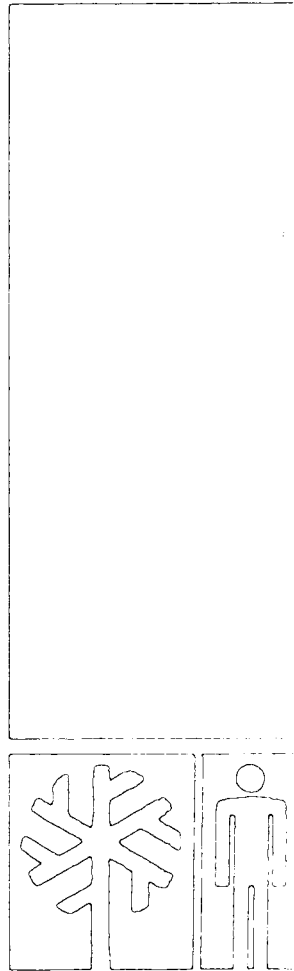


**interpretive prospectus**

**SAUGUS IRON WORKS**

**NATIONAL HISTORIC SITE / MASSACHUSETTS**



**Recommended**

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June 11, 1970

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**Approved**

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June 11, 1970

**interpretive prospectus**

# **SAUGUS IRON WORKS**

**NATIONAL HISTORIC SITE / MASSACHUSETTS**

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## **INTERPRETIVE THEMES**

Within twenty years of the settlement of Boston in 1630, a small group of men led first by John Winthrop the Younger and then by his successor, Richard Leader erected, on the shores of the Saugus River, America's first successful, sustained, and integrated ironworks.

The Hammersmith Ironworks is often thought to be the forerunner of American "big business" because of its technological integration of furnace, forge, and slitting mill, operating with almost assembly-line precision. However, Hammersmith's real value lay in the catalytic role it played in Puritan New England, its function as a training school for men who went on to other places and built up a fair share of the colonial American iron industry and its claim to many American "firsts."

Hammersmith was in many respects a "first American company town" where a story of conflict, between imported hard-drinking and stubbornly independent ironworkers and their fanatically religious Puritan neighbors, can be seen as similar to that process which has been repeated a hundred times, in a hundred places in subsequent American history.

Various individuals among the ironworks people have been, or deserve to be, awarded "firsts" of their own. John Winthrop the Younger has often been called America's first scientist. His successor, Richard Leader, has considerable claim to the title of America's first engineer. And an employee Joseph Jenks got the first machine patent awarded in America.

These are some of the important roots of the Hammersmith Ironworks. These roots are deep and in them we see signs and portents of the future. In them we see the effects of using fine equipment and sophisticated technology on a virgin wilderness only gradually yielding to agriculture.

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## **INTERPRETIVE OBJECTIVES**

The primary objective is to reinforce the interpretive themes and to provide visitors of all ages with an understanding of the origins, development, and operation of this 17th century ironworks and its significance as a prototype for today's iron and steel industry.

However, we should also keep in mind that because of the technological complexity of the processes that took place at Hammersmith, we do not want to

be guilty of throwing thousands of facts at our visitors, to drown them in a sea of trivia. In-depth interpretation of these processes should be made available to the visitor but should not envelop him. Since young people in school groups and families will compose most of the visitors, particular attention should be given to making the interpretation and demonstrations meaningful to them.

Secondary to this, our other objectives become:

To provide the visitor with some idea of what the park is all about and how to go about visiting it.

To enable the visitor to see replicas of the original machinery in operation and participate, if they so desire, in some of the processes, such as nail-making.

To show the visitor what life at Hammersmith was like. How these iron-workers, mingling with their farmer neighbors in the hundred contexts of a frontier settlement, influenced the shape of the whole community effecting change as they were themselves changed. Finally, to recognize that there are environmental messages in this story, as well as elements of courage, skill, and daring which enabled Hammersmith to become, truly, the forerunner of "Big Business."

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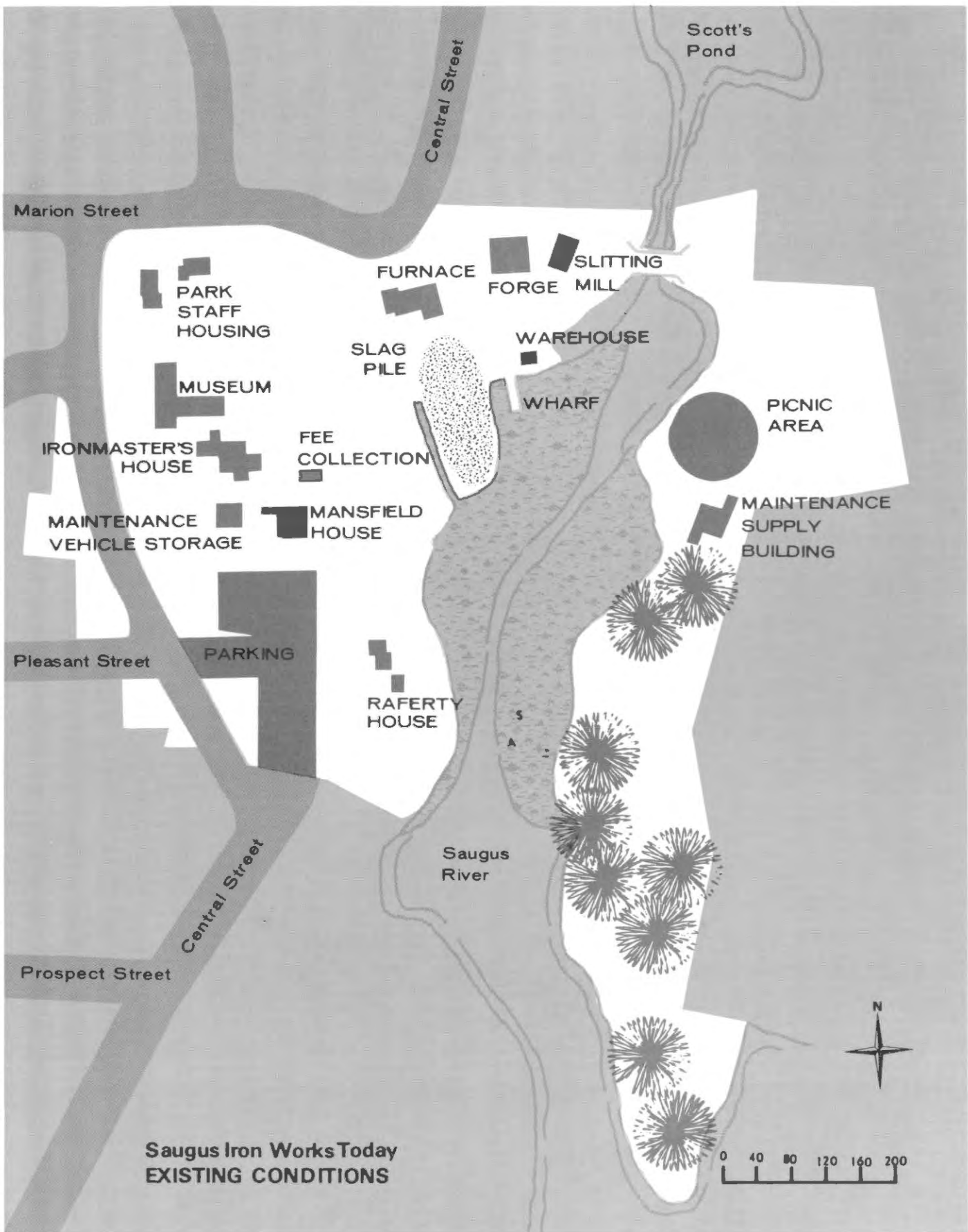
## **TODAY'S VISIT**

If we place ourselves in the shoes of today's visitor (which is most likely to be a family or a school group) setting out for an afternoon of enjoyment and a chance to see history come to life within a National Park, we find upon reaching our destination the only entrance to these restored Ironworks of 1650, "birth-place" of America's iron and steel industry, closely guarded by a modern-day chain link fence.

Proceeding through the gate, to the entrance station, we pay our fee and are able to purchase interpretive literature, these two functions are handled by a uniformed National Park Service employee who serves us from behind a sliding glass window.

From the contact station, we are taken by tour, to the temporary museum, which is a frame barn, brought to Saugus by Wallace Nutting in 1915, and a makeshift addition added on to the existing structure in 1954, by the Iron and Steel Industry when they completed reconstruction of the Iron Works.

Once inside we are able to see exhibits, containing artifacts recovered from excavations, panels tracing the evolution of the iron and steel industry, and a slide program on ironmaking at Saugus.



**Saugus Iron Works Today  
EXISTING CONDITIONS**

Upon leaving the museum we go to the Ironmaster's House, which we are told, was restored in 1917 by Wallace Nutting and is dated about 1646, making it one of the earliest homes in Massachusetts. The house in itself is an experience, as it is furnished with antique furniture including many valuable early American pieces; practically none, however, are of the ironworks period.

With the completion of the tour of the Ironmaster's House, we are finally taken to see what we think we have come to Hammersmith for, the reconstructed Ironworks Buildings. The buildings themselves, we are told are authentic reproductions of the original and are composed of Blast Furnace, complete with charging bridge and Casting House, Forge Building, housing the fineries and chafer, Rolling and Slitting Mill, water wheel driven gears, and warehouse and wharf where the finished products were stored and shipped to Boston.

Although we are not allowed to get too close to the machinery and must listen very carefully lest we miss parts of the explanation of how this complex technological wonder of the past changed bog iron ore taken from the ground to nails, slats, and rods, we are still able to see how water, wheel, and shaft interacted to aid man in performing some of the more laborious tasks needed in the manufacture of wrought iron.

Following our tour of the Ironworks Buildings, we are shown the partially excavated Joseph Jenks area where using the water from the furnace water-wheels, this man, once a worker at the ironworks, built his own business using the products of the forge and his own inventiveness.

The remainder of the grounds consists of several park type benches, two residences and a picnic area, where we are able to relax and see a courageous river being choked to death by a domineering marsh.

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## **TOMORROW'S VISIT**

Once again let us assume the guise of a visitor, this time a future one, starting out for an afternoon at Hammersmith with the purpose of developing a proposed interpretive program as we go.

### **"Who," "Why," and "How"**

Before we start on our excursion let us take a few moments to reflect the type of visitors. "Who," "Why," we are interpreting Hammersmith and "How" we are going to interpret it.



As was mentioned previously, young people in school groups and families compose most of the visitation of today. This same type will be the "who" of tomorrow, with the following qualifications:

Seventy percent of tomorrow's visitors will be families coming to the park, not so much to see how iron was made in America in the seventeenth century, but rather to see an "idea" which in the fullness of its meaning is a link between the generations of men in their continuing search to be "at home" in their world. The parents of tomorrow will bring themselves and their children to Saugus to give them an assurance of a "sense of place." For in these times of war, turmoil, and technological change it's important for a father to say to his son "it all began at Independence Hall or Saugus Iron Works, and I was there." And as result, I am a little more an American.

Thirty percent of tomorrow's visitors will be children, coming by chartered bus as part of a cooperative agreement between the greater Boston School Systems and the park.

A flexible system of interpretation is proposed, geared to the seasons and the types of visitors expected. During the winter months, November through March, when visitation to the area is minimal; we plan to make the main medium of interpretation, a publication perhaps a revised minifolder, which would contain a self-guiding map of the area telling what to see and do, illustrations, and a brief discussion of the themes and objectives of the park.

During the months April, May, September, and October, when the visitation is mainly school groups coming to fulfill a "need" to see history come alive, the primary interpretive method will be personal guided tours, incorporating demonstrations and publications as aids on a limited basis.

However, in the summer when visitation is maximum, the park will really come alive. The primary service offered will be on-the-spot interpretation of each facility by costumed interpreters with as much visitor participation as possible. Secondary to this, the staff on hand will offer guided tours if desired and full-time demonstrations in all three Ironworks Buildings with some of the actual processes being performed.

### **Signing**

Since we can get to the park by either going north or south on Route 1, there should be approach signs for the park located at the proper exits off this route. These signs should be products of the National Park Service overall sign program for Interpretive Signs and Markers and should contain the symbol for the Saugus Iron Works. The actual signing must be worked out with the State.

Once on the proper cut-off road to the park the existing signs and markers are meaningful to both understanding and locations, but should be redesigned to conform to the sign program developed for the park.

Arriving at the park the entrance sign should be relocated to a point on the parking area, which is the first thing you come to when arriving at the park, and should request visitors to pull off Central Street for parking. State the name of the area, its custodianship, its hours of operation and include the park symbol.

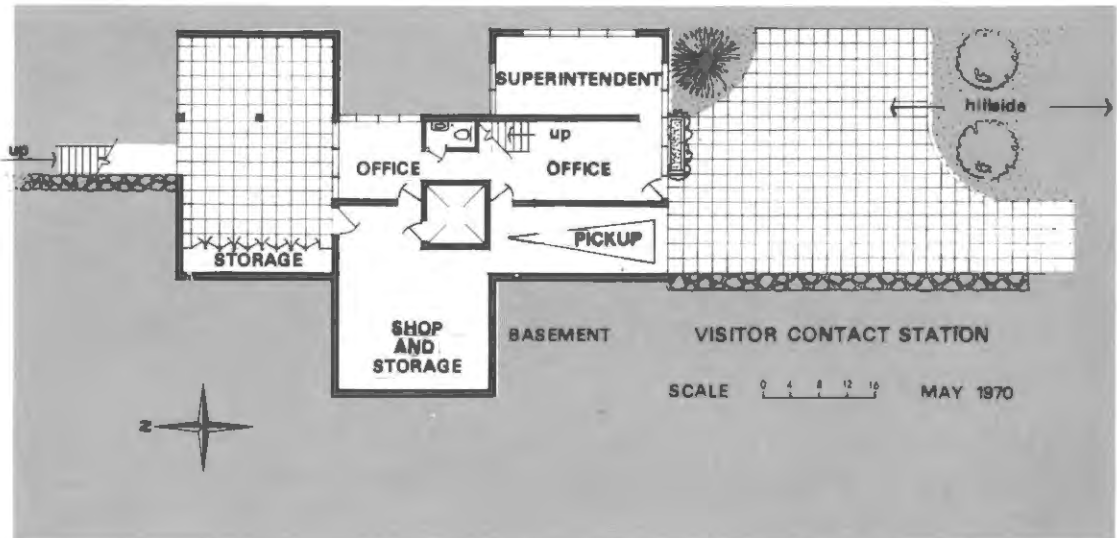
### Visitor Contact Station

Leaving our car, our first stop is at the new visitor facility. This modest structure located near the entrance to the park on a knoll overlooking the whole area will serve as a combination contact-maintenance building and is composed of three main sections:

**The Terrace**, where visitors coming to the park have a chance to prepare themselves for the education and enjoyment they will receive. It is situated so that from it, you may look out and capture in a single glance, the entire Ironworks unfolding below.

Here, there are audio stations playing continuous environmental recordings of the Ironworks machinery in motion. These recordings are strictly to provide atmosphere and cease when the short two-minute audio message is requested.

This message discusses the themes of the park while painting a verbal picture of the historic scene below.



A graphic, probably an artist's rendering, keyed to the scene may be used in association with the audio message.

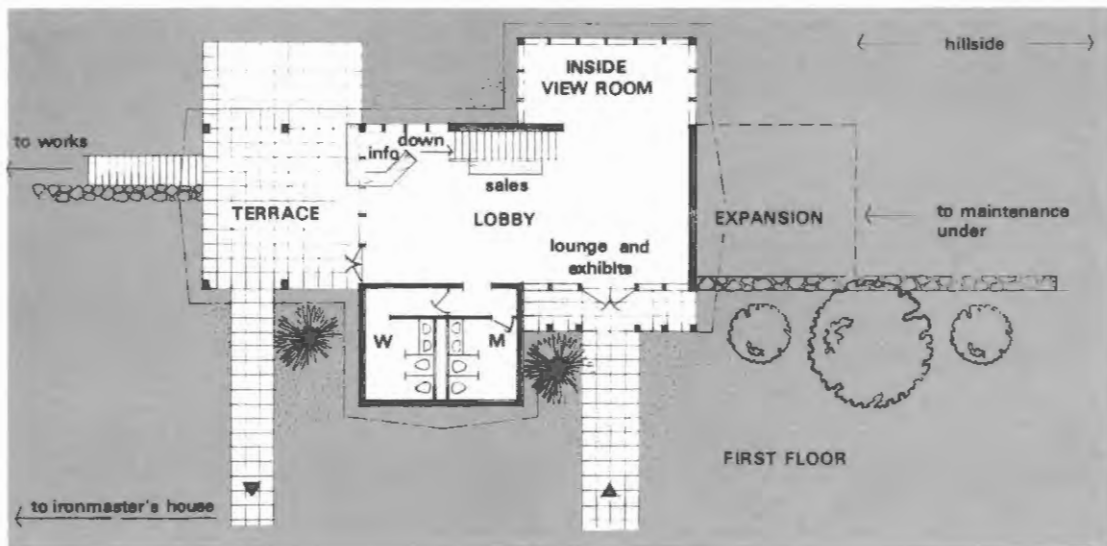
Visitors can get information on what to see and do from across the outdoor-indoor counter on some occasions, or enter the inner lobby on others.

The center of the terrace is spotted with several clusters of toad-stool benches and is used as a point for visitors wanting a tour guide to show them the park.

**The Inner Lobby** contains a sales and information counter where the visitor may purchase literature or souvenirs of the ironworks or secure tickets for their fee as well as personal services from the attendant on duty; a lounge and minimum exhibits area where visitors may relax and browse about exhibits such as the enormous 500-pound hammerhead, and an inconspicuous restroom area.

### Setting

As we walk down the path from the contact station to the Ironworks Building with our guide, (the interpretive media used, personal tour or publication again depends entirely on the time of year and type of visitor) particular attention is paid to the condition of the grounds. The whole park has a "grubby" mining-town look about it. There is a scarcity of grass and formal planting throughout most of the park, except around the Ironmaster's House where there are a considerable amount of herbs and appropriate plantings.



The area described as Joseph Jenk's is now recognizable by the uncovered hearths, raw materials, and artifacts or replicas lying around.

The major interpretive pitch here, is, in short, as much as possible, the recreation of the conditions as they existed in 1646, construction of a charcoal pile, and workers' huts which blend in favorably with the recreated scene.

### **Ironworks Buildings**

Arriving at the three Ironworks Buildings, Blast Furnace, Forge, and Rolling and Slitting Mill, we notice that they are in much the same condition as when reconstructed in the 1950's, except for having re-circulated river water used to power the water wheel displays instead of city water and having been given special treatments to preserve their wood members.

Our interpretive media tells us that the Blast Furnace, key unit of the ironworks, is a copy of those used in "the England" from which its builders came. Originating in the Low Countries and then transplanted to France, blast furnaces were introduced into England in the last decade of the fifteenth century. There they multiplied until England had a flourishing iron industry, so flourishing as to raise alarm as early as the middle of the sixteenth century, about its consumption of timber for charcoal. One main impetus to colonial ironworks was the hope that the virgin forests of the New World would supply the vast quantities of fuel used in the reduction of bog ore to iron.

The indirect process of iron manufacture utilized at Hammersmith is more complicated than the direct process. In this process the blast furnace smelts the bog iron ore and turns out cast iron in the form of sows and pigs, which are then converted into wrought iron by a series of heating and hammering operations in the forge with its two types of hearth, finery, and chafery and big, waterpower driven hammer. From the forge the merchantable bar iron is taken to the rolling and slitting mill, first in the New World, and set up when there were only about a dozen in the world, to be worked into strips, rods, nails, and tools needed on colonial farms and in colonial enterprises.

The principal interpretive features of each facility are again dependent on the time of year, with most active interpretation taking place in summer months June-August.

During this period each of the three facilities is manned by costumed interpreters with a fourth costumed attendant traversing the three buildings and aiding with demonstrations and visitor participation. There are fires burning in the fineries and chafer of the forge with actual "sows" or "pigs" being reheated

for pounding by the giant hammer. All of the water wheels are in operation except, because of noise pollution, the one that works the giant hammer.

In the rolling and slitting mill, the costumed interpreter is busy making nails and rods with visitors aiding him. Scattered on the ground buildings are many of the artifacts or replicas and products of the original ironworks.

During the remaining months of the year, the buildings are open and the interpretive methods and demonstrations are based on visitation. A fixed, closed-circuit, or portable audiovisual device able to transmit the same continuous environmental sounds as heard on the terrace audio stations, as well as film sequences of the actual demonstrations, has been forecast as a possible means of future interpretation.

This future proposal along with "what to see and do" publications, tours, and limited demonstrations are the only interpretation of the Ironworks Buildings for periods of low visitation.

#### **Warehouse and Wharf**

Approaching the warehouse, we notice that what was once the initial storehouse of the finished iron products made at Hammersmith is now being used to house supplies needed for the operation and maintenance of the Ironworks Buildings and its demonstration. Some of the materials stored here are: wooden dows for the water-wheels, charcoal, and flux, and cast iron to be used in the fires of the finery and chafery.

Many of the iron products made at Hammersmith were sold at the site, but not all. Some were hauled by boat or ox cart to meet the needs of merchants in nearby towns. Some were used by blacksmiths such as Joseph Jenks, an employee originally, who soon after the ironworks were operable turned independent or semi-independent entrepreneur, and got the first machine patent awarded in America for "engines of mills to go by water," and another for an improved kind of scythe. Jenks built his home and business in an area adjacent to the slag pile and by using the water running off the furnace water-wheel to power his three smaller water-wheels practiced his craft.

Finally, some products were shipped by the 30-foot shallop anchored in what used to be a tidal basin, until fifteen years ago, to a central warehouse in Boston for sales or shipment overseas. In 1955, silting caused by the breaking of a large dam up-stream from the Iron Works started creating an environment around the wharf which was very conducive to marsh conditions. Today the tidal basin over which iron products were shipped is occupied by marshland and a luxuriant growth of cattail.

To complete the historical scene, this basin must be dredged and restored. Such restoration is as important to full visitor understanding of the Saugus story as reconstruction of the Iron Works themselves. Without the tidal basin, the ironworks exist as an artificial entity interpreted as in an environmental vacuum. The Iron Works could not have "been" without access to water; similarly, they cannot interpretively "be".

When the basin is dredged, to complete interpretation of the area, a copy of the original 30-foot shallop should be acquired or built from plans in the park files and anchored at the wharf.

### **Museum**

Leaving this once peaceful and scenic river we start to walk back up the paths from whence we came; past the forge, past the slag pile and Joseph Jenks area, past the blast furnace, and up the hill past the charcoal pile to the rehabilitated museum.

Having just undergone a complete face-lifting both exterior and interior, the one time barn with its modern addition now complements rather than intrudes upon the historic scene.

On the exterior both the barn and its addition have been architecturally remodeled so as to appear as one building of the period rather than two buildings off of a farm.

Inside the museum we see exhibits, pictures, and paintings, characterizing the themes of the ironworks, in a setting which contrasts the dark, heavy appearance of the artifacts and the light coloring of the windowless walls.

In the first section we notice that the rehabilitated exhibits are categorized under six general headings:

**Remains of Blast Furnace Exhibits:** Showing the original remains — part of water-wheels and other elements of the ironmaking structures (the machinery as opposed to the products).

**Hand Tools Used in Ironmaking Process Exhibits:** Showing chisels, hammers, and other related tools.

**Intermediate Versus Finished Products Exhibits:** Cast iron (sows, pots, etc.) and wrought iron (nails, rods, slats, etc.) — bringing out the uses of each and how those individuals such as Joseph Jenks used them.

**A Domestic Items Exhibits:** Showing those products used in day-to-day living by the people at Hammersmith, such as spoons, forks, clay pipes, jew's harp, and padlocks.

**Jamestown Versus Saugus Exhibits:** Comparing those products produced at Jamestown with those at Hammersmith.

**A "How Far We Have Come" Exhibit:** Contrasting the early growth of the iron and steel industry with where we are today. This exhibit is a combination of backlit models of the earliest blast furnace and today's blast furnace, slides showing any major innovations in the iron and steel industry over the years and a short audio message describing how far we have come in the industry, but not how we got there.

All of the exhibits make excellent use of the extensive and nationally significant artifacts collection available in the park.

The second or back section of the museum (originally the temporary addition) is divided into two parts: an exhibits area, and a 50-seat auditorium where one or both of the films to be made of the Ironworks (plus a slide program presently in use) can be shown.

One of the films to be made will be filmed in Ironmaster's House and discuss the fundamental meanings of the iron works. This film will highlight all of the interpretive themes and objectives and discuss in part, all of the problems which led to the rise and fall of the Iron Works. It is a people, rather than a process, oriented film and should reflect the "real life" story of conflict and success experienced by the workers and managers of Hammersmith.

Professor E.N. Hartley's book "Ironworks on the Saugus is a storehouse of valuable information on our heritage at Hammersmith, and should be used extensively in compiling information for this film.

The second film should be a process film, filmed in and around the Ironworks, buildings, warehouses, and wharf. It should show the actual steps taken in converting bog iron ore to cast and wrought iron and the tools used.

This film could be shown on occasion as part of the interpretive program in the museum, if the Unit Manager so desires; however, it would be a case of repeating what was just seen live by visitors in the summer, spring and fall, so that its chief use would be off-site and it could be made available to any and all groups of school children planning to come to the park as part of their pre-visit interpretation. For the latter reason the film should be made easily understandable by all and should try not to smother prospective visitors in a blanket of meaningless facts and technical terms. The film could also be used in the closed-circuit audiovisual system previously discussed.

A complete burglar, sprinkler and fire alarm system is needed for protection purposes.

Interpretively the museum is more than a place to see exhibits and watch films; it is that area of the park devoted to summarizing the education, experience, and understanding we have just received.

It is that place in our visit where we can look back at all we have seen and heard with a degree of puzzlement. For it is here that all our objectives gain meaning and all of the loose ends get tied together.

### **Ironmaster's House**

Collecting ourselves and our thoughts, our last stop is at the Ironmaster's House. This link between the generations of yesterday, today, and tomorrow stands tall as authentic remnant of the past. Restored at Saugus in 1917, by the noted antiquarian Wallace Nutting, the Ironmaster's House was one of the causes of the ironworks being restored. The House with its one room of antique furnishings and four rooms of reproductions presents the most vivid picture of life at Hammersmith.

Visitors to the House are guided by a full-time costumed interpreter and are limited to a maximum of 12 to 15 persons per tour. At periods of high visitation, especially during the summer months, two additional costumed attendants, hopefully children, are available for conducting tours and answering questions — tour last about 15 minutes allowing for one group to be on the second floor while another is on the first floor. During the course of the tour, visitors are able to walk through all five rooms in the House, warm their hands by the fire in the fireplace, and sit, for the short time they are in each room, on the reproduced furniture.



The interpretive message presented is more than a description of the House and its furnishings, it is a low key unstructured casual commentary on the investors, ironmasters, servants, workers, physicians, and clergymen who made up "The Company of Undertakers of The Iron Works in New England."

Since the majority of visitors are families (70 percent), a great many are children and the hostess will want to keep them in small tour groups and individually involved in the tour.

Strengthening of the structural members on the second floor was done so that it may safely support constant touring. As in the museum, a complete burglar alarm and sprinkler system were inconspicuously installed for night security and fire protection.

### **Intrusions**

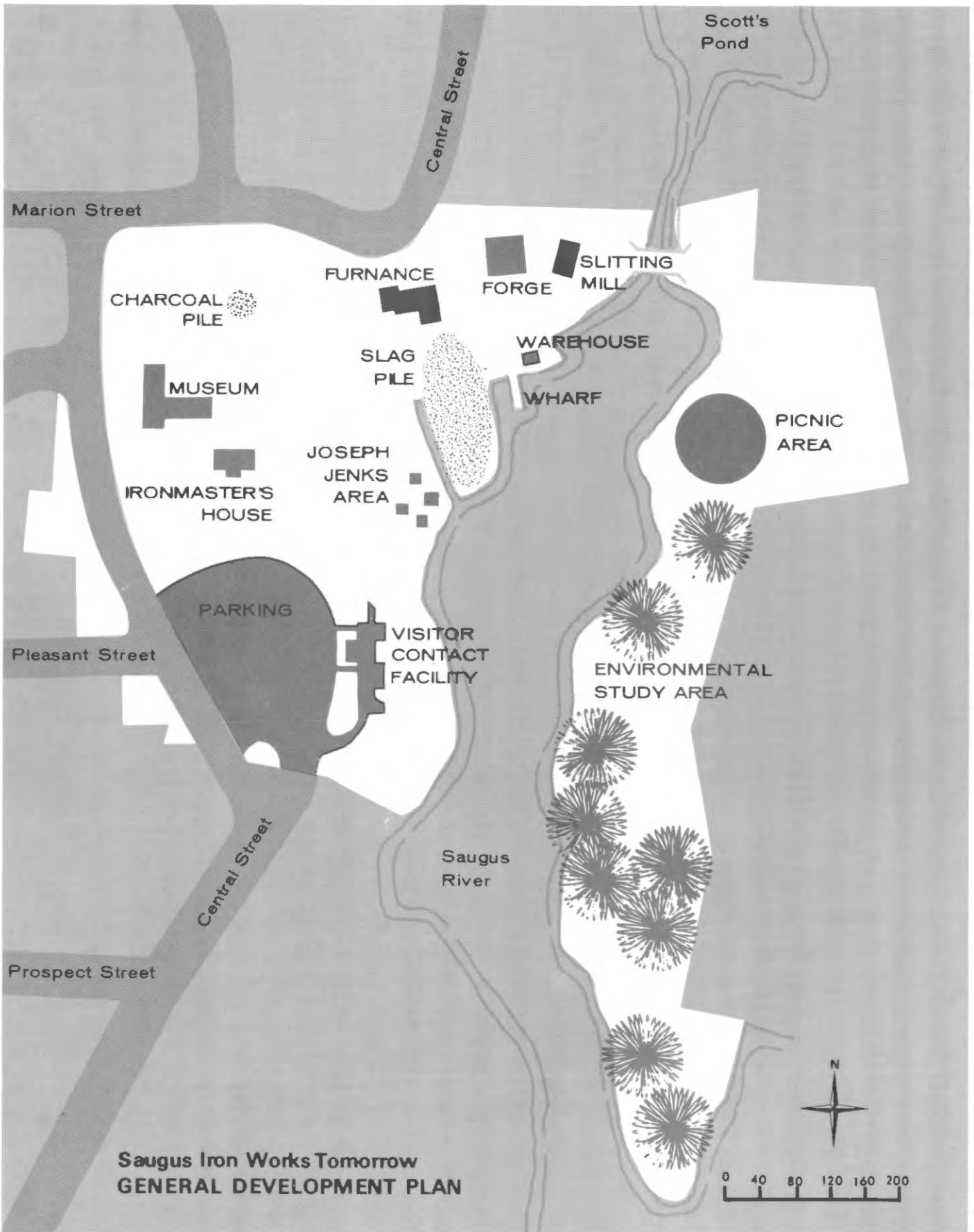
Before we achieve our trip of tomorrow, we must first remove the intrusions of today.

The first and most significant intrusion on the historic as well as natural scene is the much altered 18th century Mansfield House. This dilapidated shell of a building located near the existing contact station and in front of the historic Ironmaster's House is not only an eyesore, but has recently been condemned for being structurally unsafe. The only reason this writer can see for not taking a bulldozer to it immediately is that it may, some historians think, incorporate features of a 18th century building. For this reason we recommend that an historic structures report be made of it at the same time as are all the rest of the buildings in the park.

The second but less obnoxious intrusion is the Wallace Nutting addition to the Ironmaster's House. Now used as administrative offices for the Unit Manager and Park Technician, this wing should be removed as soon as its occupants are settled in their new offices in the basement of the new visitor contact facility.

The two residences will be relocated in conjunction with the Developed Area Plan and the Maintenance Shed and Raferty House will be abolished.

Finally, the two privately owned residences, standing on the highest point within the proposal, the maintenance shed behind the Mansfield House and the Raferty House should all be removed.



**Saugus Iron Works Tomorrow  
GENERAL DEVELOPMENT PLAN**

## **Conclusions**

With the completion of the tour of the Ironmaster's House we are now released by our interpreter and pointed once again in the direction of the new visitor contact facility and our car.

We pause here a moment to look back and possibly reminisce over the events of the last 150 minutes. Have we accomplished with this tour of tomorrow what we set out to accomplish? Have we answered the questions of "To whom," "Why," and "How" are we going to interpret the Saugus Iron Works? Have we provided something for all visitors to react to both now and later? Did we thoroughly identify our objectives as those the park meant to emphasize? Have we provided the visitor with too much precise and scientific information or have we left a certain free margin, vagueness, or perhaps unknowingness to lend credibility and help in his enjoyment of the park?

The answers to these questions and many more can only be answered by the visitor of tomorrow. Answers lie in feed-back due not to the amount of instruction received from interpretation, but from the amount of provocation.

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## **INTERIM INTERPRETATION**

As was mentioned previously, tomorrow's visit is based on the completion of future interpretive construction and maintenance projects. It is the ultimate. At the present time practically all the interpretation is being done with guided tours, limited demonstrations, and adequate literature. To help fill the voids between today's interpretation and tomorrow's, the following recommendations may be implemented by the park:

Borrow or purchase a new "carousel-type" push-button, slide projector to make full use of the slides available in the park.

Develop a new slide show program based on the interpretive themes and objectives as stated in this prospectus.

With the aid of the exhibit designer from the Division of Museums (HFC), rehabilitate existing exhibits to conform to categories proposed in this plan.

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## **OFF-SITE INTERPRETATION**

At the present time the park has no real off-site interpretive program other than the participation of a small number of school children and their teachers in a program developed by the Park Technician.

Tomorrow's off-site interpretive program should encompass some of the following features:

Establish a formal history program in the Saugus School System, for the period 1640-1670, with meetings and classes being held in the school and on the site so as to give students a greater awareness of the historical significance of the period. Favorable steps in this direction have already been taken and further information on it may be obtained for the Unit Manager, Saugus Iron Works National Historic Site or Messrs. Lenox, Walsh, or Ellis, Saugus Public School System.

Circulate films to be made at the Ironworks whenever possible, not only to schools but to private clubs, libraries, and government agencies.

Make available traveling interpreter for off-site speaking engagements equipped with an exhibit of the products produced at Saugus.

Devise a kit much like the one developed by Michael Spock, on exhibit at the Boston Children's Museum, to get child participation.

### **Research Needs**

Request Historic Structure Reports be done by an historian from the Office of History and Historic Architecture, Eastern Service Center.

Request an ecological study of the Saugus River especially those areas around the wharf.

Request that the Division of Museums label and revamp existing exhibits to conform to categories proposed in this plan.

Request a Furnishings Plan for the Ironmaster's House and the three Iron-making Buildings.

Request a research management plan for Saugus Iron Works National Historic Site, to be programmed in the near future.

## Publications and Sales

The present publication available to everyone at the park, at no cost to the visitor, is the minifolder. Other literature ranges in price from 25 cents to \$4.50, with most of the less expensive literature pointed very sharply towards the American Iron and Steel Institute and how they restored the ironworks.

While it is important to give credit to the Iron and Steel Institute for the restoration, it is not our objective to provide them with free advertising. Therefore, we recommend that of the publications now available, only *Ironworks on the Saugus* by E. N. Harley, and *Pioneer Ironworks* by Mary Clarke, be used as interpretive media.

We also recommend that the existing minifolder be revised as a more inclusive "what-to-see-and-what-to-do" publication; an illustrated handbook of the Ironworks by the National Park Service be written; and several publications, especially for children (such as those available at Hopewell Village) be made available to the Saugus visitor.

The following books should be considered for sale: *The Intellectual Life of Colonial New England*, S. E. Morrison, *Colonial Times*, Ann McGovern, *Visit to the Ironworks*, Mary Clarke.

Souvenir sales program should be upgraded to include some of the following articles: nails, slats, and rods made at the iron works; replicas of the Lynn Pot, pewter spoons, sows and pigs; and many more replicas of goods produced at Hammersmith.

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## COLLECTIONS STATEMENT

### Existing Collections

**Archeological:** Artifacts salvaged during the archeological investigation of the Iron Works site in the early 1950's make up the bulk of the park's existing museum collection. They range from the original 500-pound forge hammer and 40 percent of the furnace water wheel to nails and scrap metal. Since most of the artifacts are of 17th century date, this collection constitutes an important source of information on the material culture of the earliest settlers in New England as well as 17th century ironmaking. The collection is stored in 90 wooden drawers in the exhibit room, in perhaps 50 nail kegs in the exhibit building (shop area) and under the maintenance shed, and on the floor of the

exhibit barn's second story. Only a few iron and wood artifacts have been cleared and treated against deterioration; none have been catalogued. Excavation records are scanty, many of them in the form of penciled notes mixed in with the artifacts.

**Ironmaster's House Furnishings:** The contents of the Ironmaster's House have been received by the park through the First Ironworks Association. Most of the 650 specimens have been donated to the National Park Service; a handful are on loan from private owners. The collection includes some 17th century furnishings, but many pieces, especially accessories, date from the 18th and 19th centuries. There is a good accession record, but the catalogue is inadequate.

**Archives:** The park has in its custody the records of the First Ironworks Association (ca. 1948-69) and the American Iron and Steel Institute's records covering the excavation, reconstruction and administration of the Iron Works (ca. 1950-69).

#### **Recommended Collection Policy**

**Archeological Collections:** The archeological collection at Saugus must be considered a primary interpretive resource. The existing collection needs to be cleaned, recorded, given preservative treatment, and stored in such a way that its value as a study resource can be fully realized. Scholarly analysis and publication should be encouraged.

Proposed excavations will produce more material for this collection which should receive professional treatment from the start.

**Ironmaster's House Furnishings:** Furnishing needs will be established through an approved furnishing plan.

Furnishings and other specimens in the First Ironworks Association Collection which are not needed for exhibits or in the refurnished house should be disposed of through regular clearing house procedures.

**Archives:** The park should acquire original pictures and documents, or good copies, which illuminate the later history of the house and Ironworks site. Particularly desirable would be documentary and pictorial material on the restoration and use of the Ironmaster's House by Wallace Nutting (ca. 1915-30).

**Library:** The park's small reference library should be strengthened, with emphasis on primary and secondary works on the early English settlements in Massachusetts and on the history of the iron industry in the American colonies.

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## STAFFING REQUIREMENTS

As a small park, Saugus does not have a permanent interpretive staff. The park manager devotes a very limited amount of time to interpretation. The Park Technician, primarily an interpreter, must devote a significant part of his time to administrative and clerical duties.

At present, without living history programs, the park will continue to provide tours through the Iron Works. Two Park Technicians, one full-time during our open season and one part-time during the spring and fall and full-time during the summer, can provide these tours and give necessary coverage to the rest of the park.

In the Ironmaster's House two people are needed during each summer day. The permanent Park Technician and two full-time seasonals are necessary for the house during the summer. The Technician and one part-time employee can take care of the house during spring and fall. Two Park Aids are needed to man the visitor contact station and provide necessary relief for the other positions.

When the park begins the living history program, staffing for the Iron Works Buildings will increase. To operate the Ironworks with the recommended five people, the park will need seven Park Aids during the summer months. During spring and fall, tours will be provided as now. Two employees will be necessary, one full-time and one part-time.

Since setting up a living history program and training and monitoring the program throughout the season will require a great deal of time, especially for the first few years, an Interpretive Specialist is recommended. This employee would, in effect, be the Park historian.

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*We want people to come to Saugus, not so much to see how iron was made in America in the 17th century, but rather to see an "idea" which in the fullness of its meaning is a link between the generations of men in their continuing search to be "at home" in their world.*

## PRIORITY OF NEEDS

### A — Package

Treat and repair Ironworks Buildings  
 Install water re-circulation pump and connections  
 Treat artifact collection  
 Research Management Plan  
 Historic Structures Report (for Ironmaster's House and Ironworks Building)  
 Museum study (catalog artifacts)  
     (revamp exhibits study)  
 Ecological study (tied into ESA study)  
 Dredge river  
 Remove intrusions (Mansfield House only)

### B — Package

Construct visitor contact facility  
 Terrace audio and orientation device  
 Terrace graphics  
 Inner lobby exhibits  
 Remodel museum (architecturally)  
 New slide show and equipment  
 Alarm systems (in new and remodeled buildings)

Plan and do new museum exhibits  
 Furnishings Plan for Ironworks Buildings and Ironmasters House  
 Remove additional intrusions

### C — Package

Improve parking  
 Resurface walks and improve grounds  
 Replica furniture for Ironmasters House  
 Construct charcoal pile  
 New audiovisual for Ironworks Buildings  
 New signing

### D — Package

Plan and make two films  
 Interpret wharf  
 Uncover hearths

### E — Package

Move park housing

## COST ESTIMATES

<b>PROJECT PLANNING</b>	
Ecological Study	(Part of ESA Study)
Historic Structures Report.....	\$ 1,000
Research Management Plan.....	1,000
<b>Museum Studies</b>	
Catalogue Artifacts.....	1,000
Revamp Exhibits Study	(By HFC)

Furnishings Plan for Ironmaster's House and Ironworks Buildings .....	10,000
Plan New Museum Exhibits.....	8,000
Plan for 2 Films.....	7,000
Plan for audiovisual at Ironworks Buildings .....	1,000
<b>Total.....</b>	<b>\$29,000</b>



### REMOVE INTRUSIONS

Remove Mansfield House	
Remove Maintenance Vehicle Building .....	\$5,000
Remove Maintenance Supply Building	
Remove Raferty House .....	1,500
Remove Fee Collection Station .....	1,000
Total .....	<u>\$7,500</u>

### INTERPRETIVE PRODUCT

Visitor Contact Facility	
Terrace Audio .....	\$ 4,000
Terrace Graphics .....	2,500
Inner Lobby Exhibits .....	6,000
Orientation Device .....	1,500
Interim	
New Slide Show and Equipment .....	2,000
Museum	
New Exhibits .....	45,000
Do Story Film .....	50,000
Do Operation Film .....	15,000
Ironmaster's House	
Replica Furniture .....	50,000
Ironworks Buildings	
Audiovisual Units .....	3,000
Setting	
Construct Charcoal Pile .....	1,500
Interpret Wharf .....	1,000
Uncover Hearths .....	1,000
Total .....	<u>\$182,500</u>

### NEW CONSTRUCTION

Water Re-circulation Pump and Connections .....	\$ 7,000
Visitor Contact Facility .....	130,000
Remodel Museum (architecturally) .....	25,000
Improve Parking .....	54,000
Move Park Staff Housing .....	2,000
Resurface Walks and Trails .....	35,000
Grounds Landscape .....	10,000
Burglar and Fire Alarms in New and Remodeled Buildings .....	4,000
New Signing .....	1,000
Dredge River .....	125,000
Total .....	<u>\$393,000</u>

### MAINTENANCE

Treat and Repair Ironworks Buildings	
Repair Ironmaster's House	Est. Furn. by Park
Repair Residence	
Treat Artifacts Collection .....	<u>\$15,000</u>
Total .....	\$15,000
Total Congressional Appropriation .....	\$400,000
Money Expended	
Interpretive Prospectus .....	\$ 2,500
Purchase Additional Lands .....	\$47,500



The First Ironworks in 16  
Saugus, Massachusetts  
From "The First Ironworks in 16  
Saugus, Massachusetts"  
- Boston, June, 1824  
(1824, 94)

The ideas presented in this plan were developed during an on-site conference, April 23-24, 1970, by a planning team consisting of: **Alan Kent**, Interpretive Planner, ESC, HFC; **Benjamin Zerbey**, Superintendent, Boston Group; **William Gray**, Unit Manager, Saugus; **David Moffitt**, Chief of Maintenance, Boston Group; **Donald Benson**, Chief Architect, ESC; **David Wallace**, Assistant Chief, Branch of Museum Operations, HFC; **Ellsworth Swift**, Chief, Branch of Exhibit Planning, HFC; **Frank Barnes**, Northeast Regional Office; **Robert Silverman**, Civil Engineer, ESC. Special thanks is given to **Mrs. Cynthia Pollack**, Park Technician, Saugus, who provided helpful guidance and assistance.

**U. S. DEPARTMENT OF THE INTERIOR / NATIONAL PARK SERVICE / 1971**