron Works National Historic Site
Staff and Partners**

**Harpers Ferry Center
Interpretive Planning**

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INTRODUCTION

Walking through the gates of Saugus Iron Works transports the visitor to the seventeenth-century. At Saugus Iron Works, the integrated production of cast iron and wrought iron took place for the first time in the New World. The park setting, with its historic structures, archeological sites, museum collections, and compelling working reconstruction, sets in motion an opportunity to explore the role of iron in the development of the United States. Despite its short life, the Saugus works introduced a complex and demanding technology into what was still a roughhewn world.

The Saugus River flows next to the Iron Works, originally powering water wheels attached to each building. Early investors chose this site because the river provided both power and transportation. Surrounding woodlands provided charcoal and other raw materials. Surrounded by an urban/suburban environment, today's park serves as a haven for birds, waterfowl, and small mammals, as well as a peaceful retreat for visitors. The small size of the park lends itself to family use, and the park offers something for everyone in a short amount of time.



Fireback found in Maine produced in 1655 at Saugus Iron Works

THE PLANNING PROCESS

The goal of the interpretive planning process is not the creation of a plan. The ultimate goal is the development of a cost-effective, tightly focused, high quality park interpretive program that effectively addresses all audiences and achieves management goals.

This Long-Range Interpretive Plan (LRIP) recommends actions that should occur over the next 8 - 10 years. It identifies park themes, describes visitor experience goals, and recommends a wide array of interpretive services, media, programs, and outreach activities to communicate in the most efficient and effective way the park's purpose, significance, themes, and values. It will join a park-produced annual interpretive plan and interpretive database to

make up a comprehensive interpretive plan for Saugus Iron Works National Historic Site.

Work on this LRIP began in the summer of 2000 when the Harpers Ferry Center interpretive planner visited the park to meet with park staff and become familiar with park resources. Park staff then selected the planning team to include members of the park staff, other National Park Service staff, park partners, and other resource experts. The planning foundation - purpose, significance, themes, and visitor experience goals - was developed in a two-day interpretive planning workshop that took place in Saugus in September 2000. Specific recommendations on how to accomplish the planning foundation were developed in a second workshop in January 2001.

Barring legislative changes or major new research, the planning foundation expressed in this LRIP - purpose, significance, themes, and visitor experience goals - will remain constant over the life of this plan. Specific recommendations about media and programs may need to be updated as staffing, funding, technology, or resource conditions change. Further design documents will need to be prepared to implement some of the goals and recommendations in this plan.

BACKGROUND

Saugus Iron Works National Historic Site is located in Saugus, Massachusetts, ten miles north of Boston. The park, containing 8.51 acres, is located in a residential community just outside the center of Saugus. It preserves the archeological and historic sites, structures, objects, and the reconstructed historic scene associated with the first successful iron works in America, which was in operation from approximately 1646 to 1670.

The site was originally restored by a combination of private and nonprofit interests and later turned over to National Park Service management. In 1915 to 1917, antiquarian Wallace Nutting, a major exponent of the colonial revival, restored the Iron Works House to its seventeenth-century appearance and used it as a part of his enterprise of manufacturing early American reproductions. In 1946, a grass-roots organization, the First Iron Works Association (FIWA), succeeded in acquiring the house and the adjacent Iron Works industrial site, and it opened the House as a public museum. From 1948 to 1953, with funding from the American Iron and Steel Institute, FIWA hired Roland Robbins to archeologically investigate and reconstruct the colonial iron-making plant, which opened to the public in 1954. FIWA recycled a blacksmith shop, erected by Wallace Nutting, for use as a museum, and in 1952, added an annex to expand exhibit space in this building. In 1968, facing a funding shortage, FIWA donated to the National Park Service the majority of lands, structures, and objects that today constitute Saugus Iron Works National Historic Site.

A General Management Plan for Saugus NHS has been under development since 1992. The recommendations in this plan are based on the preferred alternative of the General Management Plan.

The Superintendent and several other staff of Saugus NHS are shared with Salem Maritime National Historic Site. Saugus Iron Works NHS is one of many historic and natural sites in Essex County that form the Essex National Heritage Area, designated by Congress in 1996.

LEGISLATIVE BACKGROUND

- Saugus Iron Works National Historic Site was established by Congress on April 5, 1968 to "preserve in public ownership the first sustained integrated ironworks in the Thirteen Colonies."
- The Essex National Heritage Area was designated on November 12, 1996. It includes a 500-square mile area between the Atlantic Coast and the Merrimack Valley, including Saugus Iron Works National Historic Site. The Heritage Area contains thousands of historic sites and districts that illuminate colonial settlement, the growth and decline of the maritime trade, and the development of the shoe and textile industries.



Roland Robbins, measuring 500 pound hammer found in forge at Saugus Iron Works

PURPOSE AND SIGNIFICANCE

PURPOSE

The **purpose** of Saugus Iron Works National Historic Site, based on legislation, is to:

Planning focuses first on why a park was established and what conditions should exist there before delving into details about specific actions.

- preserve and interpret the archeological sites and features, the historic and reconstructed structures and scene, and the museum collections associated with America's first sustained, integrated, and successful iron works.
- assist in the interpretation and preservation of resources related to the three themes of the Essex NHA: the early settlement of the United States, its emergence as a maritime power, and its subsequent industrial development.

SIGNIFICANCE

Saugus Iron Works National Historic Site has national **significance** for the following reasons:

- The site's resources are the best evidence and demonstration of the earliest development of iron manufacturing in colonial America, and the technology used was dispersed throughout the colonies and was critical to the development of iron manufacturing in America.
- Saugus Iron Works National Historic Site is the southern gateway to the Essex National Heritage Area, which provides thematic linkages to thousands of historic resources in the Essex County.
- The site's resources are prominent examples available for public interpretation of the colonial revival and historic preservation movements in the first half of the twentieth-century.

INTERPRETIVE THEMES

Meaningful interpretation doesn't cost anything; it just requires a theme.

Primary interpretive themes are those ideas or concepts that every visitor should understand. They are the key ideas through which the park's nationally significant resource meanings are

conveyed to the public. These themes provide the foundation for interpretive programs and media at the park. The themes do not include everything we may wish to interpret, but rather the ideas that are critical to a visitor's understanding of the park's significance. All interpretive efforts should relate to one or more of the themes, and each theme should be addressed in the overall interpretive program.

Primary Themes

1. Saugus's seventeenth-century iron works helped lay the foundation for America's modern industry by transferring and dispersing iron-making technology and skilled workers from the Old World to the New.
2. By manufacturing and exporting finished and semifinished goods rather than raw materials, Saugus Iron Works was an early example of the New England economic self-reliance that later challenged the emerging British imperial system.

Secondary Themes

3. Saugus Iron Works National Historical Site illuminates the techniques of the early preservation movement and the role of the National Park Service in the stewardship of cultural resources.
4. In contrast with our stereotypes of Puritan society, at Saugus, the iron works displayed interaction among a diversity of ethnicities, religions, and social values, including those of indigenous peoples, that we think of as characteristic of America.
5. Saugus Iron Works is one of the earliest industrial activities to have an environmental impact on the American landscape.

VISITOR EXPERIENCE GOALS

Visitor experience goals describe what physical, intellectual, and emotional experiences should be available for visitors to Saugus Iron Works National Historic Site. These experiences will be available to visitors of all abilities, including those with visual, auditory, mobility, or cognitive impairments.

Visitors to Saugus Iron Works will have opportunities to:

- Experience a seventeenth-century operating ironworks including: imagining the noise and dirt that accompanied iron-making, seeing the strength of water power, and hearing the sounds of the machinery operating.
- Experience a park-like setting (open space, green areas, vistas, and a respite from suburbia and urban setting) in a portion of the park.
- Walk through a seventeenth-century house and begin to understand how the Massachusetts Bay Colony gentry lived.
- View original seventeenth-century material that has resulted from archeological investigations and have a hands-on experience to help discover how we know what we know.
- Feel a sense of shared stewardship and connection with seventeenth-century life.
- Make a connection between the museum collection and the activities of the ironworks.
- Interact formally and informally with park staff and volunteers.
- Acquire information and material to help them learn about the themes before and after their visit.
- Learn about park themes in ways appropriate to their age and ability and, access information about other sites that have similar themes.
- Have their visitor comfort needs met (restrooms, water, seating).
- Have a safe visit.
- Find the park easily.

"Visitor experience" is what visitors take from a park. It is everything that visitors do, sense, feel, think, and learn; it includes knowledge, attitudes, behaviors, and values; it is affected by experiences prior to the visit and affects behavior after the visit. Interpretive planning describes desired experiences, and recommends ways to facilitate those experiences.

VISITOR EXPERIENCE GOALS

- Be properly oriented to the site, the region, and other theme-related resources in the area.
- Be oriented to the Essex National Heritage Area.
- Have an opportunity to experience the area's natural setting.
- Make a connection to the Saugus River and its uses and changes through time.

VISITOR & AUDIENCE PROFILES

Saugus Iron Works visitors and area residents have a wide range of interests, expectations, and abilities. Saugus Iron Works received approximately 23,000 visitors in 2000. Visitation statistics are based on a ranger count of visitors passing the orientation booth. Visitation has remained relatively constant over the years.

The average visitor stay is one or two hours, with shorter average visits in the winter, when the wheels are not operating and when there is the likelihood of inclement weather. Heaviest visitation (78%) occurs from May through October. Most park visitors are on the way to some other destination and therefore are on a time schedule.

No formal study or survey of visitors has been conducted at Saugus Iron Works. The list below is a summary of current or potential audiences for interpretive programs. The statements about park visitors are generalizations based on staff observations and are meant only to give an idea about park visitors and audiences.

"Drop by" visitors form the majority of Saugus Iron Works visitors. These visitors, both families and individuals, are usually on their way to Salem or other destinations north of Boston. Many see park signs on the highway or are referred by the American Automobile Association or other tour books and stop by the park to see what it is. These visitors represent all fifty states and many foreign countries.

School groups visit the park usually in late spring and early fall. Most are from local schools and spend two to three hours visiting the site and participating in the park's education programs. The park also receives a considerable number of home-schooled children. Special study groups from local universities also visit the park, usually as part of a specific curriculum.

Subject matter enthusiasts and researchers come to the park for very specific reasons, whether to view a seventeenth-century house, to learn colonial techniques of iron making, or to research an ancestor who worked at the iron works. For many, the park is almost a shrine. Museum collections attract researchers in the fields of industrial archeology, Native American prehistory, colonial iron making, colonial settlement, genealogy, seventeenth-century architecture, and the twentieth-century preservation movement.

Recreational users use the park for walking dogs, walking, or picnicking. Summer evening concerts, presented in conjunction with the Saugus Youth and Recreation Department, also attract recreational users. Most recreational users are local.

Virtual visitors may never physically visit Saugus Iron Works for economic, accessibility, or other reasons. However, they still have an interest in the park and may wish to learn about park themes or enjoy "armchair" visits to the park.

Local and regional residents visit the park in disproportionately small numbers. Most visit once in their lives, if ever, and often only when they have visiting family or friends in town.

Under-represented audiences include mobility-, visual-, and hearing-impaired audiences. Because much of the site is not physically accessible, the site does not attract a representative sample of elderly individuals. Regional minority residents or regional residents for whom English is not a first language generally do not visit the park. People who rely on public transportation also do not generally visit the park.

EXISTING CONDITIONS

SUMMARY

Visitors to Saugus Iron Works experience a seventeenth-century house and a water-powered iron making plant, through original and reconstructed features. Demonstrations of iron making skills bring the experience to life, and tours of the Iron Works House show how the Puritan gentry lived. These interesting experiences are not necessarily utilized to their full potential to explain the story of why the Saugus Iron Works was important to this nation's development.

PREVISIT INFORMATION

Information about Saugus Iron Works National Historic Site is available on the park's website, through the mail, and by telephone. Information is also available on the Essex National Heritage Area website and from other historical attractions in the local area. Excellent signs direct visitors to the site from most major highways. The signs are a major way that potential visitors know the site exists.

ONSITE PROGRAMS AND FACILITIES

Visitors arrive at the parking lot, park their vehicles and walk through the entrance gate. Large, attractive signs establish the National Park Service presence and indicate that Saugus Iron Works is part of the Essex National Heritage Area (ENHA). Visitors can see the seventeenth-century Iron Works House from the entrance and parking area, though it is somewhat obscured by trees in season.

Visitor Contact Station and Arrival

A small visitor contact station along the park's entrance path was originally erected by FIWA and altered by the National Park Service. The contact station contains an information desk and a small Eastern National sales outlet. In general, visitors receive a warm reception and a personal and intimate experience at the contact station because the park is small and visitation is low. However, there is little in the contact station to orient visitors or introduce the park themes.

The visitor contact station serves as the southern gateway for the Essex National Heritage Area. However, most visitors do not understand what ENHA is or how to take advantage of it. The little information available on ENHA is self-serve, in the form of brochures. If visitors ask, staff can provide a wealth of information about ENHA sites. Outside the contact station, a wayside exhibit provides a good introduction to the park and its significance and provides a park map.

Iron Works House

The restored seventeenth-century Iron Works House contains period furnishings depicting the domestic life of the Puritan gentry. The house also has displays on colonial architecture and on the colonial revival of the late nineteenth and early twentieth-centuries. The house is open only on guided tours, which are available only once or twice a day; therefore, visitors do not have much access to the house. Many visitors do not understand why the house is not open and why there are not more tours when they see staff present.

Tours of the Iron Works House last approximately 30 - 45 minutes. Some interpreters give informational rather than thematically based interpretive tours. For example, many interpreters cannot resist the temptation to give a furniture and architecture tour, missing the opportunity to link the House to the Iron Works and to the larger site significance.

Two rooms of the house contain exhibits on colonial architecture and the colonial revival of the late nineteenth and early twentieth-century. Again, these exhibits are not well connected thematically to the Iron Works. Because the House is open only on guided tour, most visitors do not see these exhibits.

The Iron Works House annex, added by Wallace Nutting in 1917, serves as the park's administrative offices.



Saugus Iron Works House

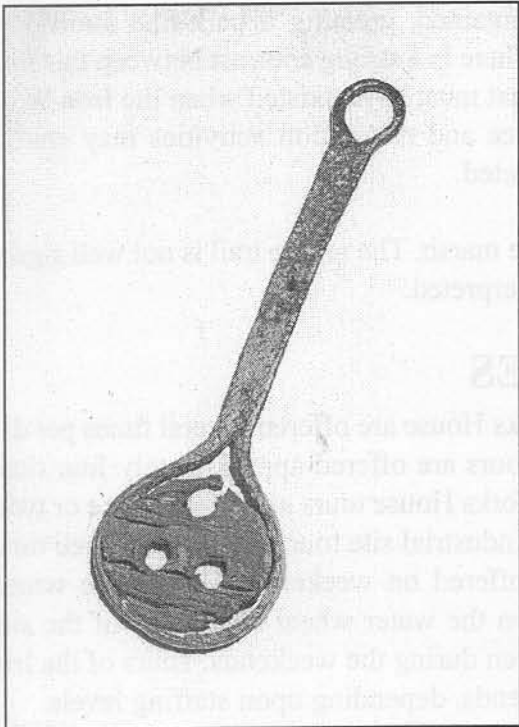
Museum

The site's museum building exhibits hundreds of archeologically recovered tools, equipment, and objects from the Iron Works. In 1954, the First Iron Works Association added the museum. The museum building, originally a blacksmith shop, was converted to an exhibit area and expanded by FIWA. The museum building provides wonderful smells and an appropriate visual atmosphere to display artifacts. Visitors like the museum, even though the museum building is in poor condition, the exhibits are outdated, and museum standards are not met for exhibited and stored collections. The exhibits are somewhat disjointed, with no clear story line or themes. Most of the exhibits focus on the process of making iron, rather than the context in which the Iron Works was operating. Many artifacts on display are not labeled. There is no opportunity for changing or dynamic exhibits, except for a small changing exhibit case in the museum auditorium.

An 8-minute slide show on the seventeenth-century Iron Works and the site's twentieth-century restoration history, is available in the museum's small, informal auditorium. The audiovisual, while outdated, provides a good introduction to the site and the process of making iron. The audiovisual equipment often fails and other educational audiovisual materials are not readily available. The auditorium is the only indoor room where groups can meet; therefore, there is competition for the use of the auditorium when groups are present and other visitors want to see the slide show. Because the lighting is so low in the auditorium, it is difficult for visitors to see the exhibits and diorama located on the auditorium walls.

Industrial Site

Extant seventeenth-century site resources include the Iron Works House, slag pile, stone trough, and various exposed archeological foundation ruins, such as the Joseph Jenks site. The reconstruction of the colonial industrial plant includes a blast furnace, forge, slitting mill, pier, and warehouse. Seven working waterwheels operate equipment to demonstrate the colonial iron-making process. These original and recreated structures and settings interpret the colonial Iron Works operation, from the harvesting of raw materials to the shipping of finished products. There are major accessibil-



ity issues for the site - mobility impaired visitors cannot get down the hillside to the industrial site.

Visitors can explore the industrial site on their own or on a guided tour. Some visitors are reluctant to commit to a tour; however, the tour is essential to an understanding and appreciation of the Iron Works. Staff operate various machinery during the tour, provide descriptions of what it would have been like to work at the site, and generally bring the site alive for the visitor.

Visitors who explore the site on their own must rely on wayside exhibits to understand the Iron Works. While visitors seem to read the waysides, and the waysides are good, they do not have nearly the interpretive power of the guided tour and demonstrations.

Technical problems with fixing and replacing machinery mean pieces of the machinery are often out of service. For example, the rolling mill has not been functioning for three years.

Landscape

The site's major landscape features were severely altered in 1957, when a dam breach north of the property caused massive in-fill of silt to the site's restored harbor. A brackish marsh dominated by invasive species has since grown up around the now-channelized river. The marsh obscures the reconstructed turning basin and its role in the original iron-making operations; this reduces visitors' ability to imagine how the Iron Works operated.

The grounds are meticulously maintained, creating a park-like atmosphere with manicured lawns and shrubs. There is a strong contrast between this managed landscape and the landscape that must have existed when the Iron Works was operating. Ongoing maintenance and restoration activities may confuse visitors because they are not interpreted.

A short nature trail begins next to the marsh. The nature trail is not well signed, is not well advertised, and is not interpreted.

PERSONAL SERVICES

Tours of the site and of the Iron Works House are offered several times per day. During the summer, one-hour site tours are offered approximately four times per day and 30- to 45-minute Iron Works House tours are offered once or twice per day. During the spring and fall, industrial site tours are offered three times per day and two house tours are offered on weekends. During the winter, below-freezing conditions shut down the water wheel operations of the site; however, industrial site tours are given during the weekends. Tours of the Iron Works House are available on weekends, depending upon staffing levels.

School Programs

Saugus Iron Works provides a variety of school programs geared toward different ages. These include "The Iron Works Tour," "Meet the People," "Mystery Rocks," "Simple Machines," "Colonial Ironmaking," and "What is it?" All programs have connections with the Massachusetts Curriculum Frameworks. The park works closely with museum educators throughout the Essex National Heritage Area to develop and implement school programs and publications linking theme-related sites.

Staffing

Saugus Iron Works currently has the following interpretive staff:

Chief of Interpretation and Education, GS- 12 (shared with Salem Maritime NHS)

Park Ranger Interpreters (2) GS-9, (1) Park Guide GS-5

Seasonal Park Ranger Interpreters (5) GS-4 and 5

Volunteers supplement this staff.

Permanent and seasonal staffs need interpretive training that is theme-based and site-specific. Interdivisional cooperation and communication needs greater emphasis.

ISSUES AND INFLUENCES

The following issues could be addressed through interpretation.

Safety issues

- The site's industrial character and location presents a variety of tripping hazards and hazards associated with industry, such as machinery and moving parts. Abundant goose droppings make it easy for visitors to slip.
- The water wheels require careful supervision to be operated in a safe manner.
- Yellow jackets frequent the park, particularly around garbage cans and wood surfaces. Carpenter bees are a perceived safety threat to visitors.

Visitor-related resource issues

- Occasional illegal collecting of plants and wildlife, slag, and archeological materials occurs.
- Vandalism occurs, but is not widespread.

Other resource issues

- The museum building is in need of repair.
- Ongoing preservation and maintenance projects and activities may confuse visitors and need to be explained to the public.
- Development in the view shed, outside the park boundaries, compromises the historic scene.
- There is a lack of access to the Iron Works House - approximately 8% of visitors to the park enter the house. There are long gaps between tours of the house and of the site, so many visitors choose to leave rather than wait for a tour.
- Pollution related to the slag pile and the river is of concern to park staff and visitors.

RECOMMENDATIONS

The following is a description of programs and media proposals designed to realize the visions, objectives, themes, and visitor experiences previously described for Saugus Iron Works National Historic Site. The discussion of each program or media proposal identifies its purpose, special considerations, and sometimes the suggested themes or methods of presentation. However, the methods of presentation are merely suggestions and should not limit creativity in the media design stage.

Interpretive planning analyzes all needs and recommends a wide array of interpretive services, facilities, and programs to communicate in the most efficient and effective way the park's purpose, significance, and values.

The team considered recommendations for both the short-term, using existing facilities and budgets, and the long-term, when the General Management Plan (GMP) is implemented and facilities are rehabilitated.

SUMMARY

The park will continue to provide the excellent personal touch and services that it has in the past. Personal service programs will be tied into the themes of this document. These personal services will be augmented with better orientation services, improved exhibits and audiovisuals, increased access to the Iron Works House, and increased opportunities for self-guided visitors.

PREVISIT INFORMATION

Information about Saugus Iron Works will continue to be available by mail and phone. A recorded phone message with directions to the park will be added to the park phone system. Directional signs to the park are excellent. There are a few inaccuracies, which will be corrected, and park staff will continue to maintain the signs.

Website

The website will be expanded and revamped to include the following information:

- Printable directions to the site.
- Translations of basic information into other languages.
- A page about each interpretive theme described in this document, including information specific for different age groups.
- Links to the following types of information:

- Geneological database of people related to the Iron Works
- "Lineage" of the development of technology
- Other preservation websites and houses from the seventeenth-century
- Other iron works sites, such as Hopewell Furnace and Western Pennsylvania sites
- Sites that have items made at the Saugus Iron Works
- Local environmental sites that deal with the Saugus River or other natural resources related to the Saugus story
- Primary documents from the iron works period (charters, letters)
- A "virtual collection" with photos and text about articles in the collection
- A "virtual" ask-a-ranger program where students and adults can interact with park staff and ask questions.

ONSITE PARK FACILITIES AND SERVICES

The draft preferred alternative of the GMP calls for some changes to the visitor experience at Saugus Iron Works. Among other changes, the visitor parking lot would be re-designed and slightly expanded, and an overlook of the Saugus River provided. The current contact station would be removed, and its functions transferred to the rehabilitated Iron Works House Annex and Lean-To. Visitors would thus enter the historic area from the redesigned parking lot and come face-to-face with the striking façade of the Iron Works House. Paths and plantings would guide visitors entering the house through the Annex. This access point and the first floor of the house would be made accessible. Inside the Annex, staff, orientation materials, and a small sales area would greet visitors. The Iron Works House would be made available on a self-guided basis. Both the Museum building and the exhibits would be rehabilitated. The auditorium would be made available for showing a new film and for educational groups. The path from the House and Museum to the Iron Works industrial area would be made accessible.

Arrival

Once the GMP is approved and implemented, the location of the entrance gate will need to be changed and clear signs developed to direct visitors to the Annex. Paths will need to be kept clear of ice and snow. The National Park Service arrowhead will be prevalent at the entrance and throughout the site.

The park will wait for the proposed Cultural Landscape Report to help determine how to manage the landscape at the park. There are pros and cons to keeping the area as a manicured green space or trying to restore it to some sem-

blance of the seventeenth-century scene. As a possible management alternative, some portions of the landscape could be restored to something like their appearance in the seventeenth-century, while others could be managed as manicured lawns.

A wayside on the bluff overlooking the industrial site will interpret the twentieth-century reconstruction of the seventeenth-century scene. This will help visitors understand that the buildings they are seeing are a twentieth-century reconstruction of a seventeenth-century resource.

Throughout the site, trashcans will be covered to reduce yellow jacket activity and hand-rails will be varnished to reduce splinters. Signs at the entrance to the park will have positive messages encouraging resource protection.

Visitor Contact Station and Orientation

While the orientation function is occurring at the contact station, chairs and benches will be added outside for visitors to relax or read publications. A short (3-minute) orientation film will be developed and shown in the contact station. The film will be short enough so that a visitor could comfortably watch it standing up, although seats will be available. The film will quickly answer the questions -What is Saugus Iron Works? Why were the Iron Works important? What structures are original? What is there to see here? The film will not give specific information on how to visit the park - this would come from changeable exhibits and contact with staff.

When the GMP is implemented, orientation will move to the Annex. At this point, benches and chairs would be made available outside and inside the Annex area. Simple orientation exhibits will be developed to orient visitors to the site and to Essex National Heritage Area. The Eastern National bookstore will be moved into the Annex as well.

Inside the orientation area - whether in the current contact station or in the Annex - the following changes are recommended. A good local area map will be developed or acquired for distribution to visitors to help them find other sites in the area, Essex NHA sites, or other National Park Service sites. Park staff and volunteers will receive a good orientation to other area sites so that they can provide visitors with accurate information. The park will continue to carry brochures from other sites that are thematically related. A computer terminal will be made available to visitors so they can link to related websites as well as generate maps and driving directions to other area attractions. When the Iron Works House is not open to the public, staff will direct visitors to other seventeenth-century houses in the area they can visit.

A good map of Saugus Iron Works NHS will be developed to help visitors visualize and navigate the site.

Publications

All publications will meet ADA requirements for large print. Translations of the park's most common brochures will be made available in other languages. The park's map and guide will be rewritten at the next opportunity to better represent the themes of this document.

Additional recommendations for publications include:

- A park handbook that would introduce all the park themes and serve as a good souvenir from a visit.
- A site bulletin about each theme.
- A junior ranger program with activities for children, such as finding architectural details.
- An age-appropriate guide to the site developed for different ages.
- A self-guided tour of the Iron Works House.
- A site bulletin about the slag pile could be developed.
- A site bulletin about carpenter bees and yellow jackets for distribution during the time they are active.
- Identity cards for distribution to visitors for their use onsite that would give visitors a specific identity of a person that worked at the Iron Works. This would help personalize the experience at the site.

Eastern National's scope of sales will be revised based on the themes in this document. Sales items on the themes will be made available for all ages and in a variety of price ranges. Sales items about the Saugus River will be made available.

The Iron Works House

Themes 3 and 4 will be interpreted at the Lean-To and the Iron Works House.

The Lean-To adjacent to the House will be used as an exhibit area when the GMP is implemented. The exhibits about Wallace Nutting currently in the House will be rehabilitated to connect to theme 3 and moved to the Lean-To when it is opened. A "family tree" of preservation could be incorporated. A map could depict other seventeenth-century houses in the area that are open to the public.

When the GMP is implemented, the House will be made available on a self-guided basis and the first floor made physically accessible. The self-guided tour could be accomplished through publications or through exhibits interspersed through the House, or through introductory exhibits on the first floor followed by furnished rooms on the top floor. The self-guided tour should help visitors understand how both the Massachusetts Bay gentry lived as well as how the ironworkers and other people of the time lived. The exhibits would also help visitors understand the diversity of ethnicities present at the Iron Works. The tour could show how the ability to make iron allowed or facilitated the construction of a house such as the Iron Works House.

Stationed interpreters, cameras, or some other form of monitoring will be necessary when the House is open on a self-guided basis to ensure resource damage does not occur. Volunteers could be utilized to staff the House.

In the short-term, the number of house tours will be increased. A model of the Iron Works House with a lift-off top could be used for virtual interpretation for mobility impaired or for when the House is not open.

Museum

A sign on the side of the museum will interpret why the museum building is in the condition it is in and explain future plans for the building.

In the short-term, the park will implement their current plan for modest revisions to the existing exhibits. The park has plans to rehabilitate the museum building in the next few years. Planning for major exhibit rehabilitation should occur simultaneously.

Overall the exhibits should address themes 1, 2, and 4. The exhibits will need to be more hands on and interactive than the current exhibits. Real artifacts will be used where possible. Artifacts that are used will be "grounded," that is a description of where they were found and how they were used will be provided. A full diversity of the types of products made at Saugus will be exhibited.

Specific exhibit ideas include:

- An exhibit that compares Native American items with European items to show what life was like before iron (themes 4 and 1).
- An exhibit introducing real individuals from the Iron Works. This would orient visitors to the variety of peoples at the Iron Works, the variety of ethnicities present, and the variety of jobs necessary to keep the Iron Works running. Where possible, head-phones and real quotes would be used (theme 4).

- An exhibit that builds the stereotype of a Puritan then dispels it using the case of the Iron Works (theme 4).
- A timeline that would include the development of iron technology, what else was happening in the world, the type of iron products that were being used in the world, and the types of products that could be made using iron products. This timeline could include maps of how iron technology was dispersed, where ironworkers came from and went to and when, or maps of where other iron works were located in the colonial period.
- A map of the trade routes showing where iron went to in the context of other common exports in the seventeenth-century.
- A collage of iron items, or objects made using iron items that would have been common in the last four centuries.
- An exhibit that compares the monetary cost and the time necessary to acquire iron products that were made locally at Saugus versus those imported from Europe.
- Exhibits that show the actual correspondence between Britain and the Iron Works over the years (theme 2).
- "Fantastic facts" about the Iron Works and iron.
- Sound buttons for visitors to hear some of the sounds of the Iron Works in action. This could be tied into the existing Smithsonian model of the Iron Works.
- An interactive kiosk allowing visitors to find information on the themes of their choice.
- Exhibits color-coded by theme, as are the exhibits in the Salem Regional Visitor Center.

A rotating exhibit space will be set aside so that the park can display temporary exhibits, such as one on the First Ironworks Association, or to show more items from the park collection.

Theater

A new 15-minute interpretive film will be developed to introduce the park's primary themes and focus on themes 1 and 2. The film might include a few shots of the Iron Works in operation to serve as a "virtual" tour for the mobility impaired or visitors who arrive during the off-season. The film could include some graphic animation to bring the Iron Works alive and help visitors imagine what the Iron Works would have been like in the seventeenth-century. The film also may include a few shots inside the Iron Works House. Footage

from the American Iron and Steel Institute film could also be used. The film will answer some of visitors' common questions, such as "What was the world like at the time of Saugus Iron Works?," "Why did the iron works fail?," and explain why a self-reliant economy was so important to political independence. If possible, loaner copies of the film would be available for use by educational groups, and the film would be made available as a video sales item. The film would be shown in the rehabilitated auditorium. When school groups were utilizing this room, the film could be shown on the monitor in the Annex.

The Industrial Site

As previously mentioned, when the GMP is implemented the Industrial Site will be made physically accessible. Unobtrusive signage would be developed to address safety issues. Community volunteers could be recruited to help with safety on guided tours. Throughout the industrial site, temporary interpretive signs will be posted to interpret ongoing preservation and maintenance work. Benches will be added throughout the site for visitors to sit and relax.

A self-guided tour with a brochure could be developed for the industrial site for those visitors who arrive outside of a regularly scheduled tour or who prefer to visit the site on their own. An audio tour could also be developed. Staff will continue to rove the industrial site to provide spontaneous interpretation, answer questions, and monitor visitor safety.

A wayside exhibit will be developed to interpret the Saugus River and its role in the Iron Works (theme 5). It could include drawings or photographs of the river in the seventeenth-century versus the twenty-first-century. A wayside exhibit for the slag pile will also be developed interpreting theme 5.

Nature Trail

The nature trail will be rehabilitated. Interpretive materials relating to theme 5 will be developed and presented either through a self-guided brochure or through wayside exhibits. An "adopt-a-trail" sponsor could be found to help develop and maintain the nature trail. Better signage will direct visitors to the nature trail from the Annex/House area.

Offsite

Offsite wayside exhibits could be developed for placement at sites where resources used at Saugus came from, such as Nahant. Agreements with the landowners would need to be developed.

PERSONAL SERVICES

A ranger or staff member will continue to be available to welcome visitors to the contact station or the Annex. The ranger will orient visitors to the site and give them an introduction to the park themes. All programs will include a safety briefing.

Industrial Site tours will focus on themes 1 and 2. Where possible, tours will help visitors imagine the sights, sounds, and smells of the Iron Works. The tours will also highlight the skills that were necessary (and rare) at the time of the Iron Works. First person interpretation about theme 1 could be incorporated into the site tour. It would be very difficult to do a complete tour in first person.

House tours will focus on themes 3 and 4. Debates about theme 2 could be staged, or could be filmed and incorporated into the park film. First person interpretation about theme 4 could be developed and presented in the Iron Works House.

"Read an artifact" programs could be developed that would help visitors understand how we know what we know about Saugus Iron Works or other archeological sites. Where possible, replica artifacts will be acquired for use in programs.

Community Outreach

Parks cannot survive as islands. Many resource issues transcend park boundaries and need the support of local and national audiences to be effectively addressed. This is particularly true at parks such as Saugus that are located in the middle of established towns, adjacent to private land and modern development, and subject to growth pressures outside the park.

The park will work with the existing local, state and special interest news, and media publications to send out information on the park's themes, park activities, resource issues, and events. The park will compile a database of media agencies and publications to use as a mailing list. The information could be sent out in a variety of formats, including a regular newsletter, press releases, or media packets. This list will include other professional preservation societies to help increase their understanding of Saugus's role in the preservation movement and Saugus's resources.

A series of articles could be developed for the local paper on the park's themes, as well as about the Saugus River, advertising park programs, or promoting the existence of the nature trail. Informational articles will be written and sent to

professional magazines and journals to increase awareness of Saugus's resources. A newsletter could be developed for Saugus area residents that contain updates on what the park is currently doing to preserve and interpret Saugus Iron Works. The park will continue to work to host special conferences and training related to park themes, such as the recently hosted Ironmasters Conference.

Ranger introductions will be presented before each summer concert. The ranger would welcome the audience to Saugus Iron Works and explain what Saugus is and why it is a National Park. Activities could be developed for presentation during concert intermissions. Temporary exhibits about park themes could be developed and put into place before, during, and after the concerts. Information about park themes will be printed on the concert programs.

Education Program

The park will expand and alter the existing education program to reflect the themes in this document.

In consultation with local teachers and school districts in Essex County, Saugus Iron Works will review and revise its education plan to reflect targeted themes and their relationship to Massachusetts's frameworks and appropriate grade levels. The plan will also identify the needs of educators and schools, and how these needs can be met through the park's resources and distant learning programs. Homeschool teachers, public and private school educators, curriculum coordinators, the Essex National Heritage Commission education representatives, faculty from Salem State College or other colleges, museum educators, and students will continue to work closely with the park to ensure active and relevant educational programs. The park will explore the possibility of expanding its partnering with other institutions for theme related educational programming.

All educational programs tie in with park themes. Once the theme and goals of a new program are established, the park will need input from the schools and teachers to determine the most effective way to deliver the message. Newly developed programs will need to include pre- and post-visit activities, but could also include ranger visits to the classroom, onsite programs, and an activity guide for self-directed programs, traveling trunks, or teacher workshops and training. New programs could include offsite or web-based educational programs.

Once the programs are established, the park will need to contact schools detailing how Salem's educational programs can help them meet curriculum requirements. When groups arrive on site, park staff will meet with the group leaders to brief them on safety issues and rules of conduct. Resource protection messages will be reinforced.

Several specific ideas for educational programs were suggested during the interpretive planning process. These ideas will need to be evaluated in light of the above considerations:

- Connect theme 3 to natural resource preservation curricula.
- Use existing curricula on theme 5.
- Create an environmental learning center at Essex National Heritage Area or at Saugus Iron Works.
- Develop kids programs that focus on what finished versus unfinished goods were and why the distinction was so important for trade (theme 2).
- Develop "preservation is recycling" programs about theme 3.
- Explore further archeological programs for kids that teach them about archeology and why protection of archeological resources is important. Tie school activities into any ongoing archeological work onsite.
- Develop traveling trunks about themes 1 and 4.

Staffing

To fully implement the proposals in this plan and to meet the National Park Service objectives of providing for visitor enjoyment and the long-term protection of resources, the staff dedicated to interpretation and education will need to increase. Staff time will be necessary to implement many of the capital improvements recommended in this plan.

One additional ranger interpreter or guide would allow the park to offer considerably more tours of both the House and the Industrial Site. A special event and volunteer coordinator is needed and could be shared with Salem Maritime NHS.

The park will recruit additional volunteers. Where possible, staff or volunteers with language or sign language skills will be recruited. Equipment and training needs for interpretation should be documented.

PARTNERSHIPS

Implementation of elements of this interpretive plan depends on the continuation and expansion of existing partnerships and the development of new ones. Some of these cooperative efforts have been proposed in other sections of the plan but will be summarized here.

The park will develop partnerships with Hopewell Furnace and other iron works sites in Pennsylvania, Connecticut, Maine, and other states to share resources, graphics, and information.

The ultimate outcome of planning for national parks is an agreement among the National Park Service, its partners, and the public on why each area is part of the National Park System, what visitor experiences should exist there, and how those conditions can best be achieved.

The park will continue to partner with the Saugus River Watershed Council and Saugus Action Volunteers for the Environment (SAVE) to protect and interpret the Saugus River.

The park will continue to partner with Essex National Heritage Area and its affiliated sites to interpret the site's themes, coordinate programming, share training opportunities, and market programs. Partnership with other National Park Service units through such efforts as the Boston Area Parks Strategy can expand audiences through joint marketing, can enhance and enrich the program offerings at the cooperating parks, and can improve awareness of the National Park Service in the Boston area.

Cooperating with local schools and educational institutions will be critical to the success of the park's educational programming. The park will work with local colleges to develop internship programs, work-study programs, or curriculum relevant for college students.

The partnership with Eastern National will be important for the development of educational materials about the park. This partnership will help tell the park story, develop interpretive activities and programs, develop interpretive sales items, and support research.

Partnerships with the town of Saugus and with local landowners will be important to resolve regional growth planning issues and to promote local stewardship.

THE PLANNING TEAM

Saugus Iron Works National Historic Site

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Victoria Earll, Park Ranger

Rae Emerson, Chief of Interpretation and Education

David Gavenda, Park Ranger

Steven Kesselman, Superintendent

Peter D. LaChapelle, Chief of Visitor Services

Lisa Larson, Park Ranger

Elizabeth Marcus, Administrative Officer

Curtis McKay White, Park Ranger

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Park Partners

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Jenny Beaujeau, Lynn Heritage State Park

Kathy Forbes, Saugus resident

Annie Harris, Executive Director, Essex National Heritage Area

Timothy Hawkes, Town Meeting Member/Tree Committee

Betsie Lind, Regional Manager, Eastern National

Tammy Rosenblatt, Home Schooler

APPENDIX I

Accessibility

Every attempt will be made to promote full access to interpretive media and programs to ensure that people with physical and mental disabilities have access to the same information necessary for safe and meaningful visits to National Parks. This is in compliance with the National Park Service policy:

"...To provide the highest level of accessibility possible and feasible for persons with visual, hearing, mobility, and mental impairments, consistent with the obligation to conserve park resources and preserve the quality of the park experience for everyone."

NPS Special Directive 83-3, Accessibility for Disabled Persons

All interpretation will follow general standards for accessibility as described in the Harpers Ferry Center Programmatic Accessibility Guidelines for Interpretive Media.

APPENDIX II

References Used

National Park Service, Department of the Interior

Draft General Management Plan, Saugus Iron Works NHS, 2000

Exploring the Real Thing; A Guide to Educational Programs at
National Park Sites in Massachusetts, 1999

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