The shelves of bookstores are overflowing with a wide variety of “how-to” guides on leadership and management. Many look back on the lives of historical figures we recognize as great leaders—Lincoln on Leadership, The Founding Fathers on Leadership, and Leading from the Edge (about Shackleton’s 1914–1917 Antarctic Expedition), just to name a few. Each of these intriguing books contains a wealth of valuable leadership lessons from men and women who have truly “walked the talk.” For me, this hero worship style of leadership development began long before the latest round of books went into print. My quest also required more historical research and detective work.

I have long admired and studied the life and accomplishments of Rear Admiral Edward “Iceberg” Smith. Over the years I have attempted to ingrain and emulate the many leadership and management insights that Admiral Smith left behind for those astute enough to discover them in his historic shadow. The authors of the aforementioned leadership and management guides were blessed with a wealth of biographical information on the historic figures chosen to emulate. Unfortunately, no comprehensive biography exists for Rear Admiral Smith. For a “history geek”, this is an irresistible challenge. By assembling bits and pieces from a variety of historical sources I have been able to piece together his fascinating story and learn much about leadership and management by studying the life of this remarkable military officer. With the shabby collection of prose that follows, I hope to share with you a glimpse at some of those lessons and how they...
It has been a hoot!

VIEW FROM THE WHEELHOUSE
The Executive Director's Report

It is with mixed emotions that I craft this, my last, “View from the Wheelhouse.” As many of you already know, I’ll be retiring as your executive director later this year. By the time this edition of the Mari-Times arrives in your mailbox, a new, passionate, dynamic director will have been identified—and perhaps already hired and onboard. I have NO doubt that whomever follows me will bring many wonderful fresh ideas that will usher in an exciting future for our beloved maritime museum.

While I’ll be stepping down as executive director, I have no plans of leaving the museum family. I love this place! I plan to stay on as an active, enthusiastic member and volunteer. I look forward to continuing, albeit at a lower intensity level, to represent and support the museum as it continues its vital work of preserving and celebrating the rich maritime heritage of the Door Peninsula.

I have thoroughly enjoyed my six-year tenure as the museum’s executive director. We’ve enjoyed some great successes together. Through our association with the maritime museum Barb and I have met many wonderful folks and forged lasting, cherished friendships. The dedicated individuals on staff at all three museum locations are extraordinary people. It has been a privilege to work alongside each and every one of them—especially the small cadre of “full-timers” in the front office. You guys are awesome!

And then there are the volunteers—an amazing cadre of folks that are the heart and soul of this place. I look forward to counting myself among your number as we continue the good works of the museum together.

I could fill pages with the great memories accumulated during my time here at the maritime museum. I am particularly proud of some of the new activities, exhibits, programs, and events we’ve added over the past six years. Here is just a partial list:

• Gills Rock Clean-Up Day—a wonderful way to spruce up our northern gem each spring
• Santa on the Tug—who can forget those excited little faces as they climb the brow to see Santa
• The Mariner Award—a truly extraordinary way to celebrate the area’s maritime heritage and honor those who made it possible
• Cana Island Preservation Project—a dynamic partnership with County Parks making great progress on the restoration of a remarkable Door County icon
• Merry-Time Festival of Trees—a fundraising event like no other in Door County!
• Annual Gills Rock Fish Boil—what better place than the net shed on Weborg’s dock to hold a traditional Door County fish boil

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MISSION STATEMENT

Door County Maritime Museum & Lighthouse Preservation Society, Inc. preserves Great Lakes maritime history, primarily focusing on Door County, Wisconsin, and provides interpretive and educational opportunities for current and future generations.

VISION STATEMENT

It is the vision of the Door County Maritime Museum to provide and perpetuate the best maritime museum experiences on the Great Lakes.

MUSEUM HOURS

Sturgeon Bay  Open year-round
January-March: 10-4 Daily
April-June: 10-5 Daily
July-Labor Day: 9-5 Daily
Day after Labor Day-Dec: 10-5 Daily

Admission to Museum & Tug John Purves Tour:
Adults $12.50, Youth (ages 5-17) $9

Admission to Museum Only: Adults $8, Youth $4
Admission to Tug Only: Adults $6, Youth $6
Tug open 10:00-3:30 daily, May thru October

Gills Rock
Open May 25-26, June 1-2, June 7 thru October 20: 10-5 Daily
Admission: Adults $5, Youth (ages 5-17) $3

Cana Island Lighthouse
Open May 1 thru October 31: 10-5 Daily
Last tower climb at 4:30 pm.
Admission to Keepers’ House & Tower Climb:
Adults $10, Youth (ages 5-17) $7
Admission to Island and Keepers’ House Only:
Adults $6, Youth $3

Admission to Museum Members is FREE!
Apply for membership online at www.DCMM.org or fill out the form on page 19.

View from the Wheelhouse, from page 2

• Maritime Week—a collaborative effort to salute Sturgeon Bay’s rich maritime history and honor local Coast Guardsmen and their families
• Coast Guard Person of the Year—our way to say thanks in partnership with the U.S. Navy League and Sturgeon Bay’s Coast Guard Committee
• A host of small temporary exhibits—Titanic's Wake; Dan Seavey, Pirate of the Great Lakes; The War of 1812; LCI-94 at D-Day; Door County Lighthouse Art; The Wood Carvings of Pudge & Mary DeGraf; The Winter Fleet; Missions of the Coast Guard; Christmas Tree Ship...
• Wisconsin’s Schooner Coast—a dynamic joint marketing effort with our partners at the Wisconsin Maritime Museum in Manitowoc
• Feature Exhibits—Freshwater Fury; Haunted Lighthouses of the Great Lakes; and Pirates—Ship to Shore
• Boats, Books & Brushes—adding authors & art to the Classic & Wooden Boat Festival
• Bringing the Tall Ship Dennis Sullivan to town—twice! Nothing quite like the towering masts of Wisconsin’s Flag Ship to remind us of our maritime heritage
• Tall Ship Festival—partnering with Baylake Bank, the Sturgeon Bay Visitor Center, and many others to make the waterfront come alive with music, laughter, and the roar of cannon fire!

I could go on and on. It has been a joy to watch these and other initiatives come to life. Even more exciting, there are many wonderful things that are just getting started and will come to fruition in the future! I look forward to volunteering my help to make it all happen.

As they say, a flood tide raises all boats. Our partnerships with the Sturgeon Bay Yacht Club, Door County Visitor Bureau, city of Sturgeon Bay, U.S. Navy League, Sturgeon Bay Visitor Center, Sturgeon Bay Coast Guard Committee and countless others has made all of us better. Onward and upward!

Again, I have thoroughly enjoyed my stint at the helm of the museum. This is a very complex organization with many, many diverse constituencies—members, volunteers, staff, donors, community partners, and of course, our visitors, just to mention a few. If one manages a pizza place, the job is pretty straightforward: make great pizza. It is more complicated for a maritime museum. We are at once an educational institution, multiple entertainment venues, three gift shops, a library, an artifact storage facility, an iconic lighthouse, a historic tugboat, and much, much more. The whirling and spinning it takes to keep the

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It’s been another remarkable season at the Door County Maritime Museum and much of that is directly due to the outstanding work of our volunteers.

Since I’m also group tour coordinator, I have the opportunity to work with tour operators and get immediate feedback on their tour experience. Rarely, do I ever receive a negative comment. It’s remarkable the effort our guides make to learn about our maritime history and share it with our visitors.

On the topic of group tours, I want to say a special thank you to our docent crews whether they are in the museum in Sturgeon Bay on the tug John Purves, on Cana Island or in Gills Rock. We’ll finish the year with nearly 80 group tours spread across our three locations and that doesn’t include the regular Door County Trolley Lighthouse excursions to Cana. That’s about a 23% increase over last year.

I mention tours only to give you a roundup on this year’s numbers but, of course, tour docents are just a segment of our volunteer crew. Once again we had an assortment of special events which could not be staged without volunteers. A tip of the cap and to our raffle ticket sales people for directly contributing to the financial needs of the museum. And let’s not forget the boat builders, themselves, who make the raffle possible.

Our volunteers always make my many calls for help painless but calling our mailing staff and other volunteer office helpers remains one of my easiest as they all seem eager to come in to help whether its 100 envelopes to stuff or 1,000.

There are others I need to thank since operating a museum of this size requires help from people who are not only willingly give of their time but actually pay to do it through their memberships and gifting.

As we draw closer to the holiday season, I just want to wish all our volunteers and those who took the time to read this piece a joyous season.

Jon Gast
Volunteer Coordinator

**Docents (Tour Guides) Make a Difference**

Matt from Milwaukee wrote: “I just wanted to say that Jerry from the Cana Island Lighthouse was an excellent guide. Loved his pictures and learning about his family’s history related to the lighthouse. We had a pleasant experience on Cana Island. Thanks.”

Thank you to all our docents for enhancing the visitor experience each and every day!

You, too, can brighten a visitor’s experience at Cana Island Lighthouse, on the tug John Purves or in the Museum in Sturgeon Bay. Put on the docent badge of pride, by calling us at (920) 743-5958 and saying, “I want to be a docent.”

**Specialty Volunteer Help for Harbor Launch: Propulsion Machinery Systems**

The Museum has a special need for a person (or persons) to provide some volunteer time assisting in the completion of its Harbor Launch currently under construction. The Museum received the Harbor Launch in early stages of construction. Projects completed to date include the hull form, engine installation with some systems complete or nearly complete, and a superbly crafted and finished engine box.

Specialized work is necessary to ready the boat for sale: continuing and completion of propulsion machinery systems which include exhaust piping; fuel tank installation; electrical wiring and switchgear installation; instrumentation mounting and hook-up; steering gear connection; interior carpentry and trim; and mounting of miscellaneous deck hardware items.

We have all or nearly all of the parts necessary to complete the job, parts catalogs and tech manuals.

Volunteers who have worked on the project are available for discussion of the suggested requirements for completing the vessel. Ideally, we would like to find someone who could provide a sheltered shop to relocate the boat, but if that’s not possible something may be worked out. Please call Trudy Herbst at the museum (920) 743-5958, Steve Brunstrom (920) 559-7088 or Greg Miller at (920) 743-4623.
**DEVELOPMENT DIRECTOR'S REPORT**

**Cana Island Lighthouse Keeper's Log - Fall 2014**

Since the last newsletter publication, the County and museum team received the final round of bids for restoration at Cana Island. These bids came in almost double of the 2009 Historic Structures Report (an outline of the steps necessary for preservation and an optimal visitor experience) estimates, which allowed for 3% inflation per year. Two months later and I am still taking a deep breath as I write the words “almost double.”

The restoration team, Parks Committee, Door County Supervisors and the museum board, decided that in the best interest of the property we would protect the shell and proceed with restoring the exterior of the keeper’s house and light tower. The restoration of the interior of those two buildings and the outbuildings will be completed as funding becomes available. Our major funding partners offered their support of the budget change and we were full throttle forward!

The first weeks of the restoration at Cana Island Light Station consisted of deployment and staging of heavy equipment. Workers removed the portholes for refurbishment and installed temporary plexiglass. Crews will remove layers of parg (cement coatings) on the light tower parapet (the metal platform and railing that wrap around the outside of the lantern room at the top of the tower). Removal of the parge reveals the tower’s original Milwaukee Cream City brick that has not been exposed in over 100 years. Similar work has also begun on the foundation of the keeper’s house.

Crews will examine the copper dome, brickwork and the lantern’s eight glass panels in preparation for repairs. Once the inspections and evaluations are complete, workers will tuck-point the brick and then re-set the glass panels.

Meanwhile, Baileys Harbor native and Landscape Architect William H. Tishler has begun field and archival research on a Cultural Landscape Report for the island. The report “guides management and treatment decisions about a landscape’s physical attributes, biotic systems and use when that use contributes to historical significance,” as explained in A Guide to Cultural Landscape Reports by Page, Gilbert and Dolan. His report will outline a management strategy for each significant landscape component such as gardens, trees, stone walls and archways that graced Cana Island Light Station during its historic period of significance 1918-1939.

The museum has been working with the County of Door to secure funding for the multi-million dollar project. To date, funds represent about $2.9 million worth of projects, with considerable financial support from the Jeffris Family Foundation, Knowles-Nelson Stewardship Program,

Workers remove layers of parg (cement, stucco and limewash) from the tower’s parapet exposing the Milwaukee Cream City brick for the first time since 1902, when steel cladding was affixed to the tower.

Raibrook Foundation, Wisconsin Coastal Management, the Door County community and the Door County Maritime Museum family. An important note is that no Door County public monies have funded these projects.

Phase two began three years ago with construction of vault toilets and a maintenance room on the island. Land acquisition followed a year later to secure safe public access with construction of a parking lot on the mainland side of 

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DEVELOPMENT DIRECTOR'S REPORT

the causeway that leads to the island. The parking lot opened last year, easing problematic roadside parking at the popular tourist attraction.

Work projects will continue over time as funds become available. Plans under discussion and on the drawing board are contingent on future funding. In addition to the remaining restoration projects, the team’s plans include the installation of state of the art exhibits, implementation of the Cultural Landscape Report, re-creation of the summer kitchen and construction of a Welcome Center. In today’s dollars the estimate to complete the restoration checklist and additional projects are in the $2.5 million range.

Let’s keep Illuminating Our Heritage!

Trudy Herbst
Development Director

CANA ISLAND HOURS

The Cana Island Light Station and its buildings will continue to be open during normal business hours from 10am-5pm daily, with occasional closings of the light tower or Museum experience in the keeper’s house. Visit www.DCMM.org for daily updates of closings.

Chimney pots removed, chimney inspected and chimney brick repair started

The original brick on the tower to be re-covered in stucco after inspection
Bob Perlewitz

Bob’s story is far more interesting and comprehensive than can be covered in this Spotlight piece but his is a maritime career and example of dedication to a volunteer effort that few in our museum family can match.

Bob’s father sailed on a steamship and it didn’t take long for the son to head out on the water as he started work for Capt. John Roen and his Roen Steamship Company right after graduation from Algoma High School in 1956. He worked aboard the tug John Roen III until August of 1957 when the John Purves came out of the shipyard after being converted from steam power to diesel.

“I stayed on the Purves after it was sold two different times,” explained Bob. “The third time it was sold I went to work for Roen Salvage Co. for the next 25 years.”

Bob’s wife Mary is a retired nurse and they have three children, one grandchild and a great grandchild due next March.

Bob would eventually rise to the position of chief engineer. “Early in the ‘60s I took courses in engineering at the vocational school,” he recalls. It was there he became acquainted with Russ Haskell and Buck Champeau, a pair of Sturgeon Bay natives who were two of the 29 lives lost in the sinking of the Edmund Fitzgerald in November of 1975. Their tragic loss and his own experiences on the Lakes served as constant reminders of the hazards encountered on the Great Lakes and, particularly in his case, when towing or performing salvage work.

“During my 23 years on the Purves we lost quite a few tows during rough weather,” recalls Bob. “Quite a few that were sinking and in danger of sinking we went aboard and saved by pumping out. I like to tell people on my tours that salvage never happens on a nice sunny day.”

Little did he know when he retired from his tug career that the Purves would come back into his life.

“Shortly after retiring from Roen, John Asher asked if I would be interested in working to restore the tug,” he remembers. “We flew over to Muskegon with Brian (then museum Director Brian Kelsey) and John to look at the tug. I knew before we left it was a go. One of the most rewarding things was all the great people I’ve met that worked on the project. Everyone got along so good and had fun doing the restoration.”

The restoration bug also carries over to cars. “I have a number of collector cars that I never get enough time to work on,” Bob admits. “And I have collected old gas pumps and oil cans and most stuff from old gas stations. I’ve had over 100 gas pumps that I collected before they became collectable. Recently, I cut that down to 25 or so.”

Bob also enjoys cooking and baking at home. “One summer (on the tug) after the cook quit, I cooked for the crew for two weeks.”

This is already the sixth year of tours aboard the restored Purves and Bob remains eager to talk about the historic vessel and his experiences on it.

“The best part of giving tours is the people you meet from all over the world and when they thank you for all the hard work and hours you’ve spent,” he maintains. “I never thought anyone would be so interested in the tug as a piece of history when we started the restoration.”

Bob is one of the biggest reasons it is.
Door County's Annual Lighthouse Festival

Now in its third year, the Merry-Time Festival of trees will provide greater opportunities for getting into the holiday spirit. The festival continues as an initiative to joyously celebrate the holidays, promote our Sturgeon Bay and Door County community, and help raise much-needed museum operating support.

Your help is needed NOW! The museum will appreciate individuals, groups or businesses who are willing to sponsor a fully-decorated artificial tree or the event; wreaths, quilts, or hand-crafted items; or gently-used art for the silent auction. If you have a special talent, please consider making an item to share with the museum.

And if you don’t have a special talent, make it a point to attend the Merry-Time Festival of Trees from November 15 through December 9. In addition to seeing beautiful trees throughout our galleries, purchase raffle tickets to win your favorite trees, or you may bid on many unique items in the silent auction of art, gift certificates, holiday decorations or unique items.

So far, various organizations and individuals committed to decorate 35 themed trees that will adorn the museum. A few of the enticing tree entries will feature the themes of Birds, Frosty the Snowman, Door County, Wine, and Chocolate. Not only will the trees be “decked out” in a theme, but some trees may feature presents under the tree or gift certificates from the organization’s sponsor.

Every day is a “Kid’s Day” as youth admission is loose change donations when accompanied by an adult paying the regular $8 admission fee. The “change” donations will create a change in Cana Island Lighthouse as the money will help the ongoing restoration efforts. Additionally Glenn and Grace Rossman, Thrivent Financial have graciously offered to match up to $200 in loose change. To sweeten the pot further, each paying adult will receive one tree raffle ticket. Beware! One raffle ticket is just not enough when deciding on which tree is your favorite. Additional tickets are $5 each or 6 for $25. Since membership has its privileges, members do not pay admission fees.

During the festival, expanded fun activities will explore reading, writing and performance arts. Collaborative partners Door County Library, Ministry Door County Medical Center, Door CANcer, and Write On, Door County have joined together to create activities based on the festival’s spirit. (See the Calendar of Events for more details or the museum's facebook page for last year's event photos.)

If you would like to help make the Merry-Time Festival of Trees an incredible experience for our community please call Amy Paul or Trudy Herbst at (920) 743-5958.

EVENT REVIEW

Door County's Annual Lighthouse Festival

This much-anticipated festival gives visitors access to lighthouses that aren’t typically open to the public, including Chambers Island, Plum Island, Sherwood Point and the Sturgeon Bay Ship Canal Lighthouses. This year we ran a photo contest to capture the spirit of the event from a visitor's point of view. Our winners and their prizes were:

1st Place - Michelle Adensam (Sherwood Point)
A Year Family Membership & “Wisconsin Lighthouses” written by Ken and Barb Wardius

2nd Place - Bonnie Auxier (Pottowatomie Light)
“Women Who Kept the Lights” written by Mary Louise Clifford

3rd Place - Joe Suchy (Pilot Island Light)
“Guarding Door County: Lighthouses and Life-Saving Station” written by Stacy and Virginia Thomas
EVENT REVIEW

24th Annual Classic & Wooden Boat Festival

The festival featured a remarkable assortment of vessels with judges awards for power, sail and self-powered boats.

**Boat Awards**

**Best of Show:** *Shamrock III* – Tom Schueppert

**People's Choice Winner:** 2013 gaff-rigged 15' cat boat *Li'l Boat* owned by Rich Dirks of Egg Harbor

**Best of Show: 1962, 17' Thompson runabout* Shamrock III* owned by Tom & Mac Schueppert of Sturgeon Bay

**Best of Power Over 20 Feet:** 1931 Chris Craft *Little Bear* owned by Kevin Egan of Egg Harbor

**Best of Power Under 20 Feet:** 1955 *Lyman Aliya* owned by Bill & Sarah Freyman of Egg Harbor

**Best of Sail Over 20 Feet:** 1935, 24' sailboat *SPLASH* owned by Kurt Breuer of Marinette

**Best of Sail Under 20 Feet:** 2013 gaff-rigged 15' cat boat *Li'l Boat* owned by Rich Dirks of Egg Harbor

**Best Canoe:** Dennis Roiux of Oshkosh

**Best Kayak:** Dennis Roiux of Oshkosh

**Judges Award:** 14' skiff owned by Mark Lochman of Green Bay

**Paint the Bay**

**Paint the Bay Winner:** Dave Hackett

**People's Choice Winner:** "Steel Bridge Trio" by Dave Hackett

**Second Place:** "Donny S & Friend" by Randy Rasmussen

**Third Place:** "Port Side" by Gary Richter

**Fourth Place:** "Sherwood Point" by Stacey Small Rupp

**Honorable Mention:** "By the Boats" by Karl Yluisaker

**Sikaflex Challenge Results**

**Sikaflex Challenge Winners:** Patrick & PJ Smola

**Palmer Johnson People's Choice Winner:** Todd Rexine & Jeremy Gauger in Beatles garb with Yellow Submarine

**Champions:** Patrick & PJ Smola with their Wayne's World-themed AMC

**Second Place:** Coast Guardsmen James Heck & Tyler Kline with their ice boat-inspired 22666

**Third Place:** Brittany Hunt & Jessica Walker with their spaghetti and meatball inspired Saucy

**Fastest Construction:** Patrick & PJ Smola with AMC

**Best Design:** Bruce Loberg & Kay Bidwell Loberg with Camelot

**Boat House Sale**

Lucy & Jerry Richter, Steve & Geri Rank and Gretchen & Jim Anderson combed Door County for Boat House Sale treasures. This incredible volunteer-led initiative raised over $4,000 to help the museum's general operations! Remaining items will be sold at the closeout Boat House Sale on Saturday, October 18, from 9-2 at the museum.
place moving forward is what makes the job of executive director exciting—it is also the greatest challenge.

I thank each and every one of you for your support, advice and friendship. In any leadership role, the ideal is to leave the situation better than you found it. I hope I have accomplished that ideal. Please know that the best interest of the museum was at the heart of every action taken or decision made. I know I can count on each of you to help the next executive director make our beloved maritime museum the best that it can be. For that, I thank you in advance.

Being the geek that I am, I can’t resist this one last opportunity to share a little maritime history with you.

Reflecting on the end of my own career reminded me of the best end of career tribute that I have ever read. Sadly, the words come from a eulogy. They were spoken by Sumner Increase Kimball, General Superintendent of the U.S. Life-Saving Service, at the funeral for legendary lifesaver, Joshua James. Please, know that I would NEVER be so pretentious as to compare myself to either individual but I can’t resist sharing the story as punctuation to my time as executive director.

At a very early age Joshua James began to go to sea with his father, William James, and his elder brothers, Rainer and Samuel. From age 25 on Joshua James would be both ship captain and lifesaver until his appointment as keeper of the Point Allerton Life-Saving Station in 1889.

On April 3, 1837, Joshua witnessed a pivotal event in his life; he was an eye-witness to the death of his mother and a baby sister in the shipwreck and sinking of the schooner Hepzibah in Hull Gut, only a half-mile from safe harbor. This event would shape the rest of Joshua James’ life.

Joshua's lifesaving activities began on December 17, 1841, when he was just 15 years old. Five years after the death of his mother and sister Joshua James leaped aboard a surfboat manned by volunteers from the local chapter of the Massachusetts Humane Society at Hull heading toward the ship Mohawk which was being “hammered shapeless” off Allerton Beach at Harding’s Ledge. He would continue to save lives for the next six decades as a member of the Massachusetts Humane Society and later the U.S. Life-Saving Service.

By 1886 he was involved in so many rescues that the Humane Society struck a special silver medal for "Brave and faithful service of more than 40 years." In 1889 the U.S. Life-Saving Service established Point Allerton Station at Hull, Massachusetts. James was 62 years old, seventeen years past the mandatory retirement age of 45 for a federal appointment with the new U.S. Life-Saving Service. Due to his unequaled lifesaving record, considerable petitioning by continued on page 11
townspeople of Hull and his allies in the service, Congress made a special provision to allow him to be appointed as keeper of the new station.

Over the course of his career, he was credited with saving more than 200 lives. James was a recipient of the Gold Lifesaving Medal, awarded by the United States Government, along with four medals, a Certificate, and numerous monetary awards from the Massachusetts Humane Society. Chronicling his many heroic rescues would fill several volumes of the Mari-Times.

Joshua James career ended dramatically on March 19, 1902. Two days earlier all but one of the Monomoy Point Life-Saving Station crew perished in a rescue attempt, drowned by the panicked victims of a shipwreck they were attempting to save. The tragedy affected Joshua deeply and convinced him of the need for even more rigid training of his own crew. At seven o'clock on the morning of March 19, with a northeast gale blowing, James called his crew for a drill to test a new self-bailing, self-righting surfboat. For more than an hour the 75-year-old man maneuvered the boat through the boisterous sea. He was pleased with the performance of the boat and the crew. Upon grounding the boat he sprang onto the wet sand, glanced at the sea and stated, "The tide is ebbing" and then fell dead on the beach from a heart attack.

At Joshua's funeral, Superintendent Kimball said of him:

"Here and there may be found men in all walks of life who neither wonder or care how much or how little the world thinks of them. They pursue life's pathway, doing their appointed tasks without ostentation, loving their work for the work's sake, content to live and do in the present rather than look for the uncertain rewards of the future. To them notoriety, distinction, or even fame, acts neither as a spur nor a check to endeavor; yet they are really among the foremost of those who do the world's work. Joshua James was one of these."

What a wonderful way to be remembered. Thank you for the opportunity to share one last maritime history story and for the privilege of serving as your executive director. It has been a hoot!

Bob Desh
Executive Director
The Historic Shadow of a Hero, from page 1

might help us to make our beloved museum the best it can be.

Edward Hanson Smith was born in Vineyard Haven, Mass., on October 29, 1889. He was the son of a ship’s captain and descended from a long and sturdy line of Martha’s Vineyard whalers. He was drawn to the sea—a good and natural outgrowth of both birthplace and heritage. After graduating from Tisbury High School and studying briefly at the Massachusetts Institute of Technology (MIT), he entered the Revenue Cutter Service School of Instruction (forerunner to the U.S. Coast Guard Academy) in May 1910. His graduation in the spring of 1913 would be the beginning of a legendary military and scientific career. Before retiring in 1950 to become the Director of the Woods Hole Oceanographic Institution, Iceberg Smith would sail the oceans of the world, command numerous ships at sea, endure combat in two World Wars, and become a world-renowned oceanographer, accomplished diplomat, war hero, and inspirational leader.1

Suffer from a terrible need to know

Rear Admiral Smith’s lifelong pursuit of knowledge was extraordinary. As he embarked on his Coast Guard career, the service was simultaneously taking on a new and dramatic mission—the North Atlantic Ice Patrol Service. The disastrous loss of the RMS Titanic prompted the maritime powers of the world to take action to prevent further loss of life from iceberg collision in the evermore congested North Atlantic shipping lanes. The responsibility for this task would eventually fall to the U.S. Coast Guard, leading to the birth of a Coast Guard mission and unit to be forever known as the International Ice Patrol.2

This new mission would become the nexus of scientific study that would make Edward Hanson Smith one of the founding fathers of physical oceanography and lead to the moniker “Iceberg.” This distinctive nickname would follow him for the rest of his life.3

It was obvious to young Lieutenant Smith that success for this new mission to prevent iceberg collisions would hinge on knowing much more about icebergs and the forces that propelled them on their sojourn from Greenland to the Grand Banks off Newfoundland. Fortunately, the founders of the North Atlantic Ice Patrol Service had wisely included a treaty requirement for scientific studies of ice and its drift in the ocean.4

Shortly after graduating from the School of Instruction, Smith was charged with implementing this scientific research program with the cooperation and guidance of Professor Henry Bigelow at Harvard University. Iceberg Smith immediately began a series of studies from the Coast Guard cutters assigned to Ice Patrol duty in the North Atlantic.

Because of an unquenchable thirst for knowledge and his terrible need to know, Smith would transfer from ship to ship, remaining at sea for the entire ice season—typically February through August—to personally oversee scientific work and gather first-hand knowledge of the beautiful but deadly castles of ice that haunted the transatlantic shipping lanes. At the close of the ice season, he would retreat to the seclusion of Harvard to digest and analyze the information he had gathered. This lust for knowledge would lead him on a host of adventures, including a year of study at the Institute of Geophysics at Bergen Norway, command of the Coast Guard Cutters Marion and General Green on scientific expeditions deep into the Labrador Sea and Baffin Bay, and selection to be the navigator on the first airship voyage to the North Pole aboard the Graf Zeppelin in 1929. He was recognized for his scholarly achievements with a doctorate degree in physical oceanography from Harvard—the first Ph.D. in this field awarded in the United States.5

The challenge of new and exciting undertakings is a routine occurrence at the maritime museum. Our staff and volunteers must continually read, study, and absorb a wealth of new information to ensure that the museum avoids gradual obsolescence. I’m sure some grow tired of my enthusiastic chant of “onward and upward”; however, to innovate and improve, we must continually learn. As the museum staff knows well, one of my mantras is “a good idea is a good idea no matter who thought of it.” To continue to make the museum the best it can be, we must all continue to do our homework and make those good ideas reality.

Focus on what you control

In the early days of World War II, newly promoted Capt. E. H. Smith was given command of a small task force of

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three mature ships—the cutters Northland, North Star, and the venerable Bear—and assigned the mission of protecting the largest island in the world, Greenland, from Nazi infiltration. This taskforce would grow to become The Greenland Patrol.6

The Axis powers had overrun Europe, and Greenland was now vulnerable. The free Danish government in exile in Iceland requested U.S. help to keep this environmentally sensitive and strategically important ice-covered island out of the hands of the enemy. Facing the unenviable task of protecting 10,000 miles of the most rugged coast in the world, Iceberg Smith set about the job with initiative and innovation—focusing on the things he controlled rather than what he did not. He organized resident Danes and the native population into effective dogsled patrols. He commandeered a fleet of sturdy North Atlantic fishing trawlers to expand his patrol forces, and he leveraged the rapidly expanding capabilities of long-range patrol aircraft.7 Through careful coordination of his very limited resources, he was able to stop several German attempts to establish bases on the island and kept Greenland secure throughout the war.8

Again, none of my accomplishments at the museum or previous career successes can hold a candle to keeping an entire country free from foreign invaders. However, I try to never forget Iceberg Smith’s lesson: focus on that which you control rather than what you do not. This is truly a cornerstone to success for any organization, especially one as complex as our maritime museum.

It is easy to “get wrapped around the axle,” expending time, effort, and worry on the many things that one has no power to control. Like Iceberg Smith, the truly accomplished and successful organization recognizes the things they do not control—for instance, the unpredictable Door County weather. They acknowledge the impact these obstacles might have on progress or success and then move on—focusing energy, intellect, and effort on the things they do control.

Another of my mantras is “leave no festering wounds.” I believe we do a pretty good job here at the museum of focusing on the things we control, but must always guard against being distracted by a “festering wound”, i.e., some wrong step, decision or transgression that becomes an ongoing negative focus that poisons all actions that follow. We have no control over the past. We have maximum control of the future. Focus on that which we control.

Concentrate on possibilities, rather than limits

His success in command of the Greenland Patrol soon garnered Captain Smith a selection for promotion to Rear Admiral and designation as Commander Task Force Twenty-Four—top naval commander in the North Atlantic and Greenland waters. From his headquarters in Argentia, Newfoundland, he was now responsible for North Atlantic convoy escort and anti-submarine warfare operations as well as the Greenland Patrol.9 In addition to the job of securing a mammoth ice-covered island, Iceberg Smith now faced a determined and aggressive enemy in a combat theater challenged by some of the harshest weather to be found anywhere on the planet. If this were not enough, he still needed to worry about his old nemesis, icebergs. These naturally camouflaged mountains of ice lurked in the dense fog of the Grand Banks waiting silently to sink all ships that survived the gauntlet of German submarines.

The sheer magnitude and difficulty of the task would have overwhelmed lesser men. Not Iceberg Smith. He concentrated on possibilities, leveraging the knowledge and expertise he had acquired during his countless days at sea on Ice Patrol duty, getting every man under his command to be focused and upbeat, to communicate, and to cooperate. He instilled in his men optimism, attention to detail, and a

continued on page 14
will to win. His successes are succinctly captured in the following excerpt from the citation that accompanied the award of the Distinguished Service Medal for his WWII service:

“In all his negotiations and contacts, Rear Adm. Smith distinguished himself by his splendid diplomacy, sound judgment and intelligent planning and consistently maintained excellent relationships with other United States forces and those of the Allied Nations.”

It would literally take volumes to capture the accomplishments of the Greenland Patrol and Task Group Twenty-Four under Admiral Smith’s leadership. However, the consistent theme one takes away from studying the chronicles of these dramatic days is Iceberg Smith’s steadfast focus on the art of the possible. While few leaders will ever face anything as daunting as enemy submarines and the weather and ice of the North Atlantic simultaneously, this steely-eyed focus on possibilities, rather than limits, serves equally well in less demanding leadership and management challenges—I like to think of it as “The Greenland Stare.”

I have used the Greenland Stare many times during my time here at the museum to force myself to look to the possible rather than be overwhelmed by much more obvious limitations and obstructions. Like Iceberg Smith, the truly accomplished leader instills a pervasive positive attitude that accomplishes good things even when resources, talent, or training may be initially lacking.

During my time as your executive director I have attempted to be focused and upbeat, communicate, and cooperate as guiding principles. Insufficient resources are a daily challenge in most non-profit organizations like ours, but with a focus on possibilities rather than limitations we continue to accomplish great things!

I close with a quotation from Iceberg Smith’s hometown newspaper, The Vineyard Gazette:

“Eddie enjoys a position that is distinctly unique in small town life. He has distinguished himself in oceanography research, attained high rating in the Coast Guard, and to top it all, has recently received a Ph.D. from Harvard. In the course of his work he has visited all the principal seaports of the globe and many spots where seaports are not to be found. All this is well known to the home folks, who take the keenest pride in the Vineyard Haven boy who bears his honors so lightly. Unchanged and totally devoid of self-importance, Eddie comes home and enters into the spirit of things at just the point where he last left it, and it is because of this fact that his rare visits with his ship are the signal for general letting-down of business while the town’s population gravitates toward the dock.”

Humility and never forgetting one’s roots is yet one more lesson from Iceberg Smith that can guide us all.

Rear Admiral Edward Hanson Smith died on his 72nd Birthday, October 29, 1961. This article only scratches the surface of the countless lessons I have learned from looking back over his many exploits and accomplishments. I have no doubt that I am a better person for having known Rear Admiral Edward “Iceberg” Smith through the window of the written word. I guess that might be the most important lesson he left behind: To be the best you can be, you must read!

I hope you enjoyed, or at least didn’t suffer too much, this little historical journey through the life and times of Rear Admiral Edward “Iceberg” Smith. I hold great hope that the leadership principles that Iceberg Smith left behind will continue to inspire great things for Door County Maritime Museum. Onward and upward!

Endnotes
1  Dinsmore, R. B. and Strobridge, T. B., “Iceberg Smith,” The Bulletin (U. S. Coast Guard Academy Alumni Association), May 1974
2  Evans, Stephen H., The United States Coast Guard 1790 – 1915, A Definitive History, The United States Naval Institute, 1963.
5  Thomas, Ice Is Where You Find It.
6  Willoughby, Malcolm F., U. S. Coast Guard in World War II, The United States Naval Institute, 1957.
7  Willoughby, U. S. Coast Guard in World War II.
10 Forrestal, James, Citation (copy) to accompany the award of the Distinguished Service Medal to Rear Admiral Edward H. Smith, USCG, International Ice Patrol historical files, March 1945.
12 Unknown, “Ed’s Ship is Home,” Vineyard Gazette, June 1930.
LIGHTHOUSE WORD SEARCH

ACETYLENE
ASTRAL
AUTOMATED
BEACON
BREAKWATER
BULLSEYE
CATWALK
CHARACTERISTIC
CORNICE
CRIB
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WATCH
WICKIE
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We remember our Members who have crossed the bar and offer our condolences to the families and friends of:

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John Paul (Jack) Schmidtke

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History in the Making: James L. Kuber, tug Victoria and Coast Guard Cutter Mackinaw at Bay Shipbuilding - Photo by Seteve Reinke

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<td>sponsored by Bay Shore Inn Resort: Something Special in Sturgeon Bay,</td>
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<td>The Historical Bay Shore Inn Resort</td>
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<td>June 15</td>
<td>sponsored by The Cordon Family Foundation: In Memory of my Pop, Ray</td>
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<td>June 21</td>
<td>sponsored by Karl &amp; Erika May: The First Day of Summer - In Memory of</td>
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<td>David K. May &amp; Patrick R. May - Mom and Dad</td>
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<td>June 28</td>
<td>sponsored by Deborah M. Schaefer: In affectionate and loving memory of</td>
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<td>Larry M. Schaefer who sadly departed 15 years ago.</td>
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<td>July 5</td>
<td>sponsored by Donald Baumgartner: Remembering the Skipper</td>
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<td>July 5</td>
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<td>July 24</td>
<td>is sponsored by Roen Salvage Company: Happy Birthday Steve McNeil</td>
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<td>July 26</td>
<td>is sponsored by Shoreline Scenic Cruises: In Memory of Captain Bob</td>
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<td>Lapp, Captain Jim Cornell, Captain Tom Harrer, and Dale (T.D.) Vinette</td>
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<td>July 27</td>
<td>is sponsored by Lois Seiler: In Memory of Ted Seiler’s 90th Birthday</td>
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<td>is sponsored by Greg &amp; Carolyn Max: In honor of the women and men who</td>
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<td>work on the Great Lakes.</td>
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<td>August 2</td>
<td>is sponsored by Fish Creek Scenic Boat Tours: Experience Door County</td>
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<td>from the Water!</td>
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<td>August 3</td>
<td>is sponsored by WE Builders, Inc.: We are so blessed to be part of such</td>
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<td>a great community.</td>
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<td>August 9</td>
<td>is sponsored by Egg Harbor Yacht Club: To Celebrate August 9, 2014</td>
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<td>as Marina Day in Egg Harbor</td>
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<td>August 27</td>
<td>is sponsored by Dave &amp; Vonnie Callsen: Happy 27th Birthday, Main Street</td>
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<td>September 8</td>
<td>is sponsored by Bay Shipbuilding Company: In Honor of All Our Employees</td>
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<td>September 26</td>
<td>is sponsored by Bay Shipbuilding Company: In Honor of the Long</td>
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<td>Maritime History of Sturgeon Bay</td>
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<td>October 3</td>
<td>is sponsored by Bay Shipbuilding Company: Hard Work and Lots of!</td>
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Boathouse Closeout Sale - 9:00 am - 2:00 pm
A trailer full of gently-used, donated maritime items such as boat parts, books, brass portholes, oars, ring buoys, etc. for sale to support the museum’s general operations.

November 6, Thursday
Great Lakes/Great Books - 10:30 am
Call to register

November 15, Saturday
Tree Tales – 9:00 am
In collaboration with the Door County Library, we present Tree Tales, a story time for children held under a festival tree.

An Adventure in Writing – 10:00 am
Write On, Door County and the Door County Maritime Museum partner to present a family writing activity based on the Merry-Time Festival of Trees. Children between ages 6 and 13 and their parent or guardian are invited to explore the trees on display throughout the museum and write a story or poem about their favorite tree. Volunteers will be on hand to help with the writing activity. Children and adults will be invited to share their writings at the end of the activity. Registration is $10 per family (1 adult, 1 child) and includes museum admission.

Ministry Door County Children’s Choir – 12:00 Noon
Presented by Ministry Door County, six angelic voices will perform several holiday specialties.

November 29, Saturday
Pirate Day - 10:30 am - 3:30 pm
Presented by Ministry Door County Medical Center, enjoy our featured Pirate exhibit, crafts, games and much more.

December 4, Thursday
Great Lakes/Great Books - 10:30 am
Call to register

December 6, Saturday
Book Signing and Story Time – 9:30 am & 11:00 am
“The Night Before Christmas” written by Carol Davis and illustrated by Jan Rasmussen (both Door County locals) has a distinct Door County flare which includes Cana Lighthouse, Eagle Tower, Belgian Pies, car ferry, ice fishing and more. Each book signed by the author and the illustrator.

Santa on the tugboat John Purves – 10:00 am - 1 pm
Join Santa onboard the historic tugboat to share your Christmas wishes! Due to the size of the tug, only two adults can accompany each child. Adult museum admission includes Santa visit.

DOOR CANcer Holiday Home Tour – 10:00 am – 4:00 pm
Opening their hearts and homes to help people of Door County. Tour four homes and a guest house beautifully trimmed for the holidays and the Merry-Time Festival of Trees. Tickets are $30 and are available at the museum.

December 10, Tuesday
Jingle, Jingle, Mix & Mingle - 5:30pm - 8:30 pm
Join our festivities, a heavy hors d’oeuvres buffet, a silent auction of unique or holiday items, and our Merry-Time Festival of Tree Raffle drawing. Members $15 and Guests $25. Advanced reservations are required.

January 8, Thursday
Great Lakes/Great Books - 10:30 am
Call to register

For additional information on museum Events & Activities, call us at (920) 743-5958 or visit www.DCMM.org.