

JAMES P. DELGADO, PhD.
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EXPERIENCE SUMMARY: Senior executive with over thirty years' experience in leading government, non-profit and for-profit organizations focused on the oceans, and maritime initiatives and projects both nationally and internationally. A unique blend of experience in the government, corporate and not-for-profit worlds at senior levels, with an emphasis on building national programs with a marine emphasis, productive partnerships, and obtaining support from various and diverse stakeholders, including Congress, federal agencies, states, local governments, and NGOs. A well-known advocate in the national and international arenas and media for marine science, heritage and the oceans with multiple projects and initiatives that have built consensus, provided solutions, bridged funding, organizational and knowledge gaps. I am a scholar and widely published leader in the scientific community, with a passion and a proven record for communicating ocean science and ocean exploration missions to the public. A skilled manager and people-focused, goals-oriented, empathetic leader, and an effective change agent when tasked by employers.

EDUCATION

- ◆ Ph.D. (Archaeology), Simon Fraser University, Burnaby, British Columbia, 2006.
- ◆ M.A. History (Maritime History and Underwater Research), East Carolina University, Greenville, North Carolina, 1985.
- ◆ B.A. History (American History), San Francisco State University, San Francisco, California, magna cum laude, 1981.

EMPLOYMENT HISTORY

Senior Vice President, SEARCH, Inc., Jacksonville, Florida, May 2017-Present.

SEARCH is the largest cultural resource management (CRM) company in the United States and hosts the largest maritime archaeology program in the CRM industry in North America. Since 1993, it has conducted over 3,700 projects in forty-four states, in the former trust territories and in thirty-seven countries, including ocean research projects internationally and in U.S. waters. SEARCH's staff of two hundred individuals work from over fifty facilities as part of the company's six divisions: archaeology, maritime archaeology, architectural history, history & archives, museum services, and media production. It works with a wide range of U.S. government agencies and states, as well as local governments, and a number of corporations, companies, and businesses. Many of its projects are extensive and often sensitive multi-year projects, working in sectors such as offshore wind, energy sector environmental review, construction, and major government initiatives.

- As Senior Vice President, engage in regular, often daily direct communication

- with the CEO and President on major initiatives, business development, government and corporate relations and introducing the company to deep ocean work. Provide a senior leadership role regarding corporate structure, engaging in all aspects and every division, emphasizing cross-division projects. Active participation in ocean exploration, assessment, and characterization, and increasing the company's profile, and providing leadership and guidance to the three hundred employees of the company.
- The creation of new business relationships where gaps existed or where relationships had grown stale without business engagement for several years. This included the Bureau of Ocean Energy Management (BOEM) with new specific projects including a significance assessment for submerged maritime archaeological and historical resources in the EEZ of the Gulf of Mexico, with the U.S. Coast Guard, for curatorial support and planning and exhibition development of the new National Museum of the U.S. Coast Guard, maritime archaeological projects for the National Park Service in the Gulf, Great Lakes and Pacific Coast regions, with the Panama Canal Authority for CRM surveys and mitigation in advance of an isthmus-spanning water management and retention system for the expanded canal. Development of a partnership with the Resolve Marine Group for CRM services in support of mitigation of potential environmental impacts from historically and or archaeologically sensitive or significant sites in the ocean; two projects have been completed off New York and Florida, and deep sea missions with NOAA and the Ocean Exploration Trust on a wide range of sites, and the pending September 2023-2025 deep exploration and archaeological assessment of the wrecks from the June 1942 Battle of Midway in the Pacific.
 - Member of the leadership team, playing an active role in growing annual revenue and aggressively building IDIQ capacity. Commercial and government customers in the Energy, Power, and Renewables, Defense, Transportation, and Development markets have selected SEARCH for more than \$250 million in contracts and \$2.3 billion through team contracts.
 - Project development and leadership on a nationally significant, politically sensitive project, the discovery, identification, and ongoing assessment of the wreck of *Clotilda*, the last vessel known, in 1860, to have brought captives from Africa to the United States for the purposes of enslavement. This project required and requires working with the Alabama Historical Commission, including briefings with Congressional staff (Sens. Shelby and Jones, and Cong. Byrne) for appropriations for the descendant community of Africatown, Alabama, community meetings and ongoing coordination with the Alabama Historical Commission, the National Museum of African American History and Culture, and the National Geographic Society, and serving as project director to coordinate a detailed scientific study of the wreck, including coordinated biological, environmental and archaeological scientific research.

- Company lead for ocean, west coast, exploration, and global sectors. This has included establishing working partnerships with Ocean Infinity USA to conduct ocean mapping and maritime heritage missions, including the discovery of the deep sea wreck of USS *Nevada* in 2020, and the ex-USS *Stewart* in 2025, two active projects assessing maritime cultural heritage potential on the high seas with Conservation International, working actively with NOAA as co-chair of the Cultural Heritage group and as an active participant in the Workshop to Identify National Ocean Exploration Priorities in the Pacific, and speaking on cultural heritage at the Seabed 2030 South and west Pacific Regional Mapping Community Meeting.
- Active work with NOAA OER as part of the NOAA Ocean Exploration Cooperative Institute as lead on maritime heritage and as OEI spokesperson on maritime heritage; sat on the NOAA OER grant review panel in 2021, and as onshore scientist for *Okeanos Explorer* cruises.

Director of Maritime Heritage, Office of National Marine Sanctuaries, National Oceanic & Atmospheric Administration, Silver Spring, Maryland-October 2010-April 2017.

The Maritime Heritage Program in the Office of National Marine Sanctuaries was a specifically focused, sanctuaries-centered “cross-cut” with an external, university-based contractor coordinating external missions that focused on building awareness in areas of the country in support of the mission of expanding the NMS system, to bolster the role of maritime heritage in the federal government, and to utilize maritime heritage for greater public understanding and appreciation of the oceans and lakes. The Director of the Office of National Marine Sanctuaries made the decision to shift MHP from a crosscut to a program in the office, with a federal employee as director, and with a staff assigned to make MHP relevant to all sites in the sanctuary system, build partnerships within NOAA and externally, and to raise the profile of maritime heritage, sanctuaries and NOAA nationally. I was selected for that position.

- Built MHP at request of Director from a two-site program focused primarily on shipwrecks at USS *Monitor* NMS and Thunder Bay NMS with occasional “tiger team” missions focused on shipwrecks into a system-wide program. This was accomplished through developing a tactical plan focusing on integrating MHP’s activities with other system-wide programs in ocean science, permitting, outreach, and education, finding common ground applying maritime heritage solutions to the needs of specific sites and regions in the system. This began with a shift in emphasis from shipwrecks to all aspects of maritime heritage and culture, and specifically through the adoption of the MPA Center and its Working Group’s concept of maritime cultural landscapes; the use of the concept of MCLs became the policy of ONMS. With the support of the National Park Service and BOEM,

hosted a national workshop in Wisconsin on MCLs and their role in historic preservation policy and practice.

- MHP played a key role in the achieving the longstanding goal of expansion of the National Marine Sanctuary System; as member of the leadership team, was part of developing the process for community nominations for new sanctuaries, sat on the review committee for sanctuary nominations, and liaised with communities seeking guidance and support, including local, state and federal elected officials. The creation of Mallows Bay NMS, the new Wisconsin Shipwreck Coast NMS, and pending MHP sanctuaries are the direct result of the strong role played by maritime heritage and the MHP from 2010 forward.
- Supervised a staff of four with performance review input for maritime heritage coordinators throughout the ONMS system and managed a budget of approximately one million dollars a year. Promoted to Band V (GS-15) and shifted from policy advice to a policy-setting role.
- Briefed members of Congress on NOAA funding for USS *Monitor* conservation, in support of ONMS expansion, and on *Titanic*. **After leaving** NOAA, worked with then Congressman John Culberson, Chair of House Appropriations for Commerce, to draft notwithstanding language in the NOAA annual appropriation to establish NOAA's formal review responsibilities for activities directed at the wreck of RMS *Titanic*. This had been legislative action pending since NOAA was first named by Congress in the *Titanic* Memorial Act of 1987.
- Served as Chief Scientist for the 2010 mission of NOAA, the National Park Service, Woods Hole and RMS Titanic, Inc. to scientifically map the *Titanic* wreck site. As NOAA's policy lead on *Titanic*, and with the Department of Justice and the office of General Counsel, represented NOAA before the United States District Court for the Eastern District of Virginia in the ongoing admiralty case for RMS *Titanic*.
- As Director of MHP, joined the leadership team of ONMS and attended weekly headquarters leadership and annual system-wide leadership meetings to build closer relationships with the regional directors and the superintendents of the various sites and their staff.
- MHP became truly system-wide through adopting MCL as an approach, with support and adoption coming from sites previously not engaged by MHP such as Gulf of the Farallones, Cordell Bank, Grays Reef, and Flower Garden Banks. MHP projects at each site, with MHP bringing resources and partnerships, helped bolster and develop relationships.

- Liaised with the MPA Center and assisted in the merger of the MPA Center into ONMS; developed cross-connected projects that built on the MPA Center's work with its FAC to expand the role of indigenous consultation and cooperation and international cooperation in the protection of cultural resources in the ocean with the Director of the MPA Center.
- Secured partnership and financial support from the Bureau of Ocean Energy Management and brought in over one and a half million in transferred funding from BOEM to NOAA for MHP and the MPA Center to develop guidelines for tribal consultation, consultation with native Hawaiian groups, and a BOEM study on the maritime cultural landscape and resources of the U.S.EEZ surrounding the Hawaiian Islands.
- Coordinated ONMS' African American Voyage of Rediscovery program in partnership with the National Association of Black Scuba Divers and Diving with a Purpose.
- Established working relationships with other branches of NOAA, specifically the NWS, OER, GC, OCS, and ORR. This included projects outside of ONMS sites in support of the missions of those offices, and mission support for those offices through integrating MHP into projects and overall ocean science. MHP reviewed OCS survey data for shipwrecks, participated in OER missions, worked to locate the wreck and honor the lost crew of the Coast Survey steamship *Robert J. Walker* off New Jersey, and to locate descendants of Weather Bureau personnel killed in the combat sinking of the US Coast Guard ship they were assigned to during the World War II Battle of the Atlantic.
- Worked closely with the Department of the Navy through direct interaction with the Assistant Secretary of the Navy for Energy, Installations and Environment, the Defense POW/MIA Accounting Agency (DPAA), Arlington National Cemetery, and NOAA leadership to secure permission to release the remains of two Civil War sailors discovered in the wreck of USS *Monitor* from DPAA's laboratory in Hawaii for burial at Arlington, achieving a longstanding NOAA, Navy and descendant families' goal.
- Co-chaired the U.S. Government Interagency Working Group on Underwater Cultural Heritage from 2010 through 2017. This working group includes the Department of State, the Navy, Coast Guard, NOAA, NASA, the Advisory Council on Historic Preservation, the National Park Service, the Department of Justice, the Department of the Interior, BOEM, BSEE, and on occasion the FBI. It coordinates interagency agreement on what the United States' policy is regarding underwater cultural heritage.

- With the Office of General Counsel and the Office of International Affairs, and working closely with the Department of State, negotiated and executed international agreements between NOAA and the Kingdom of Spain, and the Republic of France, for cooperation and protection of joint maritime cultural heritage in the ocean and lakes, and served as NOAA lead for the agreements.
- Working with the Department of State, the Office of International Affairs, and the Office of the General Counsel, held briefing and consultation meetings with the embassies of Japan and Germany on World War II wrecks, with the Director of Parks Canada in Ottawa on RMS *Titanic*, appeared as a witness before the International Tribunal of the Law of the Sea in Hamburg, and represented the United States at UNESCO meetings on the underwater cultural heritage in Lima, Peru and Paris, France.
- MHP and team members from ONMS, OCS, NWS, OMAO, OER and GC received two Department of Commerce Bronze Medals, one for the telepresence-enabled documentation of two Japanese midget submarine wrecks off Oahu on the occasion of the 75th anniversary of the Pearl Harbor attack, in 2018, and one for the commemoration of the 150th anniversary of the loss of the ironclad USS *Monitor* and the reburial of the *Monitor* crew at Arlington National Cemetery, in 2014, as well as three NOAA Administrator's Awards for the location, identification and protection of the U.S. Navy Tugboat USS *Conestoga*, 2016, for the "Lost Weathermen" of USCGC *Muskeget* Purple Heart Medal Project, in 2016, and for the location, identification and protection of the Coast Survey steamship *Robert J. Walker*, in 2014.
- Received the National Ocean Service Peer Recognition and Rafting Award in 2016, the ONMS Team of the Year with Robert Schwemmer for Maritime Heritage Program activities in the Western Region of the NMS System in 2015, and the NOAA Office of General Counsel Award for "exceptional leadership of NOAA's Maritime Heritage Program in advancing the agency's objective of studying, protecting, and promoting our nation's maritime cultural heritage," 2014.
- Built collaborative relationships with external partners at the Ocean Foundation, the National Geographic Society, the Archaeological Institute of America, the Ocean Exploration Trust, served as maritime heritage spokesperson for NOAA, and promoted maritime heritage through publications, presentations, or authoritative reports and media stories with national and international outreach and impact.

President & CEO, Institute of Nautical Archaeology, College Station, Texas and Bodrum, Türkiye-July 2006 to September 2010.

The Institute of Nautical Archaeology was founded by the late Dr. George F. Bass as the world's leading academic institution dedicated to the scientific archaeological excavation of significant shipwrecks in the world's oceans from antiquity to the modern era. INA has to date conducted over two hundred projects globally. The organization created the INA funded research center in Bodrum, Türkiye, with offices, scientific laboratories, a fleet of two vessels and a research submersible, a dormitory for students, and a research library. INA also maintains offices at Texas A&M University's College Station campus as part of its affiliation and financial relationship with the university's Nautical Archaeology Program. Initially hired to assume outreach, development, and strategic planning responsibilities of the INA president, then a Texas A&M faculty member, transitioned in 2008 to the INA presidency with a commitment to the Board through 2010. The task assigned by the board was to create a new strategic plan with a more diversified, international base of support and to foster new partnership and a higher level of public awareness. In October, at the conclusion of a joint project with NOAA and the National Park Service on RMS *Titanic*, transitioned to NOAA with a return to federal service.

- Managed a diverse 25-person staff in Bodrum, and a four-person staff in College Station. Coordinated with and assisted Texas A&M nautical faculty, research affiliates, and affiliated university scholars in the United States, Türkiye, and several countries. Managed the \$1.8-million-dollar annual budget, and as a not-for-profit, did so without incurring a deficit while increasing project support. Added over \$2.5 million dollars in development to Texas A&M foundation managed INA endowments.
- Facilitated a new strategic plan for INA in consultation with stakeholders and in response to rising political tensions in Turkey, an over-committed faculty unable to make substantive commitments to new, major projects, the traditional source of INA fundraising and development, and the development of new programs in the* U.S. and in other countries.
- Established cooperative relationships with Turkish Universities and a Turkish not-for-profit focused on underwater archaeology in Türkiye. Conducted a detailed management review and restructuring of the Bodrum Center and raised funds for needed repairs and renovation; conducted a fleet assessment and commenced planning for a new model of deployment.
- Introduced a new partnership with Dr. Robert Ballard's Ocean Exploration Trust at the University of Rhode Island, and with Deep Sea, Ltd. in Sweden for both deep water and telepresence assisted archaeology in the deep ocean.
- Expanded the number of affiliated scholars and research associates from nineteen to fifty with an emphasis on ocean awareness, diversity, international focus, and formerly competitive universities and programs.
- Reinvigorated the relationship with the Texas A&M University Press, developing funds and support for major academic and scientific publications from one to two to several books in process and being published in each year.
- In response to a Board-expressed need, established new projects and relationships in Canada, Japan, Vietnam, and Spain, and developed financial support for those

projects including major grants from the National Geographic Society for the first time in several years for INA. The number of funded projects rose from seventeen in 2007 to twenty-one in 2008, seventeen again in 2009 and 2010, ranging from one-year to multi-year projects involving survey, characterization, excavation, and post-excavation conservation and study, as well as publication, all of this accomplished in a wide range of countries.

- Coordinated INA's involvement and participated in negotiations with the Turkish Minister of Culture for the Metropolitan Museum of Art's exhibition *Beyond Babylon: Art, Trade and Diplomacy in the Second Millennium B.C.* in 2008-2009. Negotiations focused on the loan of INA-excavated artifacts from the oldest shipwreck then located and studied, all Turkish national cultural treasures, for the exhibition, which explored a key finding of the excavations, a diverse and extensive ocean-based trade network that spanned and connected distant cultures.
- Promoted INA's discoveries and research through publications, presentations, authoritative reports, and advocacy, serving as editor-in-chief of INA's scholarly *INA Annual*, the *INA Quarterly*, and spearheading a new outreach and publications program, including an active Internet presence with a new website.
- Coordinated and assisted INA faculty and student projects globally, providing political support, and developing partnerships, notably in Spain, Türkiye, Bermuda, and Vietnam. These often-meant direct negotiations with senior level government officials including cabinet ministers, elected officials, and wealthy sponsors.

Executive Director, Vancouver Maritime Museum, Vancouver, British Columbia, Canada-April 1991 to June 2006.

Canada's principal maritime museum on the West Coast, then integrated into Parks Canada's *St. Roch* National Historic Site, and a legacy cultural institution dating British Columbia's Centennial of 1958, the museum was in crisis with fiscal, staff and political problems and in a broken relationship with Parks Canada. The initial tasks were fiscal stabilization, reorganization, and repairing relationships, followed by a new strategic and tactical direction for the museum.

- Supervised a staff of twenty and approximately one hundred volunteers, with an annual budget averaging between \$500,000 to \$1 million including special projects and initiatives, a nationally significant collection of more than 15,000 artifacts, and a harbor with approximately a dozen historic small and medium-sized craft and vessels. One or more exhibitions, school and public programs, and community outreach, in addition to management of the collections were key responsibilities.
- Stabilized the museum's finances and reduced the cumulative deficit of the museum as civic and provincial funding was reduced for community organizations in a climate of government fiscal reduction. Developed, with the Board, professional development and fundraising programs for the museum, and increased corporate and private donations with a corporate membership program,

- a new funding relationship with the Vancouver Port Corporation, annual events with community partners, and increased fundraising from hundreds to thousands to hundreds of thousands, and finally over a million dollars in donations for a variety of projects, programs, exhibitions and other initiatives.
- Made annual presentations to Vancouver City Council for operational and special project funding and held regular meetings with the mayor, individual City councilors, the City Manager, and heads of various city departments. Met regularly with the Province of British Columbia including meetings with the Lieutenant Governor (the Queen's representative, subordinate the Governor-General in Ottawa and then to the Queen), the Premier, members of the Legislative Assembly as well as with the senior leadership of the provincial agencies responsible for culture and secured regular operational support and special purpose grants totaling approximately two million dollars, primarily in periods of provincial fiscal restraint and reduction.
 - Senior executive responsible to the board for development and implementation of the museum's strategic plan and programs including collections management, acquisition, preservation, exhibition, and interpretation of a nationally significant museum collection of artifacts, fine art, historic vessels, and archives. The museum's collection grew in value by over ten million dollars, and a number of items in the collection were accredited as Canadian Cultural Heritage Property at the highest level of national significance.
 - Spearheaded the successful redevelopment and rebranding of the museum as Vancouver's top-rated museum for families with children, as a center for maritime research, and a center for life-long learning. The museum shifted from the lowest ranked civic institution to being a trusted and valued member of the community and a regional and national leader in the Canadian museum community.
 - Through strategic alliances, meetings and collaborative projects, the museum gained international recognition and made important alliances. The museum joined and hosted the annual meeting of the Council of American Maritime Museums and a biannual meeting of the International Congress of Maritime Museums, and as director was elected to the Presidency of CAMM and to the archaeology committee of ICMM.
 - Successfully negotiated with Parks Canada, the Ministry of Canadian Heritage in Ottawa, and the City of Vancouver for the transfer of *St. Roch* to the Vancouver Maritime Museum in 1995. Physically redesigned the museum's facilities to integrate the ship and its attached building as well as developing new contextual exhibitions, audiovisual programming, and established new relationships with the Inuit communities in the Canadian Arctic where *St. Roch* had served, as the Royal Canadian Mounted Police, who had operated *St. Roch* as a police and supply vessel in the Arctic.
 - Directed and developed the *St. Roch II Voyage of Rediscovery*, a reenactment of the historic voyage of the museum's key artifact, the RCMP motor schooner *St. Roch*, with educational outreach and media, as we circumnavigated North America via the Arctic Ocean and the Panama Canal. This project raised over \$3

million dollars in cash and in-kind support. Negotiated with the Deputy Prime Minister of Canada, the Honorable Herb Grey, and Members of Parliament in Ottawa, the Ministry of Heritage, and the Canadian Coast Guard, as well as the Commissioner and Deputy Commissioners of the Royal Canadian Mounted Police to borrow the Canadian Coast Icebreaker *Simon Fraser* and the RCMP patrol vessel *Nadon*, which was rechristened *St. Roch II* for the voyage. Conducted community and educational outreach in every port, with an emphasis on indigenous outreach in the Arctic. The project was a national success, with regular evening broadcasts on Canada's national networks, special reports, and diplomatic receptions in New York, Panama, and San Francisco.

- Fundraised and collaborated with private donors to create and develop the museum's W.B. and M.H. Chung Library and its associated Leonard G. McCann Archives, with over 12,000 volumes, including rare books, nearly two hundred feet of archival records, 2700 ship plans, 2125,000 historic photographs, and thousands of maps and charts that include the working manuscript charts from Captain James Cook's final voyage of 1778. The library and archives are nationally accredited and extensively used by international, national, regional, and local scholars.
- Formed alliances and partnerships with other institutions and organizations, and received provincial and federal support for projects outside of the museum that that identified and studied maritime heritage resources ranging from shipwrecks, historic structures, and maritime cultural landscapes outside of the museum for collaborative assessment, study and interpretation in British Columbia, the Yukon and the Canadian Arctic. With a special multi-year grant from the Ministry of Canadian heritage, conducted an international assessment of collections throughout Canada, the United States, Norway, and the United Kingdom pertaining to the quest for a Northwest Passage through the Arctic, and developed plans for a major exhibition mounted by the museum.
- Spearheaded the successful project to rescue and restore the historic oceanographic submersible *Ben Franklin* (PX-15). Dismantled and flooded with rainwater and sewage, this internationally significant craft made unique contributions to oceanographic research and had made the epic 1969 Gulf Stream Drift mission led by Dr. Jacques Piccard with funding from NASA. Coordinated the recovery all portions of the craft, cleaned, and restored and reassembled it, and with support from private donors and the Government of Switzerland, placed the craft on display as a central exhibit at the museum. Organized the first reunion of the sub's Swiss and American designers and builders, and the surviving crew from its 1969 mission. Utilized the submersible as a focal point for interpretive and school programs on deep ocean science and exploration.
- Promoted the wide application of the museum's research, preservation and exhibition results through publications, presentations, authoritative reports, and advocacy, including serving as editor-in-chief of the museum's catalogs, books, newsletter, and the museum's first-ever website.

Maritime Historian of the National Park Service and Head of the National Maritime Initiative, National Park Service, Washington, D.C.-March 1987 to April 1991.

Played a key role in establishing the United States' first nationwide maritime preservation program at the request of Congress, coordinating with other federal agencies, States and local governments, and a diverse and active public and private sector maritime preservation community. Successfully adapted existing programs, coordinated with, and helped implement Federal grant opportunities, and effectively and efficiently conducted nationwide inventories and the development of national standards. Specific achievements include:

- Developed and implemented programs that assessed, characterized, and interpreted thousands of maritime heritage resources (ships, small craft, lighthouses, lifesaving stations, and shipwrecks) throughout the United States as the founding director of the NPS maritime heritage program. This was accomplished through an intensive, systematic program of field inspection, inventories, and cooperative and collaborative ventures with local and state governments and other federal agencies, and the private and non-profit sector. The program's engagement was national and focused on broader issues of ocean awareness and the preservation and interpretation of the sites, structures, and vessels that connect Americans to the sea, rivers, and lakes of the United States.
- Reported annually to Congress with a written report and regularly briefed Congressional staffers as part of the annual appropriations process with a then budget of \$385,000. The NMI, which began as a special initiative in 1987, became a regular program of the National Park Service and the Maritime Heritage Program of the NPS.
- Led and personally conducted the first comprehensive national inventory of the nation's historic maritime resources and many of the detailed studies of America's large preserved historic vessels and lighthouses, as well as shipwrecks, for designation of National Historic Landmarks. Of 142 properties studied, personally prepared fifty-four for some of America's most iconic historic ships and shipwrecks with coordination with Congress on the NHL designations. Lead author of the National Park Service's *National Register of Historic Places Guidelines for Nominating Historic Ships and Shipwrecks*, and the *National Register Guidelines for Evaluating and Nominating Historic Aids to Navigation*.
- Collaborated closely with Congressional staff in the office of Senator Bill Bradley (DNJ) during the passage and the subsequent implementation of the Abandoned Shipwreck Act of 1987 Pub. L. 100-298, 102 Stat. 432). Under the provisions of the Act, was one of two senior NPS staff responsible for nationwide public consultation, with public meetings and comments, and drafting the implementing guidelines for the act. Chaired public meetings in Wisconsin, Florida, New Jersey, Louisiana, and Vermont.

- Oversaw the preparation of and was a leading participant in the nationwide implementation of the *Secretary of the Interior's Standards and Guidelines for Historic Vessel Preservation Projects*, the *Standards and Guidelines for Documenting Large Historic Vessels* with other offices in the National Park Service and the Advisory Council on Historic Preservation.
- Served as the NPS' primary liaison with NOAA in development of context studies for the archaeology and history of USS *Monitor* for *Monitor* National Marine Sanctuary; and was NPS representative in assessing potential National Marine Sanctuary locations in the Great Lakes with the State of Michigan and Michigan Sea Grant (1990).
- Promoted the national maritime preservation program through national media, publications, presentations, and reports, serving as the spokesperson for the National Park Service on maritime preservation and history.
- Managed the maritime heritage program staff of three, and the program's annual budget of \$385,000 while serving as a senior member of the History Division of the National Park Service.
- Provided policy advice to agency leadership, and to Congress on the protection of maritime heritage resources, including work with Congressional staff to draft legislation on maritime preservation. Conducted two sensitive special projects for the Office of the President with historic naval ships in Louisiana and Texas collaborating with the Undersecretary of the Interior for Fish, Wildlife and Parks.
- Played a key role in establishing and providing funding for the National Maritime Alliance, a not-for-profit national advisory group established as part of setting the stage for the national maritime preservation grants program of the NPS and the U.S. Maritime Administration.

Historian, United States Department of the Interior, National Park Service, Golden Gate National Recreation Area, San Francisco, California-June 1979-March 1987.

Selected as the first historian for a diverse, large new unit of the National Park System, was a key member of a focused interdisciplinary team tasked with the research, characterization and assessment of the park's resources, integrating natural and cultural resource values, public comment, and local and regional political input as the park evolved and expanded to double its original size with ongoing Congressional support and budget increases in its first decades. Specific achievements include:

- Conducted historical and in-field research for the park with units including Alcatraz, portions of the Presidio of San Francisco, Lands' End and Ocean Beach in San Francisco, the Marin County headlands, the Olema Valley in Marin, San Mateo County watershed lands and coastal range, Forts Mason, Baker, Barry,

Cronkhite, Miley and Funston, and the National Maritime Museum, San Francisco.

- As one of a focused eight-person team in the park's Division of Resources Management and Planning, closely coordinated with natural resources scientists, historic architects, archaeologist and environmental compliance specialists in the first assessment of all park resources and the creation of the park's first cultural and natural resources plans and the general management plan.
 - Researched and prepared National Register of Historic Places nominations and National Historic Landmark studies for significant sites in the park. This was a key activity for a new unit of the NPS to determine parameters and priorities for resource management. Actively participated in the restoration of sites such as Alcatraz, the Cliff House, Sutro Heights, seacoast fortifications, and Aquatic Park. The 36,000-acre park was the setting for over 2,000 historic structures of national significance, cultural landscapes, archaeological sites, and iconic landmarks, some of which were being opened to the public for the first time for visitation.
- Provided guidance for accuracy in historical interpretation by the staff of Alcatraz. Served as agency liaison with the Bureau of Prisons and former correctional officers and inmates to provide accurate, balanced interpretation of Alcatraz. Served as a key participant and interviewer in the creation of the audio tour of Alcatraz featuring interviews with former staff, inmates, and residents of the island, and authored the official guidebook for Alcatraz.
- Actively participated in historical archaeological work in the park, including creating a maritime archaeology research program and working cooperatively with NOAA to integrate assessment and management activities for shipwrecks with the newly established Gulf of the Farallones National Marine Sanctuary as and adjacent Point Reyes National Seashore, and led the internal park initiative to lease from the State of California the submerged lands in the park's boundaries in San Mateo, San Francisco, and Marin Counties. This step took the park from being on the seashore to extending into the ocean.

Assistant Regional Historian, United States Department of the Interior, National Park Service, Western Regional Office, San Francisco, California-May 1978 to June 1979.

While attending University, I was recruited into Federal service through the Cooperative Education Program and moved to San Francisco to work and attend university (both fulltime) in the Cultural Resources Division of the Western Regional office of the NPS (California, Nevada, Oregon, and Washington) and trained for eventual transfer to a national park unit. I was transferred to Golden Gate National Recreation after my one year's training assignment at the Regional Office.

- Conducted research and prepared National Register of Historic Places nominations for sites throughout the region, including Redwood National Park, and maritime sites at Golden Gate National Recreation Area.

- Assigned to assist in the evaluation of and inventory of the San Francisco Maritime Museum's collections and San Francisco Maritime State Historic Parks' ships and collections into the Golden Gate National Recreation Area.
- Assisted the Regional Historical Architect in determining stabilization and restoration actions at the Cliff House (San Francisco) and the main cellblock on Alcatraz.

TEACHING AND CONSULTING

- ◆ Adjunct Professor, Department of Archaeology, Simon Fraser University, Burnaby, British Columbia, 2006-present.
- ◆ Adjunct Professor, University of Rhode Island, Graduate School of Oceanography, 2012- 2013.
- ◆ Instructor, University of British Columbia, School of Continuing Education, 1994-1999.
- ◆ Instructor, East Carolina University, Department of History, Fall 1985.
- ◆ Instructor, University of British Columbia, School of Continuing Education, 1994-1999.
- ◆ Instructor, East Carolina University, Department of History, Fall 1985.
- ◆ Instructor, California Academy of Sciences, San Francisco, 1984, 1986-1987.
- ◆ Instructor, San Francisco State University, Department of Anthropology, Summer 1984, and Department of Humanities, 1983-1984, 1986-1987.
- ◆ Series Co-Creator and Senior Consultant, "Drain the Oceans," National Geographic International Television Series, 2017-present.
- ◆ Host, "The Sea Hunters," National Geographic International Television Series, 2000-2006.

ACCREDITATION / FELLOWSHIPS

- ◆ Fellow of the Royal Canadian Geographical Society, Ottawa.
- ◆ Fellow of the Royal Geographical Society, London.
- ◆ Fellow of the Explorer's Club, New York.
- ◆ Registered Professional Archaeologist.