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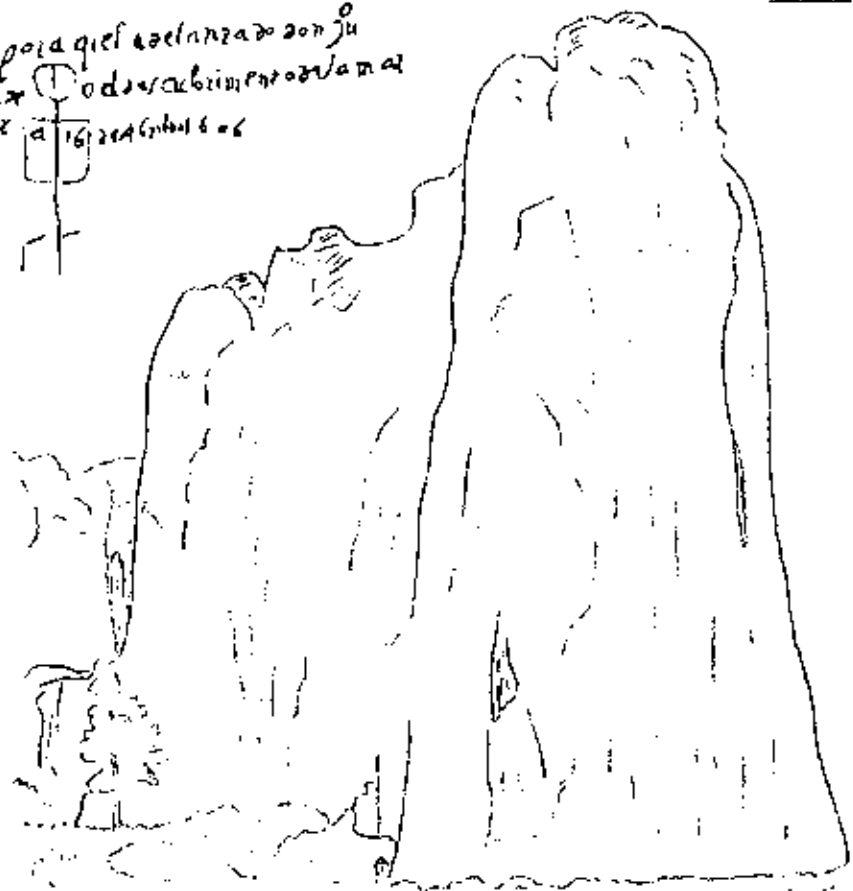
# Southwestern Monuments

Monthly Report  
July 1933

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## FOREWORD

Dear Chief:

I suppose this is the last report which we of the Southwestern Moments will make to you as Director of the National Park Service.

It is not easy to say goodbye after fifteen or sixteen years of service together, for we always felt we were working with you and not under you.

The only thing that reconciles us to the parting is that your going will prove to the world what we have always known,--sooner or later Business would offer you twice what the Government could.

We who remain will miss you and will think and speak often of you: we will be wishing you all success in your new venture; may you have health, wealth and happiness !

ADIOS.



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UNITED STATES  
DEPARTMENT OF THE INTERIOR  
NATIONAL PARK SERVICE  
SOUTHWESTERN MONUMENTS

Coolidge Arizona, August 1, 1933.

The Director,  
National Park Service,  
Washington, D. C.

Dear Mr. Director:

Say, Chief, could you ride 1907 miles over every kind of roads, including none at all, in a Ford car which needed an overhauling pretty badly, in all kinds of weather, at most of the hours of the day and night, and get stuck in one mud hole five hours and in another thirty minutes, and miss a meal now and then and get thirsty as the dickens -,- could you do all this and then put a dab of powder on your nose and come up smiling the next morning for another day of the same?

Well, two Park Service women in the persons of Miss Story and Mrs. White Mountain Smith did just that to the everlasting astonishment of my son, Addison, and myself and we have never yet figured out where they got so much powder nor how they always came up smiling.

The month of July, so far as the Superintendent's report is concerned, was built around a trip through some of the Southwestern Monuments with the Editor of the Park Service and the editorial 'we' hereinafter used refers in general to the persons mentioned above.

Leaving my headquarters on the morning of July 1, I went to the Petrified Forest National Monument that night; to Albuquerque, New Mexico, the night of the second and on the afternoon of the third we met Miss Story at Lamy, New Mexico, where she left the usual cares of office behind her and acquired an entirely new set of worries about weather, roads, etc., for the next three weeks or more.

We drove through Santa Fe and out to the Bandelier National Monument the afternoon of the third and walked down that five-eighths mile of trail, arriving at the Lodge just in time for dinner.

We remained at Bandelier over the fourth, having a restful day as far as the noise and crowd of a celebration was concerned. Our visitor got a pretty good understanding of the good and bad points of handling visitors through the Bandelier National Monument and got pretty well around over the floor of the Canyon, which, of course, is a very small part of the Monument itself. The Canyon was beautiful in its summer aspect with the cool shade and the running water and our visitor seemed to enjoy it very much. Ed Rogers and the Honorary Custodian Without Pay did everything they could to make the trip a successful one and we had time enough to talk everything over even to small details.

Leaving Bandelier on the morning of the fifth, we went into Santa Fe where we spent part of the day looking over the town and paying our respects to Jess Nusbaum at the Laboratory of Anthropology and his charming wife at her

beautiful home and then drove on down to Albuquerque for the night.

The next day we had our work cut out for us and, getting a fairly early start, we stopped at Isleta, Laguna and went out to Acoma. Isleta and Acoma, I think, are the only two of the New Mexico pueblos which remain on the same spot where the Coronado Expedition first discovered them.

We went through the Church at Isleta. It is pretty well spoiled with restoration and modernization, but, in going through it, we met the Padre who is in charge and had a mighty pleasant half hour with him. We found common ground in Gran Quivira mission history and he seemed glad to find some one who wasn't simply curious about his Church.

Laguna has one of the most interesting of the Churches which are now in use and some time you must make it a point to stop there and look it over. It is a gem.

At Acoma the Indians have commercialized the village until it loses a great part of its interest. They charge a dollar a head admission to which no one would object if they would then go away and let you alone; but about twenty of them, big, little, old and young, gather around you with pottery and gimcracks and stay under foot and in your way all the time you are on the mesa. There is an extra charge to enter the Church, an extra charge to take pictures, etc., all of which is more or less of a nuisance. As a result, it is hard to get into the feel of the old things and one comes away more or less dissatisfied. Acoma could be made a lovely place to visit and I have long wanted to make a National Monument out of it, but it would require some pretty sharp changes in its operation and it will not take long at the present rate to spoil it past redemption.

Getting back on the highway from our visit to Acoma, we went on to Gallup and out from there to Canyon de Chelly National Monument where we pulled in at Cozy's place at 10.30 that night. Cozy was not only up but he came ten miles or so down the road to meet us and see that we got in safely over a new piece of road and over the new bridge which had recently been completed over the Nazalina Wash, near Chinle. This new bridge at Chinle and the one at Canado will be a wonderful help in keeping that road to Canyon de Chelly open, for those two washes were bad ones before they were bridged; six inches of water in them was a serious matter and sixteen inches might mean the loss of a car if you didn't have sense enough to stay out.

The next day there was water in the Canyon and we could only go up de Chelly to the White House and could not go up del Muerto at all. We laid over the seventh but the water did not go down and then we spent the eighth with no better results. It rained on the eighth and we feared for our roads ahead, but the desert gods were with us and on the ninth we went through from Canyon de Chelly to Kayenta with only about twenty minutes delay in one wash where the banks had cut out. We stopped for an hour with the Wetherills and then went on up to Harry Goulding's for the night.

Harry and Mrs. Goulding are just as much in love with that country as ever and Harry spent the greater part of the tenth in taking us around over the sand hills and showing us the sights. He has a car equipped with air wheels now and can go places that he couldn't make when we were there with you last year. Incidentally, when it comes to driving dry sand where you have to get the last ounce of energy out of your engine about sixty times an hour, commend me to Harry Goulding; if it is picking the hard spots between quick-sand pockets on a sandy canyon floor, where you have to make decisions



at the rate of thirty to the minute and the first time you fail to guess right you go in up to the running boards, give me Cozy McSparron; if it is just a case of having to buck all around bad roads, mud, sand, washouts, and everybody else says it can't be done, then go and get Frank Allen, and, barring an act of Providence, he will take you through. I have seen these three fellows at different times get fifty per cent more power out of a car than the maker ever put in.

Well, after seeing Monument Valley we reluctantly parted from the Gouldings and went back to the Wetherills the evening of the tenth.

I needn't tell you what a pleasure it was to visit with the Wetherills again and of course they sent their regards to you and recalled the details of our trip last year as did all these folks we visited.

On the 11th we went up to Marsh Pass in the car and then took saddle mules and went in to Betatakin Ruin and returned to Kayenta for the night.

That ruin still continues to be one of the Class A sights of the southwest. The beautiful setting of course is what brings it out to the fullest extent, but it is a mighty interesting ruin aside from the setting.

On the 12th we drove from Kayenta to the Petrified Forest National Monument thinking we would catch Dr. Bryant who was scheduled in there that day but we found that he had gained a couple of days on his schedule and was headed for southern Arizona.

On the 14th we drove from Petrified Forest to Rainbow Lodge on the south slope of Navajo Mountain. On the 15th we went in to the Rainbow Bridge, remained the night of the 15th and came out on the 16th. I need not describe the trip to you because you have made it and know the beauties of the country. The Rainbow Bridge itself is only a small part of the trip in and out.

We found that country pretty well infested with Ansel Hall's scientific expedition, a large number of whom, for scientific reasons no doubt since we could imagine no common senced ones, were running around about half naked.

They had carried a line of levels down to the bridge and surveyed the trail in; finding it about twelve miles long; and were finishing a topographic map of the immediate vicinity of the bridge the day we left.

On the 17th we left Rainbow Lodge intending to get down into the Oak Creek Canyon south of Flagstaff, but the desert gods willed otherwise and we spent five hours of the day in a mud hole and wound up at Inscription House Lodge, thirty-odd miles from our starting place. Some brilliant Indian Service employee hatched the idea of building a dam just below where the road crossed a low place, reasoning that if any rain fell the water would back up over the road and stick cars. He did and it did and we did.

Next morning the very courteous guide at the Inscription House Lodge took us out through the sage brush and showed us a crossing half a mile below the dam where we were able, after a few trials and a little work with the shovel, to buck through the wash. It will probably break that Indian Service man's heart when he finds there is a possible way of getting around that mud-hole he has made.

On the 18th we pulled into the Oak Creek Lodge, which is on Oak Creek south of Flagstaff and spent the night in what we agreed was one of the loveliest places of the whole trip. There is a beautiful Federal Aid Highway running the full length of Oak Creek now and you can go down and back on high.

On the 20th we visited the Montezuma Castle National Monument and spent

a couple of very pleasant hours with Mr. and Mrs. Jackson. Here was one place where we did not have enough time and Miss Story promised to come back again on her next trip west and see things more thoroughly. We had planned to spend the whole day but car repairs cut us down to two or three hours.

We went back into Flagstaff that night, had dinner with Mr. and Mrs. Tillotson, of the Grand Canyon National Park and left Miss Story with them for two days at the Canyon, we going to the Petrified Forest for the night.

We remained at the Petrified Forest on the 20th and 21st, leaving the morning of the 22nd for Chaco Canyon National Monument, where we arrived that night.

I remained at the Chaco on the 23rd and 24th. The Archaeological students were at work and have developed some very interesting things in this summer's job. There have been about eight students this summer.

We had a big rain in the Chaco on the 24th and it looked for a while like we would not leave on the 25th, but Mr. Paul Walter, leader of the expedition, put some of his laborers on the rock hill and the big wash at the bottom of it, and, after building a couple of hundred yards of road, we got out without further trouble. We drove into Canyon de Chelly that night, arriving about nine o'clock, where we again met Miss Story and Mrs. Smith.

This second trip into de Chelly was a gamble with the weather and the desert gods proved to be in our favor. This monument is going to be one of our foremost monuments one of these days and I wanted Miss Story to know what it was all about when we really begin development there. We were fortunate this time in catching the water out of the Canyon and so were able, on the 26th to go the 17 miles up del Muerto to Mummy Cave, spending the whole day on the trip and seeing the many ruins along the way.

Chuck and Mrs. Richey, of Tom Vint's forces, met us at Cozy McSparron's by appointment. Chuck wrestled again with the problems of location of buildings and roads and trails and I think he will agree with me that we have there about the hardest problems along these lines that we have any place among the Southwestern Monuments.

We all left Cozy's place the afternoon of the 27th and went into Gallup for the night. The next day we put Miss Story on the train at Albuquerque and, if it is any consolation to her, we have been lonesome ever since.

The 29th we went into Bandelier where Mr. Richey looked over the staked line of the proposed road to the floor of the Canyon and he will give us a report on it from his standpoint a little later.

On the 30th we left Bandelier and stopped for the night at New Laguna. We came on to the Petrified Forest on the 31st and from there home to my headquarters on the first of August.

The total mileage run up this month was 3,716 on 253 gallons of gasoline or an average of 14.6 miles per gallon, which is of course a poor record and was due to the fact that the car was due for an overhaul. We had the block changed in it at Albuquerque and will turn out better mileage from now on.

In general, things in the Southwestern District are moving along in good shape. Roads are, generally speaking, in good condition but not so many cars are using them as last year according to the best reports I can gather.

The individual reports from various monuments follow.

AZTEC RUINS NATIONAL MONUMENT  
(PARIS)

"For July we have 1314 visitors to report. This is still a drop of 100 compared with July of last year. We have been unable to find a just reason for the drop other than to point to the fact that people just aren't coming through.

"Several visitors of note have come to Aztec during the last month. We were especially pleased to have Dr. Bryant and family as our guests for a few minutes. Although they were here but a short time, we enjoyed every minute of their stay. We hope their next visit will find them able to stay longer.

"Mr. and Mrs. Carl B. Livingston of Santa Fe, were with us for a time and gave us some interesting ideas upon which to work. Mr. Fred B. Hill with the Bureau of Public Roads at Mesa Verde was also among our welcome visitors. In glancing over the register we note six foreign countries represented. One visitor from Colorado writes in the comment that this is his 29th visit.

"We regret very much that the Director has chosen to leave us but are happy in the thought that all down the line we have the men we have. It is a pleasure to continue working under a group having the policies and ideals of the Service so well in mind and have seen to their execution so well in past years.

"We are still hoping that you will make it up this way soon. We hear of you every once in awhile all around us but never see you here. Don't forget us completely, Boss for since financial aid has been cut so low, we need your help more than ever before."

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BANDELIER NATIONAL MONUMENT  
(ROGERS)

"Visitors for July number ~~225~~<sup>737</sup>. This is 281 less than reported for July, 1932. For the first time now, we have comparative figures and the comparison isn't very favorable.

"We have had some very hot weather this month especially during two ~~###~~ periods of four to six days duration. One lady fainted while visiting Group D. However, she rested until late afternoon and then made it out of the Canyon on her own power. The hottest place in the Canyon is along the cliff where the ruins are found. Many light rains have occurred during the month. A very hard rain occurred the night of the 21st which did a lot of damage to trails and roads. However, the approach road is in very good condition.

(Bandelier, Cont'd)

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"U.S. Highway 64 has been located in such a way that the turn-off at Pojoaque is blind. The new highway is about 100 yards east of the old one at Pojoaque and the turn-off is about three quarters of a mile back toward Santa Fe. This turn is unmarked and is easily missed. The State Highway Department promises a sign there soon.

"It would seem that visiting Bandelier is considered a postman's holiday. Ninety six letter carriers from New Mexico had a picnic here July 2nd. They were attending a state convention in Santa Fe of the National Association of Letter Carriers.

"A group of 52 from Seton's Village visited us during the month. This is the School Camp conducted by Earnest Thompson Seton and is accredited by the State Normal. This school is located five miles out of Santa Fe.

"Mrs. Martin who conducts a girls' camp near Taos was in Wednesday with 16 girls. She will bring a group in each Wednesday for about a month.

"Park Service visitors for the month were Sup't. Pinkley, Miss Isabelle Story, Mrs. Chas. J. Smith and Mrs. Tom Vint. We were especially glad that Miss Story could visit Bandelier this summer. Fire control problems brought us a visit from Chief Forester Ansel F. Hall on June 30th.

"The last few days in June I had the first ladder to the Sarcornial Cave replaced, two trail bridges repaired, the camp and parking ground thoroughly cleaned up and most of the brush out of Tyuonyi. You may remember that this ruin is pretty badly neglected and overgrown. I managed to get most of the brush cut out which permits the walls to be seen somewhat better.

"I have erected a neat sign on the parking ground on the rim calling attention to the fact that the Monument is now administered by the National Park Service and giving date of transfer from the Forest Service. This explains the use of Forest Service signs everywhere. Most people have continued to believe the Monument is still under the Forest Service. We have also placed a sign on the entrance trail announcing that; "A Park Ranger will explain interesting features of the Ruins. Look for him at the foot of the trail". You may have noticed that ~~many~~ many visitors try to avoid a Ranger here. I think

this is less noticeable since this sign is up. It is a 7 by 10 inch zinc sign set like an easel beside the trail. It is painted white, lettered in India Ink and varnished.

"A wreck occurred Friday the 21st at the last curve, about 400 yards from the parking ground. A Miss McKee from Boston driving a 1927 Chevrolet sedan hit this curve too fast and turned over. There were four people in the car but all escaped serious injury. Two were able to come into the Canyon but the other two were bruised rather badly and were taken directly to Santa Fe.

"Two fires have been reported on the Monument this month according to the District Ranger. Another occurred about the boundary of the Grant and the Monument. This must be more carefully checked to be exact. As you know, our boundaries are not exactly surveyed. Apparently all were caused by lightning. One was a snag above the Ceremonial Cave about a half mile. The other strike was a snag somewhere between the crossing of Alamo Canyon and the Stone Lions. Mr. Frey looked for two days but was unable to find it. It was either extinguished by rain or went out of its own accord."

#### EL MORRO NATIONAL MONUMENT.

The spirit moves both Vogt and Alfred Peterson to write in from El Morro. We'll start off by telling what EZ has to say:

"We're having a hot summer with frequent rains but they are hardly as heavy as we have experienced in average years. We're having a great many interesting and interested visitors but the number is hardly up to par.

"We have high hopes of getting the approach roads to El Morro built with the money allotted us and I'm hoping to hear from you regarding action in this matter.

"We were surprised at the sudden resignation of Director Albright but are glad the new Director, Mr. Cammerer, knows our country and our monument.

"We have sent an invitation to the Commanding Officer of the C.C.C. Camp located in the Zuni Mountains 25 miles from the Monument to bring his young men over to see El Morro offering to make special efforts to give them pleasant and intelligent impressions of our attractions.

"A recent rain washed out one of our bridges late Saturday night near my ranch completely stopping traffic with no hopes of getting quick

aid from the county road department. I undertook to haul plank from my own lumber and repair the bridge before the Sun came up to make it hot. As I was shoveling dirt against the approach the first cars came by enroute to El Morro.

"We have learned that State Highway Commissioner P.L. Rapkoeh of Las Cruces is greatly interested in the Ice Caves, -El Morro road from Grants as well as extending this road ~~to~~ to Atarque and Salt Lake. While in Las Cruces on a combined pleasure and business trip I called on Commissioner Rapkoeh and I know that he will be very helpful to this part of the country.

"Enroute to Las Cruces I travelled from Ramah to St. Johns, Springerville then over the Coronado Trail. This is a beautiful drive through the White Mountains past Hannigan Meadows to Clifton. This should be a fine feeder road to our monuments although talking with store and filling station operators their interests in travel seem to lie mostly toward California and ~~to~~ Phoenix or to El Paso and on East. The mountain country seemed a real barrier rather than an inviting region leading to an entirely different land.

"The promising pinon crop impressed me in many places and this will mean much in return to gatherers this Fall".

"With best regards, E.Z.V.

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In another letter to Bob Rose we have much of interest regarding El Morro matters. We follow with this letter of July 22nd.:

"This is a tardy letter to congratulate you and Mrs. Rose on your interesting adventure and to wish you the greatest happiness in the world. We thank you for remembering us and hope you will feel free ~~to~~ & welcome come and visit us on your next stop to El Morro. We will be glad to have you and we will look forward to an early visit.

"This letter is written in one of our sheep camps near which is a new dam built for impounding flood waters. We came near losing it but 5 days work with 4 teams and Fresno and 2 slip scrapers combined with an assortment of 4 Mexicans, one Zuni, a Navajo, beans, mutton, chile, spuds, eggs, wrenches, chains, double and triple trees, and a leaky tent all spiced with plenty of cuss words in Spanish- we think is going to get the best of power of repeated rains and save the water. We will need it badly in a part of our ranch where we have never been able to graze except by using snow watering for the sheep.

"I plan to get away in time on Saturday to spend a half day with Pate at El Morro. We are very much elated over the allotment for El Morro under the Industrial Recovery Act and hope to make the most of it under the guidance and advice of Mr. Pinkley.

"While writing I wish to mention the 27th of July which is "Delegation Day" before the State Highway Commission when efforts are to be made by persons from Ranah, El Morro, Ice Caves and Atarque to get something definite in the way of a road past our monument.

"No doubt we will hear from the Boss by that time concerning the way we can use the portion of allotment on approach roads. At any rate we are looking forward to a visit from you or him or a letter about this matter".

Twice during the recent field trip we attempted to go down to El Morro for I was very much interested in having Miss Story gain first hand information on this monument. Both times threatening weather prevailed to the south and it was advisable not to risk impassable roads that might result from heavy rains.

In an addenda to the above letter "EZ" writes of a new book: "Clyde Kluckhohn's book "Beyond the Rainbow" is off the Press and I find it very interesting. He has some high descriptions of his adventures through the Rainbow Bridge and Wild Horse Mesa country which region he has penetrated with pack outfits on several occasions. His photos are fine and I believe from reading the book that the author is as conversant as any living man of that wild and beautiful country".

#### EL MORRO-RANGER'S REPORT

Pete happens to think to bring his pencil from the cabin to the shade of the Rock and writes the following on conditions at El Morro:

"I am sorry to have to report that this has been the dullest month of my experience at this Monument as far as the number of visitors is concerned. The people who have been at El Morro during the past month number 293 and hail from 14 states and France. This is about 25% less than for July 1932 and about 50% less than for July 1931. The decrease this year is probably due to several reasons: The World's Fair is probably keeping a great many easterners from coming further west than Chicago, since I learn that travel even on the main highways is lighter this year than last, but the chief reason for the decrease lies in the fact that the roads leading into El Morro are in uncertain condition. The old road from Grants on U.S. 66 through San Rafael is notorious for its roughness even when dry, to say nothing of mud when wet. The newer, shorter road from Grant through Zuni Canyon is not posted, is little known, and, according to reports, has been closed for construction part of the time.

"The road in from Gallup, just at present, is about as good as I have ever seen it, but the general reputation of these roads after a rain frightens people from attempting a trip which might end up in a mud hole. As an example, a young Frenchman rode in on horseback the other day. I learned that he had been with a party that arrived in Gallup

just when they were having a flood as a result of a heavy, sudden shower on the surrounding hills, said flood doing about \$100,000 damage. Naturally these people thought that all secondary roads were impassable but this young man determined to get out here anyhow and took the mail truck from Gallup. When he arrived in Ramah, he phoned back to his party informing them that the roads were in fair condition and to come on. In the meantime, he made his trip on horseback.

"Four nights ago I was awakened at 1:00 A.M. to be told by a boy who had just walked seven miles that his father and mother were in their car bogged down in the mud and wanted me to come and get them. It developed that in a misguided moment they had taken an old trail, thinking it the better road, and had got themselves into an awful mess - plus car trouble. In trying to aid them I also got myself stuck for two or three hours but finally got out and took the people home. They live sixteen miles from the mud hole they were stuck in. The thanks I got was "I hope I find you stuck some time so I can help you out." You can figure out from that the mental quirk which got that man on the wrong road and into the mud.

"Dr. C.C. Seltzer, anthropologist, who is making cranial measurements of Zuni Indians, brought the personal regards to the ranger of Mr. Jesse Nusbaum of the Laboratory of Anthropology, Santa Fe, New Mexico, and about the next day a friend of Deris Nusbaum, from Harvard College, arrived.

"Mr. and Mrs. A. M. Winton, professors of the Texas Christian University, Fort Worth, arrived in June and camped here until July 10th. The 'family' gathering which we had each evening for dinner, either at the Winton camp or at the Ranger cabin, is much missed by the ranger; but, according to a note just received from Mr. Winton, they plan to return about the middle of August. At that time we plan to visit some of the ice caves, including some of the later discoveries, where Mr. Winton will take moving pictures. Later at the Gallup Ceremonial Mr. Winton plans to make sound reproductions of the Indian songs and chants. Boss you better come in about that time and join us on a trip to the Kaipais Ice Caves.

"Mr. Winton remarked that he has noticed a decided difference in the amount of wild life on the monument since there has been summer-time protection. Mr. and Mrs. Winton have camped here three times, during the summer of 1932, and have noted that birds, squirrels, etc., are more numerous and tame. The ranger has endeavored to educate the local people against the use of fire arms within the monument area, and has frequently had to keep tourists from having target practice. The Rock is scarred in many places by bullet marks, and one of the neighbors told me that, on a Sunday morning especially, it used to sound like an army was turned loose at Inscription Rock. The elimination of that practice naturally would be conducive to the propagation of wild life. That same neighbor told me that articles of Government property, such as lumber,



etc., located on the Monument, were certainly being treated with lots more respect than they would have been before I was stationed here. Witness the little pile of lumber which laid in plain sight all winter and spring. At one time it would have been a race to see which of the local settlers would get it first.

"The 'water dogs' in the cove (really the tadpole stage of the salamander) attract quite a bit of attention. The prehistoric peoples who used water from the cove quite certainly were familiar with the same animals. This is evidenced by the pictograph on Pictograph Point which quite plainly shows a 'water dog' gills and all. Mr. Winton photographed the pictograph and plans to write a short article for the Science News Letter on this subject.

"The rattlesnake the ringer captured on June 15th has only eaten six mice. Had his last mouse on July 6th and refused several in the following weeks. On July 24th he was restless and I suspected he was going to moult - and he did but had the job almost completed before I saw any of the action. He now has a new and brighter colored coat, and the old, skin measured 31 inches. He is now acting hungry, so guess I better rustle some grub for him.

"Again I shall have to postpone a discussion of boards for protection of translation signs."

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We can well understand Pete would get lonesome out there but taking in rattlesnakes for company is something new.

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GRAN QUIVIRA NATIONAL MONUMENT  
(W.H.SMITH)

"Report time has again rolled around. Last month brought the highest temperature in 40 years with the thermometer standing about three degrees higher than during the same month on average years. This would be expected in view of the extremely severe cold during the past several winter seasons.

"Travel has held up as well as could be expected considering the bad road conditions. Our monument is not on a main throughfare. The World's Fair is doubtless the factor causing people to hasten through on the transcontinental roads.

"We have registered 436 visitors entering the Monument in 69 cars. This is a decline of average visitors per car but several truck loads of picknickers have helped bolster the average.

"We were glad to have on July 19th a gentleman who was distributing State Highway markers for our monument. This will be a great help since so many visitors pass through not knowing of the Monument.

"We have had some of the heaviest rains in this section of the country that have fallen since 1921. The lake down near the store and Post Office filled this year for the first time in 12 years. These rains have certainly spurred vegetation on to terrific rate of growth. Grass conditions are better than for many seasons while wild flowers are blooming in profusion.

"Mr. Huey moved his well rig  $2\frac{1}{2}$  miles East and 1 mile south to a well he started some years ago. He had this well down to a depth of 440' and he drilled 200' more making the well 640' when water was struck. The water came in sandstone formation and is reported to be good water which is better than the average for this country.

"Mr. Yrsirro who has been sinking the shaft for the treasure here is contemplating returning to the diggings soon. Mr. Yrsirro and company were out immediately after they were notified of the damage done by the rain and repaired it to a safe state."

CASA GRANDE NATIONAL MONUMENT  
( Reported by F.L. Fish)

In the absence of Custodian Palmer, Mr. Fish reports as follows:

WEATHER:- "Mean maximum-----106.1 for this year(July)  
Mean max. last year---104.9

Mean minimum, July 1933-----77  
Mean minimum, July, 1932-----74.7

Precipitation, July, '33-----0.83  
Precipitation, July, '32-----2.21

"These figures reveal a drier July, with consistently higher temperatures than for July, 1932.

TRAVEL:- Visitors for the month of July guided through the Ruins and the Museum number 944 as compared with 1,058 for July, 1932. This does not include late parties or people driving in and turning around and going directly out without stopping.

Visitors came from 31 states, D.C., Hawaii, Panama, England and Japan.

The 944 guests were shown through the Ruins in 198 parties while the Museum parties numbered 183 different tours.

OFFICIALS ABSENT:- Custodian Palmer left July 10th on annual leave visiting friends and relatives and also the World's Fair in the Middle West. From cards received by the personnel, he and Mrs. Palmer are having a good vacation in cooler surroundings.

VISITORS OF NOTE:- Assistant Director Bryant and family on the 15th.  
10 students of Geology from University of Texas on July 29th.

BIRD LIFE:-One of the young Western Horned Owls(*Bubo virginianus pallienseus*) that made his home in the Casa Grande had to be killed during the month. In some unknown manner it lost control of its legs and was killed as an act of mercy."

CHACO CANYON NATIONAL MONUMENT  
(Hurst R. Julian.)

Mr. Julian comes in with one of his usual good reports:

"Dear Boss:

"The 2056 visitors who came to the Chaco this month came from nineteen states and the District of Columbia. I hope that I will be pardoned for having predicted an increase of a mere one hundred per cent in the number of visitors that were expected at the Chaco this year. There were more people in the Chaco Canyon this month than there were during all of last year.

"Some of the visitors came to witness the Navajo Dances and the Chaco Rodeo, yet there were members of the faculties of nine universities who came with a professional interest in archaeology.

"Mr. Paul S. Martin was here with the Field Museum Archaeological Expedition and they seemed impressed with the ruins of the Chaco.

"Two institutions of (alleged) higher learning have included my lectures in their regular course of study. I mention this not to discredit the educational institutions but to do a little plain and fancy bragging on myself. Possibly though they feel that the ruins of the Chaco are worth while for their students in spite of the fact that I am here, ready to give them information liberally spiced with misinformation.

"For several days at a time the place was overrun with visitors that received no attention or service. There were times when the whole staff of assistants were busy. Since you perhaps are wondering where I got a staff of assistants I will explain. My staff consists wholly of Custodians Without Pay. Dr. Keur has been a constant and reliable guide; in fact he is relieving me at the present moment in order that I may get this report written in time for the mail. Mrs. Keur has, on occasion, demonstrated her worth and there is the ever-present and always reliable Mrs. Julian. Dr. Hewitt relieved the holiday rush by delivering a lecture at Chetro Keti and has on numerous occasions loaned students for emergency guide work, and Prof. Paul Walter, of the University of New Mexico, helped haul water to the visitors.

"Furthermore, every one seemed to enjoy helping handle visitors. When I attempt to express gratitude they act as though it was unnecessary that I feel indebted to them. A party of visitors evidently were pleased with the brand of service which Winnie puts out as they sent her an ice cream freezer in token of their appreciation. We now have ice cream at the Chaco.

"Prof. Clyde Kluckhohn, of the University of New Mexico, gave a series of camp fire lectures on the Navajo. Every one enjoyed them immensely. You see that I (and the neighbors) have had quite an unusual month.

"During the odd moments Mrs. Keur and I have catalogued some of the material in the museum. Probably we will not get around to this work again before fall unless the roads become impassable for a few days.

"Since the so-called 'Irish potato' is supposed to have originated in Peru, and since wild potatoes were discovered by Frank Fish during

the road building operations on the Smith ranch, there has been established at the Chaco an experimental potato patch. Dr. Keur, of the Biology Department of the Long Island University, is furnishing the more intellectual requirements of the experiment and I help in my own poor way.

"Another interesting, even if ominous, development is reported by Dr. Keur with reference to Threatening Rock. He has spent many days under the Rock making observations in connection with his permit for the investigation of the engineering of the Bonitians. He has recorded the appearance in the last week of cracks in the base of the stone. His attention was directed to them by an intermittent cracking and popping noise which, when investigated, turned out to be due to the shifting and settling of the rock. Dr. Keur is of the opinion that there is danger of the rock falling upon Pueblo Bonito. He has determined the amount of stone that is in danger of falling and has given the amount as being approximately twenty-five thousand tons.

"We have set twelve copper rods in cement on the rock and on the cliff at convenient places and are making an accurate survey which will connect them with reference to distance, relative levels, and angles of direction. Next month we will be able to report just what, if any, motion has taken place together with the direction of the motion.

"I feel that I must apologize for the undue length of this report, but there were so many things which seemed to be in need of reporting that the letter ran well over into the second page before I became aware of it."

Mr. Julian's rhetorical apology is accepted, but he of course knows that we are always anxious to get a full report on what goes on at the various monuments and the longer they are the better, so long as they are interesting like this one of his. We wish he had gone further and told something about those interesting cysts Mrs. Keur has been opening, but suppose he has reserved that until next month when the work will be further along.

MONTEZUMA CASTLE NATIONAL MONUMENT.  
(M.L. Jackson)

"I have the following report to make for this monument for the month of July, 1933.

"Have had 1361 visitors for the month as against 1995 for the same month last year, which is a loss of a little better than one third. Have had only two parties to camp over night during the month. In the follow up of my last month's report you explained that some of the other monuments were off in their number of visitors and that you thought 'it was due to the fact that gasoline is high priced and the people are so hard run that they do not run their cars as much as heretofore.' Which explanation I accepted in part at the time, but I have just telephoned Bill Back, who is in charge at Montezuma's Well, which is situated seven miles north and east of here, and he reported that his visitors are off about nine percent compared with last year. As you probably

know, an admission of fifty cents per person is charged at the Well. He also reported a fairly good number of campers, but not quite as many as last year. He also charges 25 cents for camping on the grounds, and more if they use a cabin. I am also informed on very good authority that the local people are not as hard run as they were a year ago, which, I suspect, is because one of the two near-by mines are running that were closed down last year. Much Federal Aid money is also being spent in this section.

"Dr. H. C. Bryant, Chief Naturalist of the National Park Service, and family paid us a short visit on the 14th of the month. We enjoyed the visit a lot and hope they will call again.

"Superintendent Pinkley, his son Addison, Miss Story of the Washington Office, and Mrs. Smith of the Petrified Forest, spent an hour with us on the 19th. We enjoyed their visit and were sorry that they could not spend more time with us.

"We are having about the usual run of weather here for the month of July.

"We are all worked up here into thinking conditions are getting better with two thirds as many visitors this year as compared with last year we find that the Madam's curio business is a little better than last year."

Mr. Jackson is a little confused in what we were talking about last month. Reference to that report will show that we were trying to explain a dropping off of his Sunday peak, - not a general dropping off of all visitors. A local reason, such as he gave, would not fit Casa Grande where we show the same falling off of the Sunday peak. A general reason, such as I gave will account for the facts. Last month he was running about the same total as the year before but he was higher in 'outside' traffic and lower in local traffic than the previous June. In July he is one third off the previous July and he seems to assume it all comes off his local traffic, whereas he might be getting a loss in outside traffic.

These figures on attendance, weighted and balanced for errors, make an interesting study.

#### NATURAL BRIDGES NATIONAL MONUMENT.

Zake writes, under date of July 27th, as follows:

"Dear Frank:

Seems like report days come quite often now days. Everything is lovely out here; grass and flowers have grown and bloomed better than ever this year and the Monument never was so green and beautiful before in July. We have had some fine showers and the floods from them have raised some trouble for me. However I was still healthy and strong and the pick and shovel did not hurt me very much and everything is all right again. There are still quite a lot of cars coming out to see me; two yesterday and three today. They average about one car per day. I still think we will have more visitors this year than ever before and I never was more in love with my little job.

"I am still in hopes for better days for the Monument, but we will just have to wait and see what happens in the future.

"I am just sick about our Captain leaving us but I know we will all wish him the very best of luck and we also feel that our new Chief will be just as kind and agreeable and efficient as was Mr. Albright."

I looked longingly over at the Bear's Ears from the Monument Valley country and told Miss Story all about you and your bridges and the country you live in, Zeke, but we just had to leave that for another year and so we turned back south from Gouldings place.

#### NAVAJO NATIONAL MONUMENT.

Hester John Wetherill writes on July 27th as follows:

"Dear Frank:

"We are having no visitors to the ruins since the party that made the two day trip when you were here.

"The ruin about which so much recently manifest interest was aroused by an exploring expedition up in this country and which was supposed to have been found last spring, was Guernsey's Pancho House. It was found first by Jackson in 1875; was visited later by Richard Wetherill in '94; by Lang and Allen in '95 and '96 and by Guernsey in 1922. You will find a map of the part of the Chinle where the ruin was found and a ground plan of the ruin in Guernsey's 1923 Bulletin of the ruins of the Southwest.

"Mr. Hargrave and his party have just finished mapping the ruin and gathering potsherds. They found the ruin interesting on account of the Pueblo 4 culture to be found there.

"Mr. Hargrave and his party are now on the way to Bluff to carry on the study of the Pueblo 4 culture to be found at that place.

"Hoping you and your party arrived home in good shape, and with best wishes for all, I am

Yours truly,  
John Wetherill."

#### PIPE SPRING NATIONAL MONUMENT.

Mr. Herten writes on July 26th:

"Our travel has made a sharp increase over last month. This is due, I think to it being so hot and dry in this section of the country, that the local people are taking advantage of the cool water and shade we have at this Monument for gatherings such as picnics, dances, chicken roasts and swimming parties. There have been eight such parties held here this month with a total attendance of 171.

"Then we have had twelve camping parties, some staying two or three days, total of 33.

"And there is our travel that comes and goes in a hurry, not stopping to see very much of the place. Of this class I have shown about 65 through the Fort giving them the history of the place. The total number of visitors for the month I place at 329, quite an increase over last month.

"We are still trying to enjoy our hot summer and wishing that it would rain. We have not had much rain and the vegetation is suffering very much in the mountains and deserts of this section.

"The temperature has been around the hundred mark the biggest

part of the month throughout the day time and only a few degrees lower at night.

"The reason the temperature stays up at night here at the Fort is, being located on the point of the hill and to the west is a large cove surrounded by high cliffs of red sandstone and there is usually a western breeze at night. The heat that is collected by those red cliffs and stored in that cove comes out with the breeze through the night, keeping the temperature around 85 or 90 all night.

"On the 24th I took the Mrs. and the children to the head of Duck Creek for the Utah Pioneer Day celebration. There were more than 1,300 people there and we sure had a good time."

#### PERCIBORI NATIONAL MONUMENT.

Mr. Boundey has the following report:

"Dear Boss:

"We had 725 visitors for the month of July; a great many of them being eastern visitors who were out to see the sights in spite of the heat.

"The summer rains have made the Valley quite green and the cattle are looking very much better.

"Owing to the open shallow wells in the vicinity we have been having an epidemic of typhoid. We have had two deaths so far, one of them David Casanega who has helped us here at the Mission many times and who recently installed our lights.

"Assistant Director, Dr. Bryant spent Sunday afternoon with us. With him was his wife and children and Dr. Taylor and family of the University of Arizona.

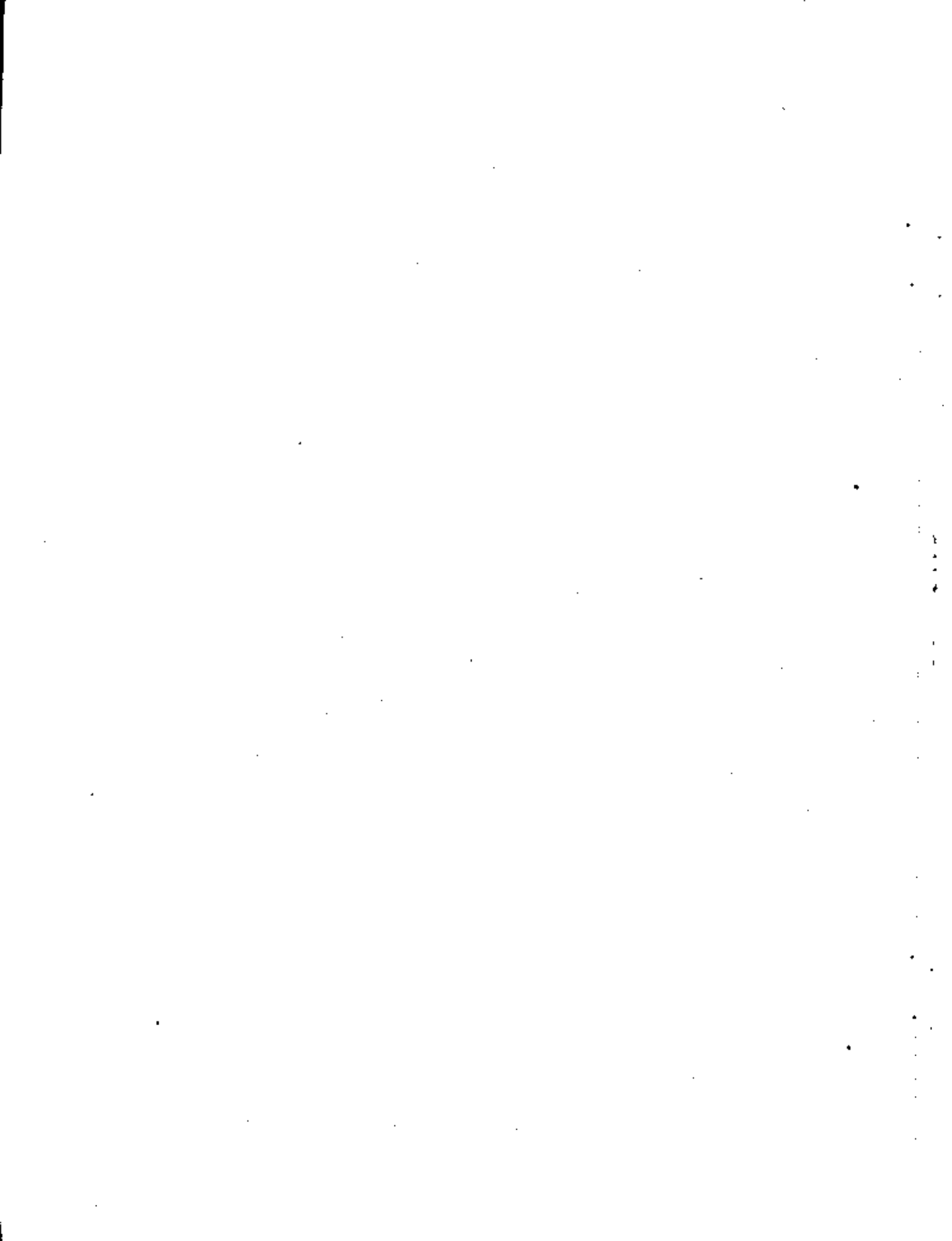
"On the way home from a recent trip to the Casa Grande Ruins I located about 100 shrubs of the Crucifixion Thorn tree. They may be seen from the highway on both sides of the road from the viaduct north going toward Coolidge."

#### IN GENERAL

Business is picking up over this district. Travel is not quite where it was a year ago as far as the automobile tourist is concerned but the train travel is much better. Roads in general are in good condition. We have not had quite as much rain as usual over the district as a whole and the range will not go into the winter in very good shape; cattle men are worried.

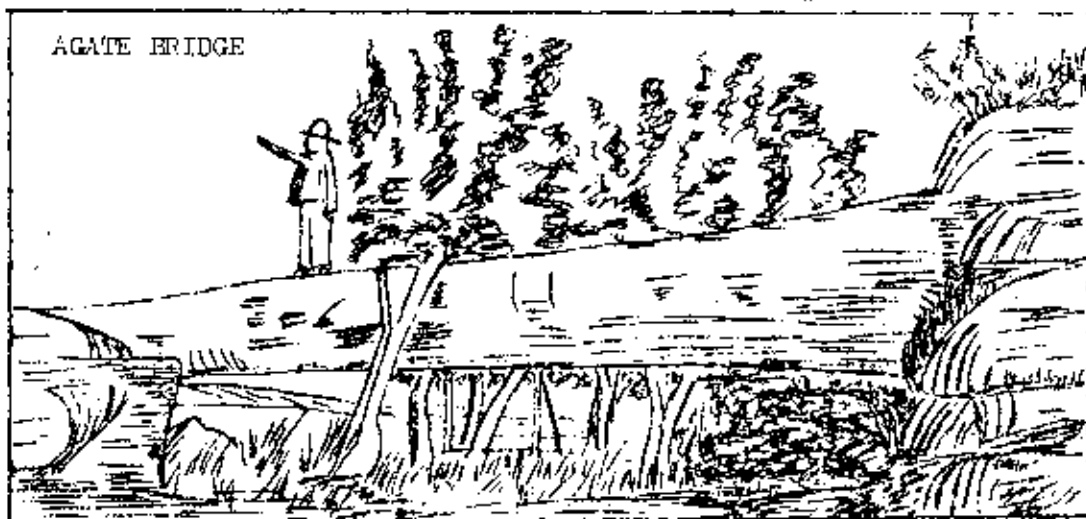
Cordially,

*Frank Paisley*  
Superintendent.





U. S. DEPARTMENT OF THE INTERIOR - NATIONAL PARK SERVICE



Petrified Forest National Monument, Holbrook, Arizona

August 1, 1933.

The Director  
National Park Service,  
Washington, D. C.

Dear Mr. Director:

Following is the narrative report on activities in the Petrified Forest National Monument for the month of July, 1933.

At the close of November, 1932, I reported to you in part as follows: "With the addition of 53,300 acres of the Painted Desert to the Petrified Forest National Monument September 23, 1932, it was naturally assumed that this act carried with it a mandate to protect, administer, and give as adequate service to the people who visit this section as our facilities will consistently permit, at the same time not neglecting any other equally part of the Monument. Much thought was given to this. Consequently, on October 2 a greeting station was established at the rim of the Painted Desert on U. S. Highway No. 66.

Neat signs were erected requesting all cars to stop and register. To date not a party has made the slightest objection to this, but all recognize the measure as an additional service to the people. In a day or so all local or through traffic plying between Arizona and New Mexico learned to keep right on with a wave of the hand or sound of the horn. These contacts have been so numerous that it has taken the services of two rangers most of the time throughout the month. However, from now on through the winter it is planned to station one ranger at this point.

The rangers are instructed to cordially invite all parties to visit the Petrified Forest or the Painted Desert section, or both. No undue persuasion has been used to induce people to pass through the Forest at the expense of parties on U. S. 66. However, this service has resulted in increasing travel through the Forest proper, has caused a great many people to view the Painted Desert from various points who would not otherwise have done so, and has given us a new and valuable contact with the traveling public."

This policy, as outlined, has been consistently followed, and so far as I know, not a single party of tourists has objected to this, but on the other hand a great majority of them go out of their way to express their thanks for the service rendered. In this manner, in nine months, we have contacted almost 100,000 tourists at the Painted Desert, in addition to some 55,000 people who have passed through the Petrified Forest proper.

We are doing this with a maximum ranger force consisting at this time of three permanent rangers, four temporary rangers, and one ranger naturalist. We have a protection problem here every day from daylight until dark. The museum is opened at six o'clock or earlier in the morning and is kept open until seven or later in the evening. It will be seen that hard work and long hours are necessary to accomplish this. Every member of the force has performed his duties in a very efficient manner. Vandalism has been kept down to the minimum, and very little petrified wood has left the Monument. No complaints from tourists have been received.

Warm days, torrential showers, and cool nights have been the rule. The precipitation for the month was considerably more than last year and a new high temperature of 100 degrees was registered the 11th. The record for the month follows: Low was 57 degrees on the 3rd. Total precipitation was 1.50 inches. Mean maximum temperature was 93.6, and mean minimum was 60.6. There were 19 clear days, 10 partly cloudy, and 2 cloudy days.

Dr. H. C. Bryant, Assistant Director of the National Park Service, and family arrived at the Forest on the afternoon of July 9, and spent the night and the morning of the next day, leaving about noon for the Grand Canyon.

Frank Pinkley, Superintendent of the Southwestern Monuments, and party arrived on the night of the 13th. Miss Isabelle Story, Editor, National Park Service, and Mrs. Smith were in the party, Mrs. Smith having gone to Lamy, New Mexico, for the purpose of meeting Miss Story. They visited many points of interest in the Southwest together.

Mr. Harry Langley, Assistant Architect of the Branch of Plans and Design, arrived here on the 10th from Grand Canyon. Mr. W. B. F. Wallace, Associate Engineer of the Bureau of Public Roads and Mr. F. N. Grant, Resident Engineer of the State Highway Department, also arrived on the 10th. Matters concerning U. S. 66, the Painted Desert proposed road, etc., were discussed with the State Engineer, and a full discussion of Monument road matters was had with Mr. Langley and Mr. Wallace. About two hours was spent in reviewing Monument matters with Dr. Bryant and Mr. Langley on the 10th also.

Other distinguished visitors include Dr. James H. Breasted, Director of the Oriental Institute of Research, University of Chicago, on the 1st, and Major General E. B. Winans of the United States Army on the 19th.

Three educational tours consisting of the Eastern Collegiate Tour, New England, with 135 in the party, the Omnibus College of Kansas with 300 in the party, and the Transylvania University Tour with 28 in the party, were contacted during the month. Lectures in the Museum and nature tours through the Forest were features of the service rendered them.

Preliminary plans for checking stations and various other new buildings for the Monument are being received from the Chief Architect's office, and all of them are fine pieces of work.

A 400 gallon iron tank was buried outside of the ranger station at Agate Bridge and a pump inside the building attached. Water is hauled from Headquarters about every two weeks. The ranger there now no longer has to carry water from the spring a half mile away, except for drinking purposes.

On the evening of the 6th a real cloudburst centered over the area drained by Dry Creek for about three hours. At headquarters, 6 to 10 miles away, on the fringe of this storm, .78 inches of rain fell. Culverts were not able to take care of the volume of water and the shoulders of the road near some of them were cut back six feet or more in many places. On the north side of Agate Bridge, Dry Creek overflowed its banks and washed away some twenty five feet of fill to a depth of over ten feet. An early inspection on the morning of the 7th disclosed the damage. Neighbors, visitors, and rangers cooperated in filling the washout so that it was passable. The Superintendent discovered that the rangers here are artists with the pick and shovel. Three hours after the washout was found cars were going through. No complaints were heard on the slight delay to the tourists, rather, they regarded it as a fine time. Damage to the road is estimated at \$1,500 and additional culverts will have to be installed in several places.

A smaller cloudburst came down on the 23rd, and water again ran over the road in one place, taking out the repair work just completed. However, the road was at all times passable and rangers were constantly patrolling it to guard against any accidents. Gallup, New Mexico, was badly hit by a flood the same day with damage estimated at \$100,000, and highways east from the Forest were badly washed.

Fortunately in answer to my wires for help you made available \$500 for emergency construction and most of the damage has now been repaired with the exception of replacing the culvert which is a job for the Bureau of Public Roads. Travel was held up for a few hours, only, on the 7th.

We don't like to brag, but we think that the view of the Painted Desert from the rim south towards the Black Forest is one of the most interesting sights in the world, and all of the visitors that have come by it say the same. The main color is an angry red, the capping beds of lava at the rim are black and down through the Desert proper are so

many pastel shades that they can't be counted. Tourists every day say they are greatly indebted to the rangers at the checking station on Highway No. 56, since they would have passed the Desert without giving it a second glance if they were not told about it. Then too, they like to come through the Forest on the way west if they have any time at all to spare, as it is only fifteen miles farther, and in the opinion of all who have been contacted, well worth the time.

Several young horned larks, evidently from the hill northwest of the Museum, have been seen around the living quarters with their parents the last two weeks. The old birds pick up small scraps of food and quickly thrust them into the open mouths of the young ones. One of the rangers recently captured a horned lark that had become entangled in the revelings of a large rag. The bird was unable to get more than three feet off the ground and the strings were so tightly wound around its leg that the office scissors were brought into play and the revelings cut away.

The Petrified Forest has recently provided a most interesting feeding ground. A short time ago a croquet court was leveled off and a flood light installed to permit night playing. The bright light attracts swarms of insects and these in turn attract a large number of toads. The toads have surely taken advantage of the opportunity and as many as six have been seen at the "feeding ground" at one time. Most of them have been identified as spade feet, "Scaphiophys", with an occasional common toad, "Bufo." The insects captured are small night flying moths and lace wing flies, bugs, a few beetles, and some grasshoppers. The largest ones taken by the toads were a white lined Sphinx Moth and a Lubber Grasshopper.

A peculiar condition in the pupil of the eyes of the Spade feet was noticed. Under the electric light at night the pupil appears perfectly round, but when observed by daylight the pupil is a vertical slit as it should be. This is an interesting diagnostic character among the "Spade feet."

One horned toad, "Phrynosoma douglassii arnatiissimum", (try that on your radio!) was collected recently. The feces of this individual was examined and proved to be almost entirely the undigested mandibles of a species of large black ant.

The recent rains near Agate Bridge have brought out many new flowers. The most conspicuous are the Paint Brushes and the Cloones. The mat Verbenas have grown very rapidly during the past few days and should be flowering soon.

Nightly cars and ten busses camped at the Forest during the month, and eighty cars took advantage of the shade ramadas at noon. The ramadas are very popular with the N. C. T. boys as they provide the only shade between Holbrook and the White Mountains, a distance of about 95 miles.

Travel for the month through the Petrified Forest is as follows:

For the month, Petrified Forest section,	cars,	4,154	people,	13,640
Previously reported	"	13,558	"	40,748
Total to date	"	17,712	"	54,388
<hr/>				
For the month, Painted Desert section,	"	8,215	"	28,771
Previously reported	"	22,170	"	72,997
Total to date	"	30,385	"	101,768
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For the month, grand total	cars,	12,369	people,	42,611
Grand total to date	"	48,097	"	156,356
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Last year, grand total same date		58,103	people.	

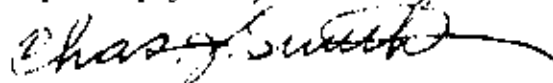
These visitors registered from the District of Columbia and every state in the Union, and from Hawaii, Canada, Mexico, England, Belgium, Argentina, Canal Zone, Cuba, India, Germany, Colombia, Holland, and the Philippine Islands.

This table shows clearly that we are not getting any undue percentage of the U. S. 66 travel through the Monument. There is always a large portion of the travel which takes the shortest route and they do not care to go even 15 miles farther in order to visit such an outstanding attraction as the Petrified Forest. Our travel through the Forest proper is now 3,545 less than at this date last year.

On the evening of July 8 an item of great interest to us all came through over the radio. Harold L. Ickes, Secretary of the Interior, was quoted as announcing, "with deep regret", the resignation of Horace M. Albright as Director of the National Park Service, and that he had named Arno B. Cammerer Director and Arthur E. Demaray Associate Director, all effective August 9, 1935.

There isn't much we can say about this; - except, HAIL and FAREWELL! and-HAPPY LANDINGS!

Very truly yours,



Chas. J. Smith,  
Superintendent.

1. The first part of the document discusses the importance of maintaining accurate records of all transactions and activities. It emphasizes that proper record-keeping is essential for transparency and accountability, particularly in the context of public administration and government operations. The text notes that such records should be accessible to the public and should be maintained in a secure and organized manner.

2. The second part of the document addresses the issue of data privacy and security. It highlights the need for robust security measures to protect sensitive information from unauthorized access, disclosure, or loss. The text suggests that organizations should implement comprehensive security protocols, including encryption, access controls, and regular security audits, to ensure the integrity and confidentiality of their data.

3. The third part of the document focuses on the importance of regular communication and reporting. It states that clear and consistent communication is vital for ensuring that all stakeholders are informed and aligned with the organization's goals and objectives. The text recommends that organizations should establish a structured reporting system and hold regular meetings to discuss progress, challenges, and next steps.

4. The fourth part of the document discusses the role of technology in improving efficiency and productivity. It notes that the adoption of modern technologies, such as cloud computing, artificial intelligence, and automation, can significantly reduce manual tasks and streamline processes. The text encourages organizations to invest in technology and provide training to their employees to ensure they are equipped to use these tools effectively.

5. The fifth part of the document emphasizes the importance of continuous learning and development. It states that in a rapidly changing environment, organizations must invest in the growth and development of their workforce. This can be achieved through various means, including formal training programs, workshops, and on-the-job learning opportunities. The text suggests that organizations should foster a culture of learning and encourage employees to take ownership of their professional development.

6. The sixth part of the document discusses the importance of maintaining strong relationships with external stakeholders. It notes that collaboration and partnership with other organizations, industry associations, and government agencies can be beneficial for achieving common goals and addressing shared challenges. The text recommends that organizations should actively engage with their external stakeholders and seek opportunities for collaboration and knowledge sharing.

7. The seventh part of the document focuses on the importance of financial management and budgeting. It states that effective financial management is crucial for ensuring the long-term sustainability and success of an organization. The text suggests that organizations should develop a clear budget, track expenses closely, and regularly review financial performance to identify areas for improvement and optimization.

8. The eighth part of the document discusses the importance of risk management. It notes that organizations should identify potential risks and develop strategies to mitigate them. This includes assessing the likelihood and impact of various risks and implementing controls to reduce their exposure. The text suggests that organizations should conduct regular risk assessments and update their risk management plans as needed.

9. The ninth part of the document emphasizes the importance of maintaining a strong corporate culture. It states that a positive and inclusive culture can significantly impact an organization's performance and reputation. The text suggests that organizations should define their core values and mission statement, and ensure that these are reflected in all aspects of their operations and interactions with stakeholders.

10. The tenth part of the document discusses the importance of staying up-to-date with industry trends and developments. It notes that organizations should actively monitor the market and industry news to identify new opportunities and challenges. The text suggests that organizations should participate in industry conferences, seminars, and networking events to stay informed and connected to their peers.

SUPPLEMENT  
MONTHLY REPORT  
SOUTHWESTERN MONUMENTS

August 1, 1933.

The Washington Office has issued Office Orders from time to time on the subject of "INTRODUCTORY STATEMENT REGARDING THE NATIONAL PARK SERVICE TO BE USED AT THE BEGINNING OF ALL OFFICIAL LECTURE AND GUIDE TOURS". This month's Supplement will contain reprints of all of these Orders. These should be read carefully by all of our Southwestern personnel in order that we might, in the course of our field and museum trips, comply with their spirit as closely as possible.

Examination of the Orders reveal that they were designed for the personnel of the national parks. With slight revisions, which I shall indicate at the close of this discussion, most of the provisions can be changed to fit our situation in the national monuments. These Orders in full follow:

"NATIONAL PARK SERVICE,  
WASHINGTON.

May 20/1931.

OFFICE ORDER NO. 230.

"INTRODUCTORY STATEMENT REGARDING THE NATIONAL PARK SERVICE TO BE USED AT BEGINNING OF ALL OFFICIAL LECTURE AND GUIDE TOURS.

"Attention has already been called to the need for including in every guided trip a statement regarding the aims, extent, and activities of the National Park Service.

"Among worth-while statements that should be included are the following:

1. The national park system first began with the creation of Yellowstone in 1872, now comprises 22 national parks and 34 monuments, with a total of 16,262.33 square miles.
2. The national parks have been set aside for the benefit and enjoyment of the people.
3. The national parks contain the finest natural phenomena of the Nation. Therefore every visitor should gain increased knowledge and inspiration.

4. To help the visitor understand and interpret the principal features, the National Park Service has established an educational branch. Rangers and ranger naturalists in uniform are at hand to answer questions, take you on a nature walk, furnish you illustrated lectures and explain museum exhibits.
5. The roads, trails, bridges, camp grounds, telephone lines, etc., within these parks are built and maintained at the expense of the Federal Government. A park superintendent is in direct charge of all governmental activities.
6. Hotels, stores, transportation service, and similar public utilities are owned by private individuals or corporations and are operated under a permit or contract from the Department of the Interior. Such facilities are closely regulated by the Government as to rates and service.
7. Every effort is being made by the National Park Service to make your stay in this park enjoyable and profitable.

"A statement used in Yellowstone that has been found satisfactory is as follows:

"As an introduction to my lecture you will be interested to learn that this Yellowstone National Park was created in 1872, the first of 22 parks now in the national park system. Each park has an individuality of its own and has been established in recognition of that peculiar characteristic, so there is no duplication of the parks in the series. You will find the Yellowstone different from the Grand Canyon, and both again different from the Yosemite. There are also 34 national monuments, which were created because of some outstanding scientific and historic features and not primarily as great recreational centers for the enjoyment of the visitors.

"In these national parks the government provides roads and trails and a policing and patrolling force, as well as a staff of scientists who are specially trained to see that you enjoy your visit in a most profitable and safe way.

"In order to provide safe and convenient transportation and sleeping accommodations for you, the Government has contracted with responsible concerns for the installation of transportation, hotels, public camps and the like.

"The representative of the Government in charge of the park is Superintendent Roger W. Toll, whose headquarters are at Mammoth



Hot Springs. He will be glad to receive any criticisms that may be offered to better the service anywhere along the line and to receive such compliments as the service furnished in this park may merit."

"HORACE M. ALBRIGHT, Director.

Examining these seven statements carefully, we find only the first specifically mentions national monuments. This reference is clouded in the indefinite words "34 national monuments" with their area mixed in with that of the total for national parks. The remainder of the points of the Office Order show clearly that the instructions were made with national parks in mind. However, perhaps in examining them point by point, certain revisions suggest themselves—revisions by which the information desired according to the spirit of the order can be given in our guided tours and lectures. Let us consider possible revisions, point by point:

- (1) In substance it will interest visitors to know that your particular monument is "one of 20 in a regional organization known as Southwestern Monuments, with headquarters at Coolidge, Arizona. While the National monuments date back to the passage of the Antiquities Act of Congress in 1906, the 22 national parks had their beginning with the creation of Yellowstone National Park by Act of Congress in 1872".
  - a. Most of the members of our personnel do include this information somewhere along the line in the tours and lectures. However, it would be a good thing to take stock of information on our service we give during our tours and find just how much information of this kind we are giving. This will give something to work upon.
- (2) To state merely that "national parks have been set aside for the benefit and enjoyment of the people would certainly not be sufficient for us among Southwestern Monuments. In our situation it appears that we should explain that the Antiquities Act of Congress in 1906 gave the President the power to create national monuments by proclamation and that the Nation's outstanding features of historic, prehistoric and scientific interest have been so preserved. We might go further in explaining that the appeals of far-sighted and public-spirited leaders in the Southwest were directly responsible for bringing about this legislation. In short, we should familiarize ourselves with the interesting history of the National Monuments act and acquaint ourselves with the circumstances that brought it about. Then, of course, in explaining the difference between national monuments and national parks, it will prove necessary to be familiar with the history and ideals of the entire organization. At any rate, to merely inform national monuments visitors on why national parks alone were created, and no more, would be very weak without explaining why national monuments were created.

- (3) It suffices to say that a brief characterization of the national monuments as "the Nation's outstanding features of HISTORIC, PREHISTORIC AND SCIENTIFIC INTEREST" are included among the national monuments, would serve our purpose in Southwestern Monuments. A NATIONAL MONUMENT IS NOT A "SMALL NATIONAL PARK". Consider (1) the difference in definition and (2) the difference in method of creation and the error of such assumption is very clear, indeed.
- (4) To quote the statements of No. 4 of the Order verbatim seems much too formal for our purpose. Yet, we can bring out this bit of information to the visitor in a fine way just as we are bidding him goodbye. In effect, we can say "Don't fail to join the guided parties and hear the lectures at the other monuments and parks you happen to visit. Rangers and ranger naturalists of our Service are there to help you gain the most from your visit. You'll find their guide and lecture services most interesting.
- (5) Monuments visitors so often ask why they are admitted to monuments without entrance fees to pay, whereas they paid so many dollars to get into various national parks. Here is an excellent opportunity for monuments personnel to explain that the extra personnel, stocking stations, etc. would absorb most of the collections when the books are finally balanced and that very little would remain for these improvements. It can be further explained that for that reason the government has held the desire to keep admission to monuments free.
- (6) In monuments having concessions it will prove necessary to explain this point to visitors. In our monuments where concessions are lacking, it would be pointless to include this information voluntarily except as an answer to a direct question.
- (2) Since in most of our monuments visitors average about 1½ hours with us, it's best to demonstrate this point by our alertness and courteousness in giving service.
- a. This point can also be expressed in the invitation to the visitors to visit all of the monuments and parks they can as they tour the country.

On June 13, 1932, another Memorandum to Park and Monument Superintendents and Custodians ~~was~~ was issued again emphasizing the former order to include mention of the National Park Service as a bureau of the Department of the Interior.

Members of our Southwestern personnel know how often we are asked by visitors the question "Are you fellows the same as Forest Rangers, or are you different?" This question justifies the mention of the National Park Service as a part of the Department of the Interior to all parties of visitors. However, we find it drives the point home better to explain the difference between the National Park Service and the U.S. Forest Service in answer to a definite query on the part of the visitor rather than giving this information arbitrarily at the start of the trip. At any rate, there are many opportunities to give this fact in the course of a tour where it will be very interesting to the visitor to do so. For that reason we should study our ruins and museum lectures to find where best this information can be inserted.

This Memorandum stresses the mention of concessions, hotels, and camps. Doubtless, there is little point in our monuments to bring up this up unless (1) our monument happens to have a concession; or (2) our visitors happen to ask about concessions. Concessions just aren't an important item to about 99% of our monuments visitors whereas in the parks concessions contact almost 100% of the visitors in one way or another.

MEMORANDUM FOR PARK AND MONUMENT Superintendents, Custodians, Naturalists and Historians reiterates compliance with Office Order 230 of May 20, 1931, and Mimeograph No. 63913 of June 13, 1932. Instructions in Memorandum No. 7 of May 19, 1933 to Park Naturalists and Historians deals with the same subject and emphasizes the importance of public contact men familiarizing themselves with the history, aims and ideals of the National Park Service.

Further study of literature along lines of our work is one of the most effective ways of refreshing our outlook on our work and is a very good antidote to growing "stale". Read Park Service literature on the history, aims and ideals of the National Park Service; look up more information on the variety of activities of the Department of the Interior; Re-read the basic reference books on your particular park or monument; sit down awhile and reflect how you can include some of these interesting things in your tour or lecture in a new way not tried before. You will be astonished with the results. Not only will you take renewed hold on your work and profit personally, but you will find reward for your efforts reflected in the greater appreciation your audiences and guided parties will have for the services you are giving.

Among Southwestern Monuments it appears that the best method of getting these points on the aims, ideals and policies of the National Park Service across is to (a) give some of the points in the introduction of the talk or tour and weave the remainder into the general fabric of the entire museum-field trips circuit in response to direct queries from visitors; and (2) to give a revised form of information to suit our situation in the monuments. We should certainly tell visitors when our particular monument was first set aside and why; circumstances leading up to the passage of the Antiquities Act by Congress in 1906; the difference between national monuments and national parks; and that these guide and lecture services are maintained by rangers, ranger naturalists and custodians at the other monuments and parks they may happen to visit on their tour. In making sure that we explain these general points along with the particular history of our own monument, we can best comply with the spirit of the Office Orders and at the same time be giving visitors information they usually want.

Judging from observations made during my visits to a few of the national monuments during the heavy travel season, and my visits to the remaining ones after the season was practically over, I can say that in Southwestern Monuments this information is usually completely given before the tours are finished. However, it is suggested that you examine your tours and lectures and the information you put out and if you are not giving as much on the history, aims, ideals, etc. of the monuments and parks system as has been outlined above, and as you can give consistently to your short-stay visitors, see what can be done to improve the situation.

(R.H.Roso).

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A great deal has been said about museums and museum cases in sections of the monthly report in the past. However, not enough has been said in any ~~case~~ instance to make a completed logical argument one way or the other. Certainly, with two new Administration and Exhibit Buildings (including Petrified Forest) at some \$10,000 each and prospects of a few more within the next few years, it's about time a rational outlook on this museum case problem be reached. In the next few pages this problem is going to be tackled. I'm going to attempt to reach some definite conclusions with reasons to support them. The conclusions as they apply to any particular monument presupposes that there is a building of adequate space and high quality at that monument. Bearing that in mind, as you read the account the statements and conclusions will be perhaps clearer.

ADEQUATE - VS - INADEQUATE MUSEUM CASES.  
(R. H. R.)

INTRODUCTION

In the Supplement for June some ideas were expressed relative to what constitutes a National Park Service museum. The gist of the discussion lay in the importance attached to personally conducted tours through our museums. In the remarks there was sounded a warning that bronze and plate glass museum cases should not supplant our practice of personally conducted museum trips. It was further urged that groupings of related materials, artistic arrangements of exhibits, maps and labels should not replace our guides who give visitors the highlights of exhibit materials in the form of conducted museum tours.

PERSONALLY CONDUCTED MUSEUM TRIPS SOUND EDUCATIONAL POLICY

The fact that we may have, or may not have, plate glass and bronze museum cases should have little to do with the question of whether or not personally conducting our visitors through our museums is sound educational policy. I believe, in Southwestern Monuments, should we be able to afford ten miles of plate glass and bronze, we will continue to be sold on the value of personally conducted museum trips. Such talks will stimulate the visitor to greater interest in the collection and will be of great value in orienting the various groups of material in the story of that particular prehistoric culture. The same would hold for historical or geological collections. Now, if we're careful not to confuse conducted museum trips with "plate glass and bronze cases", we'll attack this problem from a somewhat different angle. Let us consider the problem of ADEQUATE - VS - INADEQUATE MUSEUM CASES.

ADEQUATE - VS - INADEQUATE MUSEUM CASES

After all is said and done, we can afford no better cases than we can procure through donations or appropriations, or both. Also we are quite sure here in Southwestern Monuments that we'll have to keep plugging along in many of our museums with cramped space and open front wooden cases. However, as has been amply illustrated through monies allotted to other projects by virtue of recent special legislation, it isn't hard to see that funds for museum cases may come from unexpected sources and at unexpected times. If and when, you have an opportunity to receive and use such funds for ADEQUATE cases, whether these be wood, bronze or what not, what is going to be your reaction? Is it going to be a half-hearted conviction that the best modern cases are extravagant and that the open-front or loosely constructed cases

YOU NOW HAVE ARE sufficient for all time to come, or are you going to feel like enthusiastically jumping at the first opportunity you might have to replace such inadequate cases as you might now have with new, carefully constructed modern ones ?

In the Southwest what may be considered an over enthusiasm for the advantages of open front cases. I hasten to state that such enthusiasm is well-founded when considered from the standpoint of greater appeal to the visitor which comes from being able to examine closely the exhibit materials by hefting, lifting, moving it about, turning it around, and otherwise getting that peculiar appeal that comes through the sense of touch. That has led some of our personnel, apparently, to think that this particular superiority of open front cases makes them suitable from other standpoints also, for all time to come. I'd like to analyze this viewpoint carefully. It has strong points, but within it seem to be hidden serious weaknesses which we should know and consider.

#### QUESTIONING THE ENDURING VALUE OF OPEN FRONT AND LOOSELY CONSTRUCTED MUSEUM CASES

Practically all of the material exhibited in open front and loosely constructed cases is replaceable. Nethertheless, the total amount of first class material in existence from any particular culture is more or less limited. Thus, we as guides handle, and permit visitors to handle, a great deal of our very valuable, though replaceable, material. What will be the results of such practices on this material if permitted over an indefinitely long time ?

We should strive to make our National Park Service museums into PERMANENT and ENDURING institutions, both from the standpoint of physical equipment and maintaining a spirit of giving the very best of personal services to visiting groups. We must realize that our policies of service are not designed for the crowds that will come next Sunday, or even during the next five years. These broader principles of service should be designed to hold over an INDEFINITELY long time. With this idea in mind, let us consider what is going to happen in the museum of open front or loosely constructed cases in the next 100, or even 500, years, under present operating conditions. Some rather startling ideas are developed:

1. At Casa Grande, for example, stageage is considered negligible. Yet, despite the constant presence of a guide with his eagle eye, about 4 objects of considerable museum value are stolen each year, never to return. This would mean 400 objects in 100 years, or 2,000

objects in 500m years, will be stolen if this rate continues to hold. We've little reason to think it will improve.

2. The guide, or ranger, handles approximately 10 rather valuable objects on every trip. This is done on an average of about 8 times daily through the year by the guide staff. In one year, guides will handle these objects about 3,000 times. This would be about 300,000 times in 100 years, or 1,500,000 times in 500 years! Thinking in terms of such long periods of time may perchance seem foolish until we stop to consider that if somebody 500 or 1,000 years ago had not done some thinking along these lines we'd today be far poorer in relics of the past.
  - a. Ten guides making ten trips each daily would have to work about 8 years to handle the objects as much as our guides will have to handle them in 100 years. These guides would have to work for 40 years to handle them as much as they will be disturbed in 500 years. Think of the accidents by dropping, wear, niching of corners, etc. for which guides alone will be accountable!
  - b. Lest someone feel the ideas are too theoretical, consider that in an ordinary household where folk are too proud of their dishes to be throwing them at one another, the family finds itself eating from a new set of dishes on an average of about once in every ten years. Some do better, others do worse. Similarly, our museums will differ in amounts of exhibit materials damaged or destroyed by handling. Is it too much to expect that the valuable material in our museums today should be intact centuries into the future?
3. About 2,400,000 people will pass through the Casa Grande Museum during the next 100 years; 12,000,000 will come in 500 years. Other S.W. Monuments museums will have totals as impressive, or even more so.
  - a. Let these people, 1000 of them daily, come in upon us, beginning tomorrow. Let them examine this, drop that, tip something else over- in fact let them behave just like average parties do. It will take 6 years for our 2,400,000 to get through, or 30 years for our 500 years travel to be served.
  - b. With a lot of valuable, though replacable, material around in the open, granting that guides will be about constantly, what will this material look like after 2,400,000, or 12,000,000 people have passed through? We'll all agree that a lot of damage will be noted. We will probably differ somewhat as to the amount.

4. Open front or loosely constructed cases always seem to look dusty despite weekly cleanings. Suppose the janitor dusts open front cases once weekly. This would be 50 times annually, or 5000 times in 100 years. In 500 years this would be 25,000 times. This requires moving the materials from the shelves and replacing it.

a. Suppose janitors started taking down and putting up the material 100 times daily. In 8 months they would move the material as it will be moved in about 500 years. Think of accidents, wear, niching, etc. that will be done even with utmost care taken.

5. Add to these factors, the more rapid rate of discoloration and disintegration that will occur to materials in open front or loosely constructed cases. These factors will operate to much higher degree on materials in loose or open cases than with tightly constructed, dust-proof modern cases.

When I think of our best materials now on display and which are at best replaceable by materials 'not quite as high class', I'm moved to remark that practically all existing materials in our archeological collections are worthy of adequate permanent protection from the disturbing factors listed above. Granting that we have fine housing facilities, if the best cases are of plate glass and bronze or aluminum alloy frames as they seem to be, then our materials subjected to these damaging factors are worthy of plate glass and aluminum or bronze cases. Every large class that are being constantly tugged at, leaned or or scratched, are deserving of a railing, rope or other protection.

Most of us would rejoice if someone were to discover a successful protective coating that would preserve indefinitely the walls of our ruins from weathering and other disturbances. People like to clamber over our ruins walls constantly damaging them and we pass rules prohibiting such practices. Yet, proportionately, we've as many ruins walls as we have quantity of museum materials. Personally, I can see little difference between damaging ruins walls by clambering over them and the damage wrought on valuable museum materials by any one, or all, of the factors discussed above.

#### DISCUSSION OF SOME EDUCATIONAL PRINCIPLES ABOUT MUSEUMS

A. The superior educational advantage of materials in the open has been discussed and recognized from one standpoint, that of appealing to visitors through sense of touch in addition to sight and hearing (guide's talk). However, if we wish the exhibit materials to last indefinitely and contribute their all important part to our



MUSEUMS as PERMANENT and ENDURING institutions, keeping material open that's liable to damage would be hard to justify. There are heavier, more massive objects like metates and mortars which would last indefinitely without dust-proof protection. However, a metate of unusual nature or stone axe of unusual design and finish, along with pottery, scraping tools, skulls, cremation burials, etc., would certainly seem deserving of best protection.

- B. Materials behind glass cases of fine manufacture like those of the Petrified Forest, Heard and other museums, by no means lose all of their educational appeal. Artistic arrangements, groupings, and the like lend a preciousness to such materials that impresses the visitor with a feeling of respect. Such signifies that we regard the material of high value or we would not so preserve it. More permanent, undisturbed, arrangements are possible in closed cases that do not need frequent disturbing to clean, dust and etc.
- C. With the most adequate personnel possible, there are many instances where but one guide can be on duty. In fact we have a majority of instances of one guide today in S.W. Monuments. When this one guide finishes a museum trip and starts afield with a new party, he must lock the museum door behind him despite the fact that if invited to do so those he has just taken on the museum tour would like to remain and do more study. It seems visitors are entitled to this privilege even under conditions of limited guide service. Yet, I do not see how this practice of allowing "museum browsing" could be adopted as permanent policy with so much open, valuable material.
- a. It cannot be assumed that where about 40 minutes are taken for a museum tour, the guide has told everything about all of the material. As a matter of fact we are always having to judge our crowd and more or less adjust length of tour accordingly. Consequently, we cannot assume that all have seen everything to their entire satisfaction.
  - b. We shouldn't overlook the fact that some people feel like I have felt dozens of times in visiting museums; that is, after guides have given ~~good~~ good highlights in a very interesting way, many visitors prefer a great deal more looking about alone. With materials behind glass, logical groups, labels, maps, etc., such 'museum browsing' can be allowed and welcomed. To perfect a museum to this stage requires careful planning and considerable time for there's a successful way to many unsuccessful ways of reaching this goal.

The writer wishes to emphasize that we are sold on the idea of conducted museum trips in Southwestern Monuments. Therefore this discussion is not one of "Plate Glass-vs-Guided Museum Trips". It is a discussion of "Adequate-vs-Adequate Museum Cases" and was prompted by the writer's conviction that the best cases money can buy are none too good for our valuable material regardless of the fact that we might be able to replace it a half dozen times with material "almost as good". My whole object in outlining this subject lies in the hope that if, and when, good housing space is provided, we will not hesitate to get behind and push any scheme that will result in adequate cases for our museum materials. With present inadequate quarters for some of our museums, home constructed cases with closely fitted glass fronts may be adequate for the time being. BUT UPON PUTTING SOME \$10,000.00 INTO A FINE MUSEUM AND EXHIBIT BUILDING, AT LEAST \$1,000.00 CERTAINLY DOES NOT SEEM TOO MUCH TO ASK FOR ADEQUATE CASES TO PROTECT THE MATERIALS SUCH TEN THOUSAND DOLLAR BUILDINGS WERE DESIGNED TO ACCOMODATE.

(Robert H. Rose).

Frank Fish, Ranger, returned June 30th from annual leave in New Mexico. The remainder of the family are still in the cooler, higher altitudes of New Mexico.

This report has about three days to go before it will be stapled together and sent out. Coming to the end of the month we find all our artists are on other sections of our domain and unless someone voluntarily sends in a cover page creation, this report will look like a college term paper.

Bob and Mrs. Rose returned July 9th from annual leave. Custodian and Mrs. Palmer left early the next morning for Illinois to visit relatives. They are reporting a good time and have attended the Century of Progress in Chicago.

Mrs. Evenstad and Norene left early in the month for North Dakota where they will be all summer.

From all appearances, funds provided under the National Recovery Act will give most of us something to think about for a long time to come. Projects calling for 80% labor in total cost were those favored in the distribution of allotments.

### SOME PROBLEMS IN GUIDED TRIPS.

From the number of times I have been asked about guided trips and the characteristics of a good guide, I believe some ideas along these lines will be of interest to others in our organization. Often after accompanying guided trips with rangers and others in the monuments I have been asked for suggestions on how to generally improve the service. Some ideas along this line will also follow.

Do I expect all to whole-heartedly agree with the ideas I'll express in the following paragraphs? I should say not; If as you read the ideas your 'temper begins to rise' it will indicate that you are doing some lively thinking as you read. And if you've differences to express, come out with them with as much argument to support them as possible.

For sake of clarity, these ideas will be set forth in a series of questions and answers:

QUESTION:\* "What would you consider to be characteristics of a successfully guided trip?"

ANSWER:- Beginning with "I don't know," we'll work from there .

This is like trying to describe the taste of a good apple. About the only proof lies in the eating of it. Similarly, most of us know some guides give splendid results and others find difficulty in holding attention, interest, etc.

- a. Of course, there must be ~~some~~ enthusiasm, tact, loyalty and interest on the part of the guide to start with. Without these, there's nothing upon which to build.
- b. Another requirement is that the brand of service we give must please our visitors. With half getting 'bored' and walking away from you before you've scarcely started, there's no escaping the fact that something is wrong somewhere. This will be considered later.
- c. A second requirement is that certain fundamental points should be gotten across to all groups. Just sit down with paper and pencil and suppose you were paying for a personal telegram to someone in the east and in this telegram you were going to include the essential facts of your monument's story. You'll surprise yourself how briefly (especially if you pay the telegram at day rates) you can do this. Those facts will in all probability ~~be~~ constitute the "minimum essentials" of what visiting parties should be told. Outside of these 'minimum essentials', the remaining information can be greatly varied to suit (1) the interests and enthusiasm of the parties; (2) the time available for each tour, if the day is a busy one; (3) actual time the visitors can themselves stay; and (4) conditions as to temperature and other weather conditions.

QUESTION:- "Is it good policy to adhere strictly to a rigid minimum time requirement under all conditions for all parties?"

ANSWER:- I believe the answers of all of us would be that such policy would be unwise. However, there are points bearing upon the question that are worthy of note.

- a. First of all, we all realize that "just because it takes 3-hours to tell all we know" about a given ruin or culture" should not impose the requirement that we must take 3-hours or haven't been a success. The time factor will be very flexible, depending upon (1) the ability of the guide to talk interestingly and hold attention beyond the 'minimum essentials'; (2) the guide's knowledge and enthusiasm for the particular story he is putting across; (3) the guide's tact in holding interest through his skill in presentation, which method for instance should be vastly different for a group of children than for adults; (4) the length of time visitors can stay; and (5) the length of time possible for each party during rush days.
- b. I've seen instances, I believe, of where the guide felt the parties were "dumb", lacked response and appreciation, and etc, when the fault lay almost wholly in the guide himself. Sometimes the guide "gets up on the wrong side of the bed", has been up 2/3 of the night, or has grown 'stale', or in some other way is not up to 'par' in energy and enthusiasm. It's a good idea to take inventory of one's self for to constantly shift the blame for dull, listless trips to something else besides one's self is the quickest way I know of for blocking improvement in your services. Come right out and admit that there's something wrong with you when a great number of your trips are dull and listless, then you'll have something to work upon. You can't change the mill run of visitors; they'll continue to be bankers, cotton choppers, school teachers, steel workers, etc. with about the same variety and intensity of interests.  
If you feel yourself 'slipping' thru staleness, the best thing in the world is to buckle down and read and re-read all you can find on your job and read something good about other regions, etc.
- c. We might again briefly state that additional reading is the surest tonic for 'staleness' you can find.

QUESTION:- "To get down to brass tacks, what are a few tangible things upon which I can work to improve my trips and make them more interesting?"

ANSWER:- One or more, of several things might be improved; (1) Maybe you are talking scientific 'lingo' to laymen; (2) you may be keeping people unduly long against their will, especially where they gave you excellent reasons why at the start of the trip that they could

STAY only a certain length of time. Sometimes visitors do this as a "stall" and after getting interested, have no limit to time. This isn't always the case, however, and if the entire party must go soon, then we should give them as good service in the time they have as possible. Of course, in the short time you can't tell them 'all you know' about your ruin; nor could you in a 50 word telegram. It's surprising how much you can say in a few words if you just have to.

- a. Sometimes guides repeat themselves in the same language too often. The same idea driven home in several different ways is good psychology, but not in repeated words.
- b. A general fault of so many guides is that they'll keep a crowd of visitors standing too long in one spot. A man you would stand in one spot and listen to for 20 minutes without at least walking a few steps, would have to be a "whiz" to hold the interest of a crowd without many getting restless and standing on first one foot and then the other, or leaving you flat.
- c. If you'll analyze your tours, you'll find perhaps a half dozen places where you can break a long stop into two or three short ones. Try it; there are few better ways of improving than this.
- d. Did you ever attend a lantern slide lecture where the speaker had about 50 slides from which to talk, and yet he seemed to almost wear you out by keeping one slide on and talking about it for a long time? A successful illustrated lecturer among other things, to be successful, MUST "keep the ball rolling" by good prompt, snappy changing of slides. These slides MUST be arranged so that in developing the lecture ~~and~~ the idea in one slide seems to MELT into the idea of the next slide. This must be done with minimum delay on any one slide. In our guided tours, there's a lesson in this. For example, you don't have to keep visitors standing out in front while you give a 20 minute dissertation on four types of masonry, or the re-occupation by Mesa Verde Peoples and proof therefor, or the full story of building the coursed mud walls. There are a dozen places along the line to illustrate and build up those points gradually. I daresay, not one of us has been without a fault of this kind at some time and to sit back and think we're perfect guides and that restless people are "dumb", just won't get us anyplace.
- e. Read and re-read can <sup>not</sup> be emphasized too much as a tonic for ~~"growing stale"~~. Whatever we do, we should not be too hasty in fastening the blame on "dumb" visitors when they leave us, get restless, show no response or seem not to appreciate our services. Something is wrong-certainly- but it is 10-to-1 a fault, or faults, of us as guides rather than of the visitors.

QUESTION:- "In archeological parks and monuments like many of Southwestern Monuments and Mesa Verde, what are some specific ideas on subject matter improvement that might be worth while?"

ANSWER:# There's nothing quite so good as having an entirely new individual come in who knows nothing of your monument but who is interested in learning about it, and getting his reactions. Many of us get into a "rut" and instead of applying more "power" to get out, we just get deeper.

a. Well, in some instances our guides talk "solid mud wall construction", "four types of masonry", "sequence of construction" of rooms and sections of buildings without touching upon the broader problems of (1) theories of how ancestors of these cliff dwellers and pueblo builders came to this continent; (2) touching carefully on theories as to where the peoples have gone and where they might be represented today; or (3) the community of spirit possessed by these people who cooperated to build homes as contrasted with the great edifices of the ancient Old World build by thousands of slaves driven to their work, etc.

- b. Building up certain broader facts and relationships furnishes a perspective which cannot be build up without careful study and thought on presentation. I'd like to be so bold as to say that building up a fine perspective, showing people just where your particular ruins and ancient peoples fit in with the whole scheme of Southwestern Archeology is just as important as an array of academic facts about pottery, stone and mud mortar, or caliche, or other narrower subjects.
- c. To be taken on a tour without this perspective being efficiently built up would be comparable to studying the history of the World War as a series of 'battles' and omitting reference to (1) military and economic rivalries dating back several decades; (2) former territorial divisions; etc. which, after all, must be understood in order to really know much about the World War. I believe the comparison of these points with our guide trip and lecture organization contains a worth while lesson.

When thinking over problems such as those above, we become keenly aware of the need for a meeting, or call it a conference, every so often in which we would talk over these ideas and discuss their application to individual monuments problems. Lacking in these meetings, perhaps dealing now and then with problems in this section of the Report may be of benefit to some of you. You may not agree with me on all points. I'd say "GOOD" if as you read along your 'blood pressure' would rise and you concluded about every ten lines that my ideas are "haywire". That'd indicate you were thinking which is the first requirement to getting places along these lines.

## MUSEUM OBJECTIVES.

Some time ago Dr. C. P. Russell, Field Naturalist, kindly allowed us to examine an outline of his on a talk he gave at the American Association of Museums meeting in Chicago. Reading these points over, The Boss felt that they should be reprinted here for what they will be worth to us. In Southwestern Monuments, if we know nothing about museums in a broader sense, it's getting time that we did because before the program of projects under special recent legislation some of us will be faced with equipping exhibit buildings. I quote the outline in full:

### SOME FACTS DEVELOPED IN NATIONAL PARKS MUSEUM WORK

First seven points-----C. P. Russell, Field Naturalist.  
Eight to twelve, Inc.-----R. H. Rose, upon Dr. Russell's request.

1. In the national parks the real museum is the out-of-doors. Man-made museums, here, are to be regarded as a species of elaborate label.
2. Focal point museums and trailside shrines, if wisely located, will reach the park visitors and make intelligible the natural phenomena in which they are interested. These museum and shrine sites become interrogation and exclamation points along the line of travel.
3. Publication of Trailside Notes, freely distributed to the automobile driving visitor, will weave into a common fabric what he reads in park literature, what he picks up from fellow tourists, and what he sees in park museums.
4. Park Museums, like other museums, are not sufficient unto themselves. They are no stronger than the staff that mans them. Park Naturalists(Directors) and Assistant Park Naturalists(Curators) should be scholars, not technologists, if the museums are to be real "Nurseries of Living Thought". The problem of adequate personnel in national park educational work remains to be solved.
5. In addition to "trailside" or subsidiary museums each park and monument requires a central or headquarters museum properly equipped with a library and facilities for office and laboratory work. This central museum is required as a "hub" for the general educational work(field trips and lectures) of the park.
6. Each park or monument museum project should assume the duty of securing representative study collections from its immediate locality.

7. Desirability of research by park museum staff members does not now receive due official recognition. Training of temporary ranger-naturalists and permanent staff members, preservation of data, and the promotion of conservation cannot be done efficiently unless investigations are pursued.

(Additional points---R.H.R.)

8. The same high degree of competency and familiarity with methods of scientific investigation should be expected of staff members doing research work in national parks and monuments as are required in scientific research in universities and other research institutions. Unless research work in parks and monuments is of a quality to insure recognition, rather than disapproval, of scientific leaders in various fields, such work had best be left undone.
9. In order to educate the lay public, Park Service museums must go a step further than research museums. Their climax is our beginning. We must go then one better by taking their neatly labeled and technically classified materials, arrange them artistically and attractively into logical groupings, and by means of graphic portrayal through labels, maps, charts, pictures, control labels connected with subsidiary labels; and other popularization methods, make all of these materials fit into the general scheme of telling or interpreting the main story about which the materials were associated or had their origin.
10. Designs, sizes and shapes and shelf arrangements of exhibit cases in Park Service museums should be dictated wholly by the types of case designs required for most efficient popularization and graphic portrayal of the auxiliary stories and main story. (The more thought given this statement, apparently the more significant it becomes).
11. Park Service museums should be so constructed and so equipped with cases and other furnishings as to make them PERMANENT and ENDURING institutions. This demands the same high quality and efficiency be considered in equipment as were put into the design of the museum edifice itself.
12. Educational staff members including Park Naturalists, ranger naturalists and ranger historians, as "trained interpreters of scientific truths and theories, should keep informed in current developments along the frontiers of the several ~~several~~ fields of science with which their park or monument is concerned. This can be done by establishing harmonious relations with research staffs of leading universities and other scientific institutions, and by studying current periodicals in several branches of science. When the technologist, alert



To the happenings in science and himself a trained investigator, is also an inspiring leader, teacher and guide, he then becomes a scholar. We should keep these facts in mind in selecting the staff that mans our museums and general educational work.

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While we're on this matter of Education and Conservation, here is a Report of Wild Life Conditions in Bandelier National Monument, submitted to the Director by George M. Wright, Chief of the Wild Life Division. Bandelier is among the newest in the monuments group and the information in this report will give some of you greater acquaintance with this newer of the monuments. There's nothing cloudy in these facts that got right to the point on problems there. The report follows:

"On June 20 Ben Thompson and I made an inspection of Bandelier Monument. We were accompanied on this trip by Mr. Pinkley and Mr. Vint. We were guided by Ranger in Charge Ed Rogers.

"The following observations bear on the development of this Monument:

1. Bandelier has greater wild life potentialities than any other monument of the Southwest.
2. In developing the whole ethnological story of the Southwest as it is exemplified in our monuments and parks here will be found the best opportunity to show living examples of the animal and bird species that were part of all the early cultures.
3. The luxuriant growth of box elder, cottonwood, alder, willow, and other ~~\*\*\*\*~~ trees and shrubs which fairly buries the clear stream of cool water in Frijoles Canyon is perhaps the greatest charm of Bandelier and certainly the factor which will contribute to the comfort and pleasurable relaxation of visitors above all else.
4. Though there are many species represented in the wild life of the Monument, the fact that wild turkey are present in winter is so important as to overshadow all others. North America's great game bird is scarcely represented in our parks today, and a good exhibit of the famed Maricopa turkey of the Southwest is particularly desirable.
5. Cattle range in the Monument and are reported to be very destructive to the ruins when they seek shelter close to the cliffs during storms.
6. The concessioner wages a steady warfare on hawks.

7. There is a strong suspicion of poaching in winter. There is no ranger assigned to the Monument during that season.

A.

In view of the conditions enumerated in the above seven points, we strongly urge the following for immediate administrative action:

- (1) It is most important that a ranger be on duty at the Monument throughout the year. Another winter should not pass without this step being taken.

Some of the benefits that would accrue would be:

- (a) A year-round observational record of wild life and particularly of wild turkeys will then be available.
- (b) Cattle damage to the fast perishing ruins will be eliminated.
- (c) Poaching and disregard of other park rules governing birds and animals will be stopped, whereas at present the ranger in charge can have little effect. Knowing that during the critical season when protection most needs enforcement there will be no one there, what can the ranger do to stop abuses even while he is on hand?
- (d) No attempts to make reintroductions seem advisable until there shall be year-round protection of the Monument, until existing forms are put on a satisfactory basis, and until the development plans ~~#####~~ for the Monument are fully understood.

In a single season beavers might do irreparable damage to the stand of mature broad-leaf trees that is one of the glories of the Monument.

All these matters were thoroughly discussed with Mr. Pinkley and Mr. Vint, and this report as written is intended to embody our mutual conclusions.

Respectfully submitted,

George M. Wright"

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Walt Atwell has visited most of the Monuments of the Southwest. A letter that follows was received a few days ago which The Boss releases for purposes of this section. Perhaps someone can come forward with a guess as to what is the matter with Walt. Probably Julian is the most competent in our circle to diagnose the case:

(S.W. MONUMENTS)

(JULY SUPPLEMENT)

Walt writes from Wind Cave as follows: "Dear Pinkley:

"I arrived at Wind Cave July 2 in a somewhat psychoneurotic state though upon cursory examination the medical students on the seasonal ranger force suggested the possibility of schizophrenia, psychochromaesthesia and psittacosis. The Studebaker got me up here with no special trouble. There were, it is true, frequent sounds of internal dissension which only the most delicately shaded anapaestic language could describe. My Mnemotechny is, in fact, inadequate to bring them all to mind. I was also so alarmed at times by the weakness of one of the tires that Freeland suggested the possibility of suspending a quantity of paradichlorobenzene from the upholstery to counteract the unfortunate impression one received on entering the car. I myself felt that the same ~~purpose~~ purpose would be served, and more esthetically, by introducing into the compartment bouquets of iris and lilies, beautiful monocotyledonous flowers which bloom profusely in the Black Hills.

"I met Mr. Gable from the Washington Office, while at Wind Cave. While there are those who feel that the President speaks disestablishmentarianismatically and acts accordingly, Mr. Gable believes that the Park Service will not suffer thereby and that we may all dismiss the fear of ending our days in eleemosynary institutions." F.S. Leaving for Devils Tower in the Morning." Walt"

\*\*\*\*\*  
AND NOW the Boss is moved to remark that Bob has done a good job down to here and then turned the Supplement over to me to finish on a hot afternoon when it is over a hundred in the shade and I am just in off a field trip and as dry as a powder horn as far as interesting facts are concerned.

ANYWAY, Bob slipped up one time when he was worrying about a cover page. He might have known old Ed Rogers would come pinch hitting along with a first class job like he always does. And so we have an El Morro front cover this month, showing the Inscription Rock itself and a couple of the old inscriptions.

The inscription in Spanish is known as the Onate inscription and dates from 1606. It runs as follows:

Paso por aqui adelantado don J<sup>o</sup>  
de Onate del descubrimiento de la mar  
del sur a 16 de Abril de 1606.

Translation: Passed by here the Governor Don Juan  
de Onate from the discovery of the sea  
of the south on the 16 of April of 1606.

This inscription needs a little back-ground before it can make the proper impression on you; as it stands, it is just a plain statement of

FACTS, but there is a world of romance behind these facts which can only be understood with a little explanation.

Here, on the 16th of April, 1606, while your friend Shakespeare was still very much alive and hardly known outside his little circle of immediate companions, came a bunch of hard riding, weather beaten men who had straddled their horses and left the Rio Grande behind them the previous year. They rode west and south where folk tales said there was much water. They came by way of Acoma, where they climbed that same trail we climbed a few weeks ago; by way of El Morro and Zuni going on to the Hopi Villages, and then jumping off into the unknown they crossed the Little Colorado and went down through the Prescott country; struck the Colorado and followed it to the Gulf of California. Here they began re-tracing their steps and on the 16th of April arrived at El Morro, saddle sore, worn and weary. About sixteen hundred miles of hard riding behind them, about two hundred more to go. they stop and take the worn and broken gear off their animals and turn them out to graze and rest. Camp was made near the pool which was 'round like an orange' and which Mr. Vogt cleaned out and restored a few years ago. One of the men, more educated than his fellows for he could write and most of them could not, wandered along the cliff a hundred yards or so from camp and, taking out his steel stillette he cut his story on the rock. How simple it sounds: "Passed by here the Governor Don Juan de Onate from the discovery of the sea of the south on the 16 of April of 1606." Sixteen hundred miles in the saddle and that is all he has to say about it! And today you can hear at any gas station along the highway thirty miles to the north how terrible the roads are and how the tourist has to suffer in traversing this forsaken country. So your tourist speeds through a country filled with romance and grows enthusiastic over the missions of California which were founded 163 years after this inscription was placed on El Morro.

I spoke of a couple of inscriptions in Ed's drawing. The other is the pictograph over which the Spanish inscription was carved. It was probably put on there a hundred years or so before your friend Columbus was born. There are some ruins up on top of the rock which are at least that old and before we get through with our researches at that monument I feel sure we will find evidences of something really old; way back of the large ruins which are so evident.

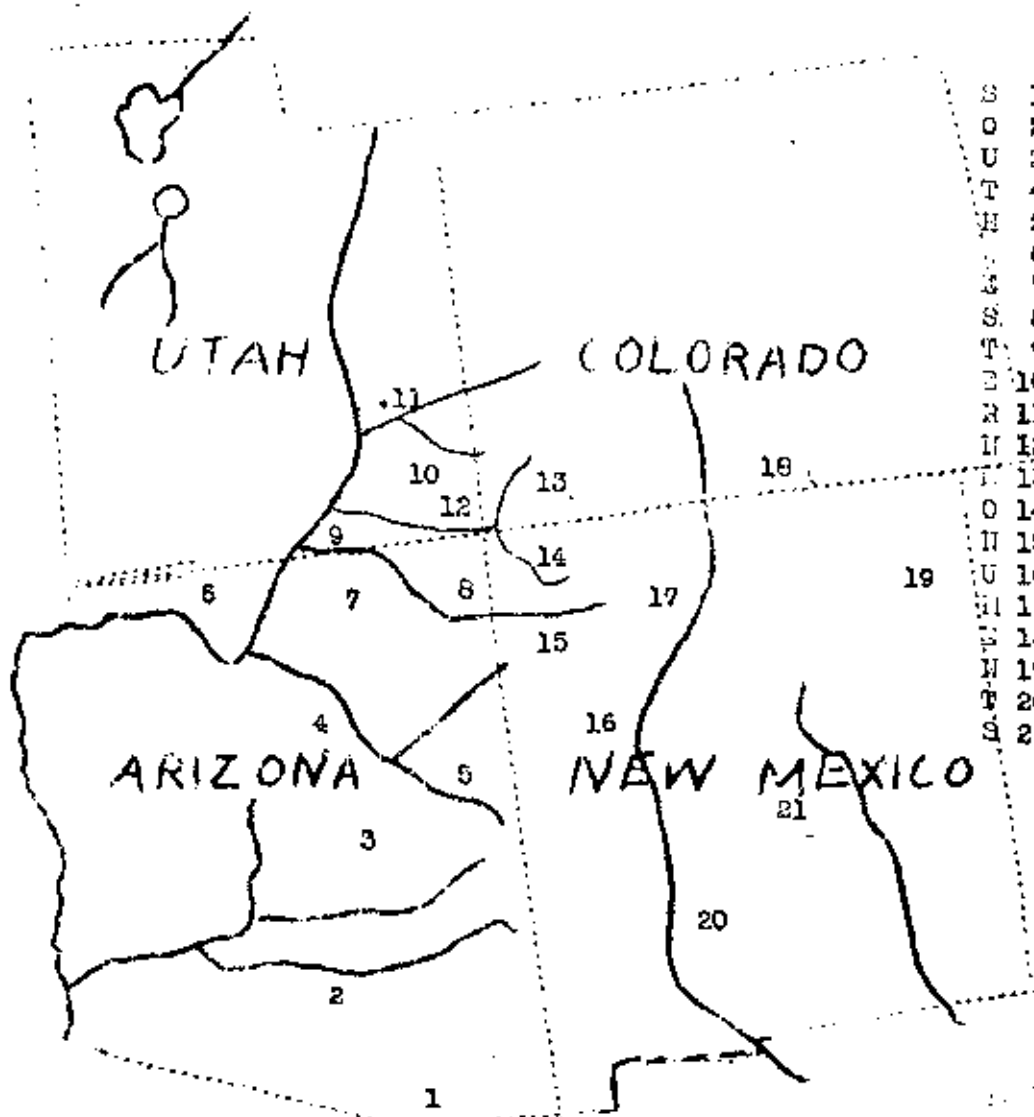
Note how Ed has conformed to the old style of Spanish lettering in his title. Pretty good work, I call it. Thanks, Ed.

And so we come to the end of this report and the end of the month of July, 1933. It has been a good month; we have had a lot of work and a lot of fun; now for the big changes of August and may both the work and the fun continue.

Cordially,

*The Boss*

# SOUTHWESTERN MONUMENTS



- S 1. Tumacacori
- O 2. Casa Grande
- U 3. Montezuma Castle
- T 4. Tuzigoot
- H 5. Petrified Forest
- 6. Pipe Springs
- 7. Navajo
- S 8. Canyon de Chelly
- T 9. Rainbow Bridge
- E 10. Natural Bridge
- R 11. Arches
- H 12. Hovenweep
- F 13. Yucca House
- O 14. Aztec
- H 15. Chaco Canyon
- U 16. Elmorro
- H 17. Dandelion
- E 18. Great Sand Dunes
- H 19. Capulin
- T 20. White Sands
- S 21. Gran Quivira

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