

History of the Friends of the San Pedro River



By Gerald R. Noonan Ph.D.

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People in the photograph on cover (left to right): Tom Arnold; Dutch Nagle; Sue Mekkelson; and Pete Mekkelson.

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This is a PDF version of a 2008 printed publication that is available through the Friends of the San Pedro River. It differs from the printed version as follows. Pages from the title page through the page of contents are numbered (no numbers on these pages in printed version). The scenic photographs that were on the printed pages 75-77 have been deleted to keep down the size of the file. These photographs were inserted because the printed pages would have otherwise been blank. The color photographs on the rear cover of the printed publication have been deleted to reduce the size of the file.

**Dedicated to the eleven Founders of
The Friends of the San Pedro River**

**Jane Chambers, Debbie Collazo, Dave Dross, Jim
Finley, James E. Herrewig, Edward Lehner, Lester A.
Mauk, Jerome J. Pratt, Jean Randle, Len Roberts,
and Harry Woodward.**

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"It is our task in our time and in our generation, to hand down undiminished to those who come after us, as was handed down to us by those who went before, the natural wealth and beauty which is ours."

- John F. Kennedy

Introduction

This book summarizes the first twenty years of history of the Friends of the San Pedro River (FSPR), from 1987 through September 2007. This nonprofit volunteer group exists to assist the Bureau of Land Management (BLM) in maintaining, upgrading, and interpreting to the public the San Pedro Riparian National Conservation Area (SPRNCA). The Friends have funded many programs and activities within the conservation area and have donated more than 100,000 hours of volunteer time. This donation of volunteer time alone has provided BLM with the equivalent of 2.5 full time employees during each of the twenty years treated in this book. The number of hours volunteered each year has gradually increased, and the hours donated in fiscal 2007 represent the equivalent of 4.66 full-time employees. Unless otherwise noted, people labeled in photographs are identified from left to right.

The San Pedro Riparian National Conservation Area

The San Pedro River starts in the mountains of northeastern Sonora and the Huachuca Mountains of Arizona and flows in a roughly north-northwest direction for about 140 miles to the Gila River (Heat-Moon, 1995; Tellman, and Hadley, 2006). The San Pedro River Valley in Arizona lies between mountains and hills, the Mule Mountains, the Huachucas, Whetstones, Dragoons, Rincons, Santa Catalinas, Galiuros, and the Tortillas. The river is an isolated green riparian corridor in the desert and provides a refuge (Heat-Moon, 1995; HWU, undated) for fifty-five globally rare or endangered species including the loach minnow, spike dace, Gila chub, the Huachuca tiger salamander, and plants

such as the Huachuca Water Umbel, lemon lily, Canelo Hills lady's tresses, and the Tepic flame-flower. Large numbers of birds migrate each year through the San Pedro Riparian National Conservation Area (SPRNCA) between the tropics and temperate North America. On August 22, 1996, the American Bird Conservancy (ABC) designated (SPRR, 1996e) SPRNCA as a Globally Important Bird Area in recognition of its importance as a migration corridor for Neotropical birds as well as many rare breeding birds. The designation was the first of its kind for the United States. The director of ABC's Important Bird Area program in the U.S. said, "The San Pedro is the largest and best example of riparian woodland remaining in the southwestern United States."

A forthcoming separate paper will summarize information about the origins and early years of SPRNCA. For the purpose of the present paper, BLM acquired much of the land through a land swap arrangement on March 7, 1986 (Baird, 1989; Dale, 1985; Negri, 1986). President Reagan signed a congressional bill officially establishing SPRNCA on November 18, 1988 (BLM APLU, 1989a).

Protected resources within SPRNCA include not only wildlife and habitats but also approximately three-hundred cultural properties (CR, 1994). SPRNCA provides recreational opportunities for hiking, horseback riding, bird watching, and picnicking (CR, 1994). It also provides opportunities for camping, hunting, and environmental education and nature study.

The Early Years of the Friends

James Herrewig did much of the initial planning and work in creating the Friends (Farquhar, 1987; Stein, 1986). When BLM

acquired much of SPRNCA in March 1986, Herrewig was the Sierra Vista Planning Director. The City Council told him he could help BLM in its planning efforts. Herrewig provided the idea for organizing the Friends at a January 21, 1986 meeting of himself, Lester Rosenkrance, the Safford district manager for BLM, and the Sierra Vista City Council (Hereford, 1989; Stein, 1986). He suggested that the city recruit a group of volunteers who would help BLM protect the San Pedro River by patrolling it. After the meeting, Herrewig discussed the "Friends" further with Rosenkrance who supported the idea of forming a support group. Erick Campbell, who became project manager for the San Pedro River lands in July 1986 (Friday Times, 1986), helped the effort to create a Friends group (Herrewig, 1989a). Both he and Herrewig met with the Friends of Red Rocks in Nevada to learn how best to organize the Friends of the San Pedro River. With assistance from Erick Campbell, Jim and Patricia Herrewig assembled a slide show about the San Pedro River area for use in public presentations to build support for the Friends (Herrewig, 1989b).

Subsequently, in 1987 a few concerned citizens gathered to ensure that the local community would have input into how BLM decided to administer the land it had acquired (SPRR, 1988a). The citizens established an eleven person steering committee (Hulme, 1987; Pratt, 2007; SPRR, 1988b) composed of: Jane Chambers (teacher in Sierra Vista area); Debbie Collazo (of the Mile Hi/Ramsey Canyon Preserve); Dave Dross (an engineer at Fort Huachuca and later Director of Public Works for Sierra Vista); Jim Finley (historian for Fort Huachuca); James Herrewig (Sierra Vista Planning Director); Edward Lehner (longtime Valley rancher whose property included an important site for Ice Age fossils); Lester A. Mauk (resident of Sierra Vista); Jerry Pratt (retired civilian wildlife manager at Fort Huachuca, retired member of the National Park Service and board member of the Arizona Wildlife Federation); Jean Randle (former mayor of Sierra Vista); Len Roberts (Sierra Vista resident); and Harry Woodward (retired Colorado Game and Fish Director). Jerry Pratt chaired the nominating committee for officers

and board members, and Harry Woodward acted as President Pro Tem until the election of officers. The steering committee wrote and adopted bylaws for the new organization. Herrewig's government position may have precluded him from being one of the incorporators of the Friends. On August 19, 1987 the other ten members of the steering committee signed (AI, 1987; CD, 1987) the "Articles of Incorporation of Friends of the San Pedro River, Inc." and a "Certificate of Disclosure". The Arizona Corporation Commission approved the incorporation on September 1, 1987. A major initial goal of the founding committee was to have the Friends support the effort to have the San Pedro River area designated as a national riparian conservation area (SPRR, 1988b).

BLM and FSPR members worked to publicize the forthcoming organization. A BLM press release (Campbell, 1987) on September 14, 1987 by Erick Campbell, BLM San Pedro River Project Manager, stated that the first annual meeting of the Friends would be on September 26, 1987 at the Sierra Vista City Hall. It described the Friends as a volunteer society dedicated to working with BLM to protect and enhance SPRNCA. The Sierra Vista based Friday Times contained a notice about the new society including information from Jerry Pratt (Hulme, 1987). It noted that the Friends would meet the next day first at City Hall for the annual election of officers and board of directors and then move to the banks of the river at Lewis Spring Bridge, S.R. 90, for a picnic and membership drive.

Fifty-one people attended the first annual meeting of the Friends (AMM, 1987). Members voted (AMM, 1987; SPRR, 1988b) to establish a membership fee of six dollars and elected the first official board of directors: Debbie Collazo and Ed Lehner for three-year terms (Sept. 1987-1990); Jane Chambers and Len Roberts for two-year terms (Sept. 1987-1989); and Sue Fletcher, Lester Mauk, and Harry Woodward for one-year terms (Sept. 1987-1988). The new board of directors then elected Len Roberts as President and Lester Mauk as Vice President. Robert Skeritch of the Arizona Bank agreed to

serve as Secretary/Treasurer. Eric Campell represented BLM on the board.

During the latter part of 1987, the board worked to organize the newly founded Friends (BODM, 1987; FSPR Internal, 1988). It established committees and chairs and duties for each committee (* = standing committee): Audit Committee, Bob Skertich and two other members responsible for examining the Treasurer's accounts before the Annual Meeting; Enhancement Committee, Lester Mauk, coordinating volunteer construction, maintenance, and cleanup operations; * Nomination Committee, Harry Woodward, nominations; * Membership Committee, Lester Mauk, conducting membership drives, maintaining membership records, training and orienting new members; Preservation Committee, Dave Dross, planning and coordinating preservation and restoration of historical sites, including buildings; Program Committee, Jim Herrewig and Ed Lehner, planning special events, coordinating with other committees; Publicity Committee, Linda Hulme, responsible for all publicity; * Ways and Means, Debbie Collazo, planning and coordinating all fund-raising activities; and Youth Involvement, Jane Chambers and Sue Fletcher, planning and conducting youth programs such as Junior Rangers. It also appointed Gary Ramaeker as legal adviser and under the leadership of Lester Mauk began planning for obtaining nonprofit status from the IRS. As of November 19, 1987, FSPR had seventy-five members.

On October 16, 1987, FSPR President Len Roberts signed a cooperative management agreement between the Friends and BLM (CMA, 1987). Countersigning of the agreement was on October 25, 1987 by Ray Brady, District Manager, Safford District. BLM responsibilities were: (1) continue to support FSPR by administering training, dismissals, scheduling and supervision; (2) continue to pursue FSPR members as trained volunteers in ongoing programs in SPRNCA; (3) reserve the right to modify or discontinue FSPR activities at any time that all or part of the program conflicts with the purposes of BLM; and (4) reserve the right to see that all policies and activities of FSPR meet with the approval of BLM. FSPR agreed to: (1) assume the responsibilities of scheduling, record keeping, recruiting and fund raising; (2) provide BLM with an annual report including the budget and an evaluation of the program; (3) and to supply trained volunteers to assist with BLM programs in SPRNCA.

The new board moved rapidly to identify goals (Roberts, 1988a). A major goal was to refurbish what was then called the "Wolf House" (now called the "San Pedro House" or abbreviated as "SPH") into a San Pedro River Visitors' Center that would be a focal point for programs and an information and historical center for the San Pedro River (BODM, 1988a; Roberts, 1988a). Additional goals were historical visits and tours, visual progress at sites, youth involvement programs, and member involvement programs (BODM, 1988a).

FSPR recruited members in 1988. The Sierra Vista Herald assisted with a January 1988 editorial about SPRNCA and the Friends (Editorial, 1988). The editorial provided the name and telephone number of Lester Mauk as a contact for joining the Friends or for volunteering to help clear the grounds and then renovate the SPH. The Friends used local newspapers to help publicize the purposes of the new organization and attract new members (Press Release, 1988). FSPR grew rapidly, and members generously donated their time. By April 30, 1988, the organization had 113 regular and twenty-three sustaining members, a bank balance of \$1,434.08, and forty-nine different members had volunteered 1,083 hours (GMM, 1988). In July, Herrewig produced a 24-page pamphlet about SPRNCA and the Friends of the San Pedro River (Herrewig, 1988). By the end of fiscal 1988, FSPR members had volunteered 1,781.75 hours (Mauk, 1988d).

Financial statements provided information about the new organization (Mauk, 1988c). Membership income from 1987 and 1988 up to September 1988 had been \$1,629.00. Sales of T-shirts, caps and patches had yielded \$386.00. Expenses had been \$751.62, including \$330.47 for Attorney Ramaeker to prepare Incorporation Documents, \$126.90 for postage and \$294.25 of miscellaneous expenses. As of January 27, 1989, Membership categories and revenues were (Mauk, 1989): eighty-three Regular @ \$6.00 each; one Junior @ \$2.00; fourteen Sustaining @ \$25.00; three Patron @ \$50.00; one Benefactor @ \$100.00; and one Sponsor @ \$1,000.

The Friends rapidly established public programs (SPRR, 1988a), and by January 1988 members had given the Herrewig's' slideshow at local organizations such as the Sierra Club, Lions, and the Cochise Conservation Council. Volunteers worked to establish programs for local schools and obtained help in cleaning out and making bird nest boxes from local scout chapters (BODM, 1988b, 1988c).

The Friends improved communication among themselves in January 1988 with the first issue of the San Pedro River Roundup newsletter, with Linda Hulme as editor (BODM, 1988b). Bob Boyden computerized the 118-person membership list, and Lester Mauk designed membership cards (BODM, 1988b; Mauk, 1988b). The board adopted a drawing that Jim Herrewig produced of a FSPR patch for members to wear (BODM, 1988b). FSPR also applied in September 1988 for tax-exempt status with the IRS (PS Form 3811; IRS form 1023). IRS granted the exempt status with a February 9, 1989 letter (IRS Letter 1045).

Work on the internal organization of the Friends continued in 1988. The board established a Finance Committee with Lester Mauk as chair and Bob Skertich assisting. Jerome Pratt continued to lead revision of the bylaws (BODM, 1988d). During the second annual general membership meeting, the members approved the revised bylaws (SPRR, 1988h).

In the summer of 1988, the Friends lost the services of two of its directors. Debbie Collazo and Suzanne Fletcher moved out of the area. The board appointed Joe Patz to fill Debbie Collazo's vacant seat for the remainder of her term, and Dot Rhodes agreed to fill the remaining approximately three months of Suzanne Fletcher's directorship (BODM, 1988g; SPRR, 1988f).

The second annual general membership meeting of the Friends on September 24, 1988 provided an opportunity to review accomplishments and consider further goals (AMM, 1988; Farquhar, 1988c; SPRR, 1988h). The approximately forty people present included BLM representatives from the Safford and Fairbank offices and D. Dean Bibles, Arizona State Director of BLM. Total membership was 145, and volunteer time donated over the year was more than 1,900 hours. D. Dean Bibles thanked FSPR for having spent almost two-thousand person hours renovating the San Pedro House. BLM Safford district manager Ray Brady presented volunteer

recognition awards to Bob Barnard, Jim and Rita Carlson, Dave Dross, Jim Herrewig, Linda Hulme, Frank Miller, Lester Mauk, Len Roberts, and Toby Valdez. The meeting concluded with a picnic down by the river. BLM staff provided soft drinks and cooked hamburgers for the members.

Future goals for interior work on the house included work on the bathroom and kitchen, a new plumbing and septic system, and restoration of function to the on-site well. Another major goal was restoration of the Fairbank schoolhouse. Upcoming projects for the Friends included establishing a museum, environmental education center, and bookstore and visitor center in the San Pedro House, and raising \$10,000 to stock and equip the bookstore whose revenue would support natural resource education, the Friends' activities and BLM management programs.

During the second annual meeting, the members elected Dot Rhodes, Jim Varga, and Linda Hulme to serve three-year terms and Bob Crooks to serve a two-year term on the board of directors. With these elections, the board then consisted (AMM, 1987; Farquhar, 1988c; FSPR Board, 1989; SPRR, 1989b) of Jane Chambers (Sept. 1987-1989), Bob Crooks (Sept. 1988-1990), Linda Hulme (Sept. 1988-1991), Edward Lehner (Sept. 1987-1990), Len Roberts (Sept. 1987-1989), Dot Rhodes (Sept. 1988-1991), and Jim Varga (Sept. 1988-1991). At its November 1988 meeting, the board elected Dot Rhodes as President and Jim Varga Vice President (BODM, 1988j; SPRR, 1989b). Other officers included: Leslie Tuzinski, Secretary; and Lester Mauk, Treasurer, and Statutory Agent for the Friends under Arizona law. (Arizona law requires [Keyt, 2008] that every Arizona entity and every entity that is qualified to do business in Arizona must have and maintain a statutory agent located in Arizona. The purpose of an Arizona statutory agent is to give notice to the public of a person or entity that can be served as the agent of the company with legal documents such as a summons and complaint filed in a lawsuit.) Mauk had replaced Gary Ramaeker as statutory agent under Arizona state law when Ramaeker resigned from

that responsibility. Committees and chairs were (SPRR, 1989c): Audit, Bob Skertich; Bylaws, Jerry Pratt; Membership, Bob Boysen; Nomination, Harry Woodward; Program Coordination, Jim Herrewig and Ed Lehner; Publicity, Linda Hulme; Structural Preservation/Environmental Enhancement, Dave Dross; Treasurer, Lester Mauk; Volunteer Coordination, Bob Crooks; Ways and Means, Erick Campbell; and Youth Involvement, Jane Chambers.

In the fall of 1988 FSPR produced and sent to members a gift catalog (GC, 1988) along with a letter from FSPR President Dot Rhodes (Rhodes, 1988). The catalog listed cash and material contributions desired by FSPR to enhance its activities. The requested cash contributions were \$10,000 for purchasing books and other items to be sold at the bookstore, \$5,000 to fund completion of the restoration of the San Pedro House, \$5,000 for restoration of the Fairbank schoolhouse, \$600 for picnic tables for Lewis Bridge and other day use areas, \$500 for teacher packets (Huachuca Audubon Society listed as having already contributed this amount), and \$1,000 to support the Junior Ranger Program. Material contributions requested were: wood heat stove (listed as already donated by Katie and Bob Crooks); two wood cook stoves for San Pedro House and Fairbank schoolhouse, need not be functional; old photographs of the San Pedro River, towns, ranches, and railroad, etc.; historical items such as farming and ranching implements, wagons, plows, branding irons, etc.; and historical books.

Restoring and maintaining the San Pedro House

The renovation and maintenance of the San Pedro House was a major accomplishment of FSPR (Photos 1-8). Until the late 1980s, people thought it had been (Turner, 1988) the home of a Confederate veteran, James Wolf, who was an early farmer in southern Cochise County and died in the late 1930s. However, by the early 1920s when the house is believed to have been built, the land around it belonged to the Boquillas Land and Cattle Company. Wolf could not have homesteaded there and instead probably settled down stream. At its March 27, 1991

meeting, FSPR's board decided that the name of the house would be "San Pedro House" rather than "Wolf House" (BODM, 1991a). The media have accepted this designation. The board was completely correct in its decision. Examination of the U.S. Geological Survey GNIS database (available at <http://geonames.usgs.gov/domestic/index.html>) showed that there was a 1984 entry designating the house as "San Pedro House" but no mention of "Wolf House", not even as a name variant. (GNIS is the acronym for The Geographic Names Information System developed by the U.S. Geological Survey as the official repository of domestic geographic names data). However, the federal government has continued to use the name of "Historic Greenway house" for legal real property description of the house (CMA, 1998).

Erick Campbell and FSPR committee chairs visited the house on January 12, 1988 to survey needed work (Farquhar, 1988a; SPRR, 1988e). Examination of BLM photos from before the restoration show that the house was a wreck. It badly needed painting inside and out, had broken windows, a front door with holes in it, cracked plaster inside in places, and a front porch full of junk. Weeds and overgrown shrubs surrounded it. The house had not been lived in for approximately ten years and was in very poor shape, surrounded by overgrown vegetation (Chambers, 2007; Mauk, 2007), and was a place where vagrants lit campfires on the kitchen floor (Price, 1990; Turner, 1988).

BLM would provide funds for restoration, and FSPR volunteers would supply the labor (BODM, 1988b, 1988d). Initial efforts to restore the house focused on outdoor Cleanup Days scheduled for February 6 and 7, 1988 (BODM, 1988b; Mauk, 2007). Restoration work on the house itself followed the outdoor work (BODM, 1988c; 1988d, 1988f).

By March 6, 1988, dramatic improvements had taken place at the house (Mauk, 1988a; Roberts 1988b). Twenty-nine volunteers under the leadership of David Dross and Lester Mauk had spent 361 hours working on it. Volunteers had spent 227 of these hours cleaning up the grounds around the house, clearing 1.5 acres

of yard area, pruning or removing trees and bushes and removing adjacent structures such as pens, stalls and a shed. Another 134 hours focused on preliminary work on the house itself.

Projects included treating the roof with water sealer, removing screens, sanding wood work, scraping off old paint from the outside walls in preparation for additional work, and removing window sashes for sanding and glass replacement. Volunteers on the work crews were Woodrow and Lucille Baker, Robert Barnard, Michael Bednorz, Jim and Rita Carlson, Bob Crooks, Blaine Davis, Dave Dross, Don and Sue Fletcher, Joanne Foster, Bonnie Helton, Don Hendry, Roy Kaliher, Lester and Verlee Mauk, Don McCandless, Frank and Harry Miller, Lewis and Mary Parrett, Dot Rhodes, Len and Beth Roberts, Toby Valdez, Mark and Jan Wirth, and Harvey Young.

On April 18, 1988, a visiting reporter found (Turner, 1988) the gypsum-block house to be gleaming white with new paint. Its gypsum-block material was called "Douglas block", a substance some historians believe was a byproduct of the Douglas copper smelter. It had solid oak floors throughout its four rooms and a shaker shingle roof. The front and back porches had been reframed for screening, all the windows had been removed, window frames were being refurbished and re-glazed, and thirty gallons of water sealant had been applied to the roof. It had indoor plumbing fed from a formerly wind powered well near the cottonwood tree. The windmill was gone, but the wooden water tank remained and had long served as a dwelling for barn owls. The kitchen was painted gold with crudely built forest green cabinets. A rear bedroom had robin's-egg blue walls and a lavender ceiling. Outbuildings consisted of a small structure made of railroad ties near the base of the cottonwood tree and further to the rear of the house a weather-beaten metal shed and the remnants of a corral.

By September 1988, renovation of the house was far enough along that tours were scheduled for the two weekends before the Friends' September 24 annual meeting (Farquhar, 1988b). Work continued, and by November 1988 crews of Friends had (SPRR, 1988h) finished grounds cleanup, building repairs and

painting, built a new picket fence, refinished the old floors, and installed furniture.

FSPR renovation of the house was so impressive that in November 1988 Mike Hoffman of BLM described it (Hoffman, 1988) as "nothing short of phenomenal." He noted that FSPR members had spent more than a thousand hours on the project.

By February of 1989, volunteers had made more progress on renovating the house (SPRR, 1989a). The floors were finished, and the doors were on their way to completion. Three desks, a sofa, a rocker, and other furniture had been installed. A wood stove donated by Bob and Katie Crooks have been repainted and was scheduled for installation in the old kitchen which had been converted into a meeting room. Plans for a gift shop were under way with an expected opening before May 6, 1989. A plumber was engaged to redo the bathroom and install a new septic system, and George Knox had donated a claw footed cast iron bathtub.

The bookstore was ready in April for installation of merchandise (BODM, 1989b). Under the leadership of Amy Campbell, Chair of Friends Bookstore Committee, the Friends selected materials to be stocked in the store ranging from books to southwestern ceramics and jewelry, outdoor clothing items and coffee mugs (SPRR, 1989i). The store opened on May 6, 1989 in conjunction with the official dedication of the San Pedro Riparian National Conservation Area (BODM, 1989b; SPRR, 1989i). Its initial hours were noon to 3 p.m. on weekends and holidays.

The Friends continued to make improvements at the house during the remainder of 1989, seeing to the completion of the bathroom, providing \$200 for installation of a stove pipe, installing a mirror and toilet paper holder in the bathroom, installing window locks, funding the construction of a railing next to the stairs, and removing a bed from the porch (BODM, 1989c, 1989d, 1989e). By September 20, 1989, the total volunteer hours worked on the house were 1,799 (Mauk, 1989d).

One project has caused continued problems. At the February FSPR 1988 board meeting, Erick Campbell, BLM manager for SPRNCA, reported the need for twenty pounds of Bermuda grass seed (BODM, 1988c). Board

minutes did not otherwise mention Bermuda grass, but a color slide taken in September 1998 showed a healthy growth of this grass near the house. FSPR was providing the labor for restoration of the house and grounds and probably obtained and planted the Bermuda grass. The March 1988 newsletter reported (Corman, 1988) a Bermuda lawn as also being present at Fairbank and that the pocket gophers that were digging in it disturbed Eric Campbell. The invasive non-native Bermuda grass has been impossible to eradicate (Mouras, 2007e).

Maintaining and upgrading the San Pedro House has been a long-term commitment of FSPR. In 1990, it purchased two concrete picnic table benches for \$644 each (Mauk, 1990a). Constance "Connie" Vaughn Hopkins donated funds for the tables in memory of her first husband, John Vaughn (Rhodes, 2008; plaques on tables).

FSPR purchased and has repeatedly replaced or upgraded components of the solar system and associated electrical systems. During 1991, FSPR spent \$2,034.50 on the start of a solar powered system for the house (Hulme, 1991b). Installation of the system on June 8 provided a steady supply of well water for the house and grounds. It consisted of a high-efficiency pump, two photovoltaic generating panels, a two-panel solar tracker, mounting pole, wire, and fittings. The nearly maintenance free system could pump about one-thousand gallons a day and replaced a diesel generator system that required regular maintenance and refueling. An important upgrade to the solar powered system occurred in late 1993 when the Friends spent \$2,363.40 to have a new solar energy system installed to produce electricity (SPRR, 1993d; Maiorana, 1993b). The solar unit provided seven-hundred watts, enough for running the fan on the propane heater used to heat the bookstore, operating lights, recharging a cell phone, and providing electricity for the caretaker's trailer. Subsequently in the summer of 1995, FSPR spent \$1,701.50 to upgrade the solar capacity from seven-hundred to 2,300 watts (BODM, 1995g). In May 1998, the board agreed to fund approximately \$950 for installation of wiring to support an expanded solar power system at the San Pedro House (BODM, 1998d). The Friends again upgraded the electrical system by provid-

ing approximate \$4,600 for re-wiring the San Pedro House and installing lights and ceiling fans in the summer of 1999 (BODM, 1999h). FSPR again augmented the solar system in 2000 by providing more than \$7,000 toward purchasing and installing new equipment to increase available power (BODM, 2000d; BODM, 2000g; Weiss, 2000a). In 2002 FSPR spent approximately \$4,000 dollars paying for half the cost of new batteries at the San Pedro House to provide 3,800 amp hours (BODM, 2002c).

In the spring of 1994, FSPR began refurbishing non-electrical portions of the San Pedro House (BODM, 1994a; Crooks, 1994). Volunteers painted exterior trim, removed and replaced screening on the porches and repainted the main room inside. FSPR spent approximately \$4,000 on construction and installation of new sales units for the bookstore. The refurbishing project continued in 1995 when the Friends funded the repair of the San Pedro House roof and the purchase of a gate for the parking lot (BODM, 1995f).

During 1997, FSPR spent approximately \$9,000 to make major improvements to the San Pedro House (Doser, 1997). Improvements included a new roof, repairs of exterior and interior walls, painting of the interior, foundation drain system, and a handicapped ramp for the southern side. In June 1998, the FSPR board authorized spending \$300 to purchase a weatherproof bulletin board to document publicly volunteer hours (BODM, 1998e).

FSPR expanded the bookstore in the early 1990s. When Amy Campbell left the San Pedro area in June 1990, another volunteer, Anita Dunn (BODM, 1990d), replaced her. Under Dunn's leadership, approximately forty-five members of the Friends continued to operate the bookstore, expanding its hours on weekends to be from 10 AM to 4 PM as of March 1991 and sometimes open on weekdays (Dunn, 1991; Kjos, 1990).

When Dunn resigned on April 26, 1992, the board reviewed what it wanted the bookstore to be, what sort of merchandise it should carry, and who should replace her (BODM, 1992c, 1992d). FSPR was fortunate to obtain subsequently the services of Cindy Newlon who managed the bookstore from June 1992 through May 1993 (Rhodes, 1993b). During this time, she

expanded the selection of children's books and books relating to the environment. After Newlon's resignation, Dot Rhodes took over management of the bookstore in May 1993 (SPRR, 1994e). She continued to manage the bookstore as a volunteer until the increasing amount of work as a bookstore manager resulted in the Friends signing a contract for her to manage the bookstore beginning in 1998 (BODM, 1997j). Rhodes continued in that position until her retirement in December of 1999 (White, 2000).

The bookstore continued to thrive. In the spring of 1993, its hours extended to include all weekdays (Rhodes, 1993a) when site host Constance Bador began working in the store Mondays, Wednesdays, and Fridays. By the fall of 1995, the bookstore was grossing close to \$45,000 (Rhodes, 1995b).

The bookstore expansion reflected changes in how FSPR and BLM viewed the San Pedro House. The original goal was for it to be a focal point for programs and an information and historical center for the San Pedro River (BODM, 1988a; Farquhar, 1988a; Roberts, 1988a). The Friends initially interpreted this goal to mean that a substantial portion of the house would be a museum showing how people had lived when the surrounding area was ranchland (Farquhar, 1988c; SPRR, 1989a). FSPR asked for donations of period pieces such as a claw footed cast iron bathtub. A gift catalog (GC, 1988) that FSPR sent to members to request donations included requests for historical items, old photographs and farming and ranching implements.

Over time, FSPR expanded the bookstore to provide additional revenues supporting BLM activities. However, as late as December 1993 the Friends' President Dot Rhodes was planning to meet with a Tucson area archaeologist to determine the period to which the house should be restored (Rhodes, 1993d).

By the spring of 1995, BLM's concept of the San Pedro House apparently had moved further away from one that included a museum. The May newsletter indicated a need (Rhodes, 1995a) for volunteers to help demolish the adjacent corral and barn that were scheduled to be replaced later that year with picnic ramadas and restrooms. BLM's decision to remove the barn and corrals sparked concern about the removal of the corrals that people felt to be a historic

structure (Morgan, 1996b). However, BLM contended that the corrals were built in the 1950s and were not "historic" according to state and federal laws. Moreover, BLM stated that people wanting to learn about the ranching period along the San Pedro could visit the Little Boquillas Ranch and see a corral, barns, blacksmith shop, ranch houses, etc.

Computerization of bookstore inventory has been a recurring theme in FSPR. In February and March 1993, Jim Skjervem reported to the board that he was investigating software to take inventory and had a volunteer interested in helping with the inventory (BODM, 1993b, 1993c). The board authorized in April (BODM, 1993d) spending \$90 to purchase Invoice Store for inventorying the bookstore. The minutes (BODM, 1993e) of the May 1993 board meeting had a section entitled "Bookstore: Inventory software." That section contained the information that Cindy Newlon could no longer volunteer at the San Pedro House and that Dot Rhodes was taking on the additional responsibility of running the bookstore and ordering supplies and services. During the December 1993 board meeting (BODM, 1993i), Dot Rhodes indicated that the board should consider acquiring a "point-of-sale system" system for the bookstore and budget accordingly. The last task Rhodes did before her retirement was to complete a computerized bookstore inventory (Rhodes, 2008). She assigned to all merchandise stock numbers that were coordinated with information from vendors. Rhodes also assembled information for using a cellular phone to process credit cards.

FSPR did not acquire a computerized sales system. During strategic planning sessions in 1998 (StratPlan, 1998b), the board discussed a decision to acquire a computerized system. In July 1999, the board again talked about computerizing the bookstore inventory (BODM, 1999g) but decided that that could not happen until after upgrade of the solar system at the San Pedro House. In the November 2001 newsletter Dutch Nagle, new FSPR President, reported (Nagle, 2001b) that an FSPR project was to apply for a grant that would enable purchasing hardware and software to computerize the bookstore. He noted that this would make it much easier for bookstore volunteers to process sales and would

automatically update the inventory records with each sale. That grant apparently was not awarded because in 2003 Bill Childress submitted a grant request to BLM for funds to computerize the bookstore (BODM, 2003e). However, that request also was denied. During its November 2003 meeting, the board discussed (BODM, 2003h) whether or not it should focus its efforts on getting Point-Of-Sale software installed at the San Pedro House. The board decided that that issue was not then a top priority and that Dutch Nagle would continue to pursue grant money to fund such a system in the future.

1989-1990 Continued Expansion

The appointment in early 1988 of Dot Rhodes to the board to fill the vacancy created by the departure of Sue Fletcher was recognition of her volunteer efforts that would total 6,532 hours, more than any other member of the Friends (Friends' internal records of volunteer hours). Subsequently, in September 1988, she was elected to the board for a three-year term and reelected in September 1991 for another three-year term (AMM, 1988; SPRR, 1988h, 1991d;). Her first year as President began November 30, 1988 (BODM, 1988h).

Development of a Formal Docent Program

The development of a formal program for recruiting and training docents was a major accomplishment. Once FSPR had completed the initial renovation of the San Pedro House in 1988, members became increasingly interested in providing guided tours.

FSPR began sponsoring guided tours in the spring of 1988 (SPRR, 1988g). The first tour apparently was on March 20, 1988 when Bruce Huckell took more than thirty people to Murray Springs to hear how he and other archaeologists found evidence of a mammoth kill there. On March 27, Ed Lehner provided nearly three-hundred people with a tour of the Lehner Mammoth Kill Site in conjunction with its dedication (Photo 9). In May 1988, Cochise College histo-

rian Rebecca Orozco guided approximate twenty people through ghost towns along the river. The same month Jack Williams of the University of Arizona took approximately twenty visitors to see the ruins of the Presidio Santa Cruz de Terrenate.

By the fall of 1988, FSPR was looking (SPRR, 1988i) for members to volunteer to establish and operate public education programs about areas such as nature study, stargazing, photography, riparian ecology, archaeology, and history. It already was working toward having a Junior Ranger/Naturalist program for school age children. The work of preparing for the dedication ceremony and other concerns apparently slowed the development of educational programs. At its May 1989 meeting, the board noted the need to start volunteer training for activities such as running the bookstore, leading guided tours, and hosting the San Pedro House site (BODM, 1989c).

During its November 1989 meeting, the board decided (BODM, 1989g) to develop a formal docent program for volunteers to share knowledge with the public. The program was envisioned (Hulme, 1990b) as similar to those at the Amerind Foundation and the Arizona-Sonora Desert Museum.

The first mention by the newsletter or board minutes of conducting nature tours was in the May 1990 newsletter (Edgell, 1990). Delight and Pete Edgell were interested in nature education in the St. David area. Delight Edgell's sixth-grade class and Dan Barrera's eighth grade class sponsored a series of field trips to the north end of SPRNCA and to adjacent private property. Edgell and Barrera's classes acted as docents and introduced more than seven-hundred students from the Benson Primary and Middle schools to the areas.

Dot Rhodes sparked the start of the docent program. After discussion among the Friends, she began the docent program with a note in the July 1991 newsletter asking for volunteers (Rhodes, 1991).

Crucial steps for the development of a docent program occurred in 1992. Dot Rhodes, Mike Kliemann, Jim Herrewig, and Ed Lambert attended a January meeting and learned that the

Arizona Historical Society had a training program for docents. They reported their findings to the board during its February meeting (BODM, 1992b). Board members discussed scenarios for training docents. In July of 1992, the Friends took another step toward developing a formal docent program (SPRR, 1992d). Board member Tom Collazo prepared and submitted grant applications.

The grant applications were successful, and FSPR received two grants of \$5,000 each (BODM, 1993a; Collazo, 1993a). The first grant was from the Arizona State Parks Heritage Fund Grants Program for Environmental Education. It required a matching commitment of funds and in-kind services from the Friends and was for the purpose of developing a training curriculum and conducting docent-training sessions. The second grant, from The Nature Conservancy, was intended for a part-time contract position to enable continuity in docent training, coordination with BLM staff on scheduling volunteer work and fund raising, and providing some coordination and management of the bookstore and other programs at the San Pedro House.

The two grants together with a \$2,500 allotment from BLM provided \$12,500 in funds for filling two part-time positions. However, problems arose (BODM, 1993e; Collazo, 1993b; SPRR, 1993b). On May 26 and in June 1993 the board signed two contracts with Connie Gotlund for her to fill both the role of training and the role of handling administrative demands for the entire Friends program. She prepared the docent training manual, presented the initial training workshop and led field-training sessions but then in August of 1993 accepted a different position in Texas. FSPR terminated her contracts that month.

Sandy Anderson agreed to take on the uncompleted portion of the docent training contract over a nine-month period and be responsible for scheduling weekly hikes, monthly training courses, expanding the training notebook and putting on a second training workshop in late January and early February (Collazo, 1993b). That left unfilled the position of program coordinator for the Friends that was the primary purpose of The Nature Conservancy grant. The board decided in April 1994 (BODM, 1994b) to

consider combining the two positions into that of a single executive director.

The docent program was a success from the start. The first docent-training workshop occurred August 4-14, and the first regular scheduled walk was on August 15, 1993. By the fall of 1993, docent led hikes were occurring every Saturday and Sunday morning at 8:30 a.m. (Rhodes, 1993c). In November 1994, Sandy Anderson was able to report (BODM, 1994h) that there were approximately twenty-five docents and that she had decided to augment their training rather than start a new docent class at that time. Anderson subsequently held a third docent class in the spring of 1995 (Anderson, 1995).

Other notable endeavors

By February 1989 membership stood at 110 (Mauk, 1989b). Members continued to work hard on public programs and maintenance of the San Pedro House and SPRNCA lands and by September 20, 1989 had volunteered 4,285 hours (BODM, 1989f), with 2,285 of those done in fiscal 1989 (Mauk, 1989e).

Donations of \$10,500 from local profit making and non-profit organizations (Mauk, 1989c) enabled FSPR to provide substantial financial support to BLM in 1989. FSPR made possible the dedication ceremony for SPRNCA by spending (Rhodes, 1992a) \$6,400 for a catered luncheon and music. It also spent \$165.42 on catering a luncheon for a visit by the Secretary of the Interior, Lujan. In addition, the Friends arranged for donations of items for the San Pedro House including a bathtub, painting for the SPRNCA dedication poster, a wood burning stove, fireplace tools, and door keys.

A major milestone occurred on May 6, 1989 with the formal dedication (Photo 10) of the San Pedro Riparian National Conservation Area (Bell, 1989; BLM, 1989; SPRR, 1989d, 1989f, 1989j). Approximately 1,200 people attended the two-hour ceremony by the San Pedro House. Because of the large crowds, parking was restricted to the Buena High School parking lot in Sierra Vista, and eight shuttle buses provided by Fort Huachuca transported visitors to and from

the San Pedro House. The ceremony started with patriotic music from the 36th Army band while members of Fort Huachuca's B Troop rode up in a cloud of dust from the cottonwoods along the river. The troopers presented the colors to open the ceremony and remained mounted in formation during the speeches. Congressman Jim Kolbe and D. D. Bibles served as Masters of Ceremonies. Bishop Walsh of the Tucson diocese provided the invocation, and Bibles made the opening statement and introduction. Dan Campbell spoke about the biological resources of the San Pedro, Anne Wosley reviewed prehistoric events, and Stewart Udall spoke about historic occurrences. Jim Kolbe, Duane Shroufe, and Bob Burford dedicated the conservation area. The ceremony concluded with the unveiling of the dedication plaque by Buford and Kolbe in front of the San Pedro House. Afterwards there was a mesquite-smoked barbecue lunch served under a canopy with music from Los Mariachis Armonicos. Press and TV reporters conducted interviews.

Another milestone occurred on May 15, 1989 (Farquhar, 1989) when the U.S. Interior Secretary Manual Lujan toured the restored San Pedro House (Photo 11) and walked along the river with D. Dean Bibles, Arizona director of BLM. Lujan spoke highly of the Friends, stating, "We're here today because the Friends of the San Pedro exemplify the volunteerism that President Bush has spoken of." "The Friends of the San Pedro are finalists in the national Take Pride in America program -- a program created so people can help in these kinds of endeavors." Members of the Friends assisted at both the dedication ceremony and the visit by Secretary Lujan and received a letter of thanks from Bibles (BODM, 1989c).

Another visit by a dignitary to SPRNCA occurred on November 29, 1989 when the new national director of BLM, Cy Jamison, visited (Hulme, 1990a). He praised the San Pedro House renovation as a fine example of what volunteerism could achieve and noted that there is no way BLM could replace the number of people in man-hours that volunteers were putting into the renovation.

Local and national organizations honored Friends for individual and collective accomplishments in 1988 and 1989. On May 21, 1988, Arizona awarded Jane Chambers, one of the

founders of the Friends, the Governor's Conservation Achievement Award in the Educator's category for inspiring her students (Pueblo del Sol Elementary School) with a love of the natural world (McFarlane, 1988).

Three organizations recognized FSPR accomplishments in 1989. National recognition came on July 24, 1989 when Dot Rhodes attended a White House meeting of nationwide winners of the 1988 Take Pride in America Awards (BLM APLU, 1989b; Bristol, 1989; SPRR, 1989h). The festivities included a speech by President Bush, the presentation of awards by Secretary of the Interior Manual Lujan, Jr. and a reception hosted by the new National Director of BLM, Cy Jamison. On behalf of the Friends, Rhodes accepted a second-place award that cited restoration of the San Pedro House and activities such as site stabilization, cleanup projects, tree planting, seed collection, research, and tours. A second national award was that from BLM in recognition of FSPR's contribution to the conservation and management of U. S. resources through volunteer services for America's Public Lands (SPRR, 1989h). On April 11, 1989, the state of Arizona announced it was giving to FSPR the Arizona Governor's Award for Historic Preservation and a cut glass and second-place trophy from the Governor's Commission on the Environment (Photos 12-13; ADS, 1989; Lerner, 1989; News, 1989). The award recognized the restoration of the San Pedro House and work on reinforcing the ruins of the Presidio of Santa Cruz de Terrenate.

Youth programs originated in 1989. In the spring of 1989, the Friends began planning a Junior Ranger program for children (BODM, 1989a, 1989d, 1989f; Sewell, 1989). It was modeled after a California State Park system program and aimed at helping children aged six to fourteen understand the environment and work to improve it. Under the leadership of Roberta Sewell, with assistance from Jane Chambers and BLM Mike Hoffman, the program was organized and held its first meeting on April 15, 1989, with fifty children and their parents attending. The program continued to be a success. Summer 1989 meetings averaged about forty Rangers and their parents each month and covered topics such as an introduction to the San Pedro House and its

history, nature hikes and cookouts. By the end of September 1989, the program had approximately one-hundred members (AMM, 1989). The program underwent a hiatus when Roberta Sewell left it on May 1, 1990 (SPRR, 1990b). In 1991, the Junior Naturalist Program, under the leadership of Anita Dunn and BLM Mike Kliemann, replaced it (BODM, 1991d; Kliemann, 1991). The first meeting of the new group, on September 21, 1991, had approximately twenty-five children attending. The Junior Naturalist Program continued to be a success. After the board considered some other venues, it structured the program to focus at the River whenever possible and to emphasize activities for grades four to six (BODM, 1994a). The Friends also were active in other programs for children that included training sessions for educators and youth leaders in environmental education and tours of SPRNCA (SPRR, 1989e).

Approximately seventy-five people attended the third annual meeting of the Friends held September 30, 1989 beneath the large cottonwood tree at the San Pedro House (AMM, 1989; Hulme, 1990c; SPRR, 1989k). Membership totaled 137, consisting of two junior, 110 regular, eighteen sustaining, three patron, one benefactor, and three complimentary memberships. Volunteer Coordinator Bob Crooks described the Adopt-A-Highway Project that the Friends were starting for State Route 90 between the West and East boundaries of SPRNCA (SPRR, 1989g). The members elected Joe Patz to the board to replace outgoing director and past President Len Roberts and reelected Jane Chambers as a board member. The meeting was not all business (SPRR, 1989k). Participants heard archaeologists talk about the significance of the Lehner Mammoth Kill Site, saw displays of fossils, viewed live animal displays, heard talks about the river, and took a river tour. FSPR provided utensils and the main course while BLM supplied soft drinks, grills for cooking and awnings and chairs for a picnic. Members brought a potluck side dish, deserts, and healthy appetites.

The board subsequently (Hulme, 1990b) reelected Dot Rhodes as President, elected new board member Joe Patz as Vice President, and reappointed Lester Mauk and Leslie Tuzinski as Treasurer and Secretary, respectively. Board

members were (FSPR Board, 1990) Bob Crooks, Jane Chambers, Linda Hulme, Ed Lehner, Lester Mauk (ex officio), Joe Patz, Dot Rhodes, Leslie Tuzinski (ex officio), and Jim Varga. Committees and chairs were (Hulme, 1990b): Audit, Jim Varga; Bookstore, Amy Campbell; Bylaws, Jerry Pratt; Membership, Bob Boysen; Nomination, Harry Woodward; Preservation, Joe Patz; Program Planning, Len Roberts; Public Relations, Linda Hulme; Volunteer Coordination, Bob Crooks; Ways and Means, Erick Campbell; and Youth and Junior Rangers, Jane Chambers and Roberta Sewell.

A sad moment occurred June 9, 1990 when FSPR hosted a barbecue party honoring departing BLM SPRNCA Project Manager Erick Campbell and his wife Amy, founding chairperson of the Friends' Bookstore Committee. About ninety people attended the barbecue, including the mayor of Sierra Vista, Carl Frieders (SPRR, 1990d).

Membership in the Friends continued to grow and by July 24, 1990 totaled 191, including 152 regular members, one junior, twenty-six sustaining, four patrons, three benefactors, and five complementary (Mauk, 1990b). By November 13, 1990, it reached an all-time high of 208 (Mauk, 1990e).

A BLM request for assistance with nineteen new projects in the summer of 1990 illustrated the scope of the help provided by the Friends (Crooks, 1990). These included putting signs along boundaries, repairing fences, removing barbed wire, organizing books at the San Pedro House library, gathering and transcribing oral histories, mapping and surveying SPRNCA, making bird nests and bat roost boxes, collecting, preparing and identifying plants, data entry, tree planting, and taxidermy and maintenance for the San Pedro House and other structures. FSPR volunteers also worked to clear trash from along route 90 under the Adopt-A-Highway program. Total hours volunteered during 1990 were 2,956.5 (Mauk, 1990c).

FSPR garnered another award on May 8, 1990 when the City of Sierra Vista gave it the Mayor's Award for "Excellence in Service to the Community." The award recognized FSPR participation in the Adopt-a-Highway-Program (SPRR, 1990c).

On October 29, 1990, President Bush gave the Theodore Roosevelt Conservation Award to Jim Herrewig and several people from across the country. The award recognized those whose work had supported conservation of national resources (SPRR, 1990h). BLM had recommended Herrewig, and Representative Jim Kolbe of Arizona had nominated him. Herrewig was on the steering committee that organized the Friends. He worked closely with Erick Campbell, then San Pedro Project Manager, to develop a slideshow presentation and other program ideas to generate interest in the river. Herrewig also originated the name of the Friends newsletter and designed the logo that FSPR used on its signs, letterheads, and gift shop items.

In 1990, the Friends began what was to become an annual spring Festival at the San Pedro House (SPRR, 1990a). The first such Festival occurred on Earth Day, April 22. It celebrated the changes done over the four years since BLM acquired part of SPRNCA and started with a potluck lunch at the new concrete picnic tables purchased by the Friends. After the lunch, many participants joined a walk down to the river led by Eric Campbell, BLM San Pedro Project Manager. Campbell noted that until grazing was stopped a few years before then, the riverbanks were bare because constant trampling by cattle prevented plants from growing to hold the soil. The grazing moratorium resulted in a rich growth of plants along the formerly bare banks.

About fifty people attended the fourth annual membership meeting of the Friends on September 22, 1990 at the San Pedro House (SPRR, 1990g). Outgoing Friends President Dot Rhodes reviewed ideas proposed for an April 1991 first "Celebrate the San Pedro" Festival. BLM Recreation planner Tom Schnell described a new project to develop an interpretive trail at Murray Springs and distributed maps and signup sheets for work parties. Ray Brady, BLM's Safford District Manager, announced that Greg Yuncevich would be the new San Pedro SPRNCA manager. The Friends passed amendments to the bylaws to add a Life Membership category and to redefine the membership year, reelected Bob Crooks to the board, and elected Delight Edgell to succeed Ed Lehner. Immediately after the meeting, the new board elected Jim Varga as President and reelected Joe Patz as

Vice President. Other officers were Acting Secretary, Delight Edgell; and Treasurer and Membership, Lester Mauk.

Committee chairs were: Audit & Finance, Harry Chambers; Bookstore, Anita Dunn; By-laws, Jerry Pratt; Nominations, Harry Woodward; Preservation, Joe Patz; Program Planning, Dot Rhodes; Public Relations, Linda Hulme; Volunteer Coordinator, Bob Crooks; Ways and Means, vacant; Youth and Junior Ranger Program, Jane Chambers and Delight Edgell.

FSPR helped greatly with improving and maintaining trails in 1990-1991. In March 1990, the board agreed to work with BLM staff on plans for hiking trails at SPRNCA (BODM, 1990b). In the latter half of 1990 and early 1991, the Friends made a major effort to assist with improvements at the Murray Springs archaeological site (Mauk, 1991a). During its July 1990 meeting, the board agreed to assist BLM with constructing 3-foot wide trails at Murray Springs (BODM, 1990e). By December 1990, FSPR volunteers had helped make 1.2 miles of trails there (Knox and Hoffman, 1990). By March 1991, the Friends had contributed 207 person hours in the construction of foot trails and had planned additional work sessions. The help from the Friends resulted in the completion of trail work and other projects within Murray Springs before a June 21, 1991 visit by ten archaeologists from the USSR (Hulme, 1991a). As a capstone to their work at the Murray Springs site, the Friends provided a luncheon for the visiting archaeologists and approximately seventy other people in the shade of the giant cottonwood tree at the San Pedro House.

On April 27-28, 1991, the Friends held the "Celebrate the San Pedro" Festival (BLMNR, 1991; SPRR, 1991a). Despite high winds, more than two-hundred people attended the two days of festivities that included bird walks, archaeology field trips, plant identification walks, nighttime astronomy demonstrations, a hydrology workshop, nature photography demonstrations, archaeology tours, talks, flint-knapping demonstrations and exhibits and sales of arts and crafts, gems, and minerals.

FSPR both gave and received awards in 1991. In May 1991, it recognized founders and past directors (BODM, 1991f; SPRR, 1991b). The board presented plaques of recognition and

appreciation to David Dross, Jim Finley, Jerry Pratt, and Jean Randle for their work as incorporators in initially organizing the Friends. Plaques also went to other incorporators who also served on the board and had completed their terms in office: Len Roberts, 1986-1989; Ed Lehner, 1986-1989; Lester Mauk, 1986-1988; Debbie Collazo, 1986-1988; and Harry Woodward, 1986-1988. The board awarded plaques to Sue Fletcher who served for one year on the board, 1987-1988, and to Leslie Rzeszut, 1988-1990. It awarded a special plaque to Ed and Lynn Lehner to formalize their honorary membership granted at the September 22, 1990 annual meeting. On September 21, 1991, The Nature Conservancy gave to FSPR the first annual Morris K. Udall award, a lithograph of a gray hawk (BODM, 1991d; information plaque on award).

During the summer of 1991, the board worked on establishing goals for the Friends. It created a Goals Committee during its July 24 1991 meeting (BODM, 1991b). The board approved three goals at its August meeting (BODM, 1991c; SPRR, 1991c): (1) provide environmental education to further the conservation, protection and enhancement of SPRNCA; (2) design and/or implement projects using contributed labor and/or funding to enhance SPRNCA; and (3) become proactive in community affairs, specifically as the impact the San Pedro ecosystem. After discussions with BLM staff, the board in February 1992 (BODM, 1992b) approved a detailed work plan. More discussions with BLM ensued, and FSPR modified the goals several times (BODM, 1992c, 1992d). A simplified overview of the work plan for fiscal 1992 was presented at the May 1992 Celebrate the San Pedro Festival and published with the July issue of the newsletter (SPRR, 1992b).

Tasks in the overview of the 1992 work plan included: repairing and maintaining the Palominas Windmill Oasis; assisting with the clearing, stabilizing and interpretive signing of Santa Cruz de Terrenate; working on the adobe stabilization and reconstruction of the Fairbank Mercantile Building and Schoolhouse; aiding in brush clearing at Murray Springs; helping twice a year in cleaning designated portions of the San Pedro; removing trash from the Friends' sections of highways 90 and 82; Site Steward Program;

Docent Program; operating the bookstore; Junior Naturalist Program; maintaining the San Pedro House and surrounding area; and an Oral History Program. (The Palominas site was located about two miles south of Highway 92 near Palominas along a road leading to the Mexican border. It consisted of an old windmill, corral, and water storage tank from a former ranch [SPRR, 1992c].).

At the annual meeting of the Friends on September 28, 1991, forty-one members heard outgoing President Jim Varga summarize accomplishments for the fiscal year (SPRR, 1991d). These included the successful "Celebrate the San Pedro" Festival in April, purchase and installation of a solar powered water pump system at the San Pedro House, extensive work by the Friends on improvements at the Murray Springs Clovis site, the work of Anita Dunn and the volunteers she supervised in operating the bookstore, and the purchases of a file cabinet, tables and ice chest for the San Pedro House. He also praised the work of Dot Rhodes who was beginning to establish a formal docent program that would become a major activity and success of the Friends. Praise was also given to Anita Dunn and BLM Mike Kliemann for launching the new Junior Naturalist program. Meeting participants brought potluck side dishes and enjoyed hamburgers, hot dogs and drinks provided by FSPR (BODM, 1990e).

The hours of work done by the Friends reflected the accomplishments reported at the annual meeting (Mauk, 1991d). As of September 30, 1991, FSPR members had donated 12,595.75 hours on projects for SPRNCA. During BLM's fiscal year that ended September 30, 1991, volunteers provided 5,112.5 hours of work. Of those, 2,085.5 hours were done at the San Pedro House, running the bookstore and maintaining the building and grounds. Work on improvements at the Murray Springs Clovis site totaled 813 hours. The installation of park benches along the trails by the river, organized by junior member Mark Wirth for his Eagle Scout project, accounted for 70.5 hours. The remaining 2,143.5 hours covered projects such as FSPR administrative functions, planning activities, publishing a newsletter, conducting board meetings, and producing reports and records supporting the Friends

nonprofit corporation. The total hours for people each with more than three-hundred accumulated hours of volunteer work were: Bob Crooks, 732; Anita Dunn, 717; Jim Herrewig, 920; Linda Hulme, 596; Lester Mauk, 1,519; Joe Patz, 621; Dot Rhodes, 773; Len Roberts, 309; Jim Varga, 336; and Harry Woodward, 355. Subsequently in May 1992, BLM staff member Mike Klie-mann presented Lester Mauk with a Certificate of Recognition for one-thousand hours of volunteer work (BODM, 1992e).

During the 1991 annual meeting, the members elected (SPRR, 1991d) three people to serve three-year director terms, Tom Collazo, Linda Hulme, and Dot Rhodes. Members also elected Keith Newlon to serve the remaining year of Jane Chamber's term because she had resigned from the board. Immediately after the meeting, the new board elected Dot Rhodes President and Delight Edgell Vice President. The other officers for the fiscal 1992 were Lester Mauk, Treasurer and Delight Edgell, Temporary Secretary until a new Secretary was found (BODM, 1991e).

Committees and chairs were (FSPRInternal, 1991): Audit & Finance, vacant; Benson Outdoor Education, Delight and Peter Edgell; Bookstore, Anita and Bill Dunn; Bylaws, Jerry Pratt; Nominations, vacant; Preservation, Joe Patz; Program Planning, vacant; Public Relations, Linda Hulme; Volunteer/Docent Program, Bob Crooks and Dot Rhodes; Ways and Means, Jim Varga; Youth/Junior Naturalist Program, Delight Edgell and Anita Dunn.

Under the leadership of FSPR Volunteer Coordinator Bob Crooks, volunteers continued to clear trash from FSPR adopted sections of highways 90 and 82. Each adopted section was two miles long. During trash clearing sessions in the spring, volunteers removed fifty-one bags of trash and the equivalent of another twenty-five bags worth of larger items that would not fit into regular bags (Mauk, 1992a; SPRR, 1992a).

The second annual "Celebrate the San Pedro" spring Festival took place on May 9, 1992 (Hulme, 1992). The festival itself was a success although high winds prevented a planned balloon ascension. During the festivities, the Friends' President Dot Rhodes and BLM SPRNCA manager Greg Yuncevich presented certificates of recognition to volunteers who had

each donated at least one-hundred hours. The volunteers honored in the one-thousand-hour category and up were Anita Dunn, Jim Herrewig, Ed Lehner, Lester Mauk, and Dot Rhodes. Honored volunteers in the five-hundred to one-thousand hour category were Bob Crooks, Linda Hulme, and Joe Patz. Those honored for one-hundred to five-hundred hours were Gaylon Bettis, Jim and Rita Carlson, Jane Chambers, Bill Dunn, Delight Edgell, Ardel Maynard, Jerry Pratt, Len Roberts, Karl and Mary Stender, Toby Valdez, Jim Varga, Jan and Mark Wirth, and Harry Woodward.

Another award for the Friends came in 1992 when the Arizona Association for Learning in & about the Environment awarded a certificate of commendation for the Junior Naturalist Program's contribution to environmental education (BODM, 1992j).

Membership of the Friends continued to grow and by November 6, 1992 totaled 240 people (Mauk, 1992c). This continued growth allowed FSPR members to volunteer 5,076 hours during fiscal 1992 (Mauk, 1992d).

FSPR lost a highly valued officer at the end of 1992 when Lester Mauk stepped down from the Treasurer's position (Rhodes, 1992b). He was one of the eleven founding members of the Friends. His services as an officer ranged from being a member of the board to serving as Vice President and Treasurer. Mauk developed financial operating procedures, enrolled FSPR in the state Adopt-A-Highway Program, completed IRS paperwork necessary for FSPR to be recognized as a nonprofit organization, tracked volunteer hours, maintained membership records and mailed out renewal notices, kept financial records, paid bills, made arrangements for mailing of the newsletter, crushed and bagged aluminum cans collected at the San Pedro House for recycling, and did maintenance at the San Pedro House and elsewhere in SPRNCA.

The annual meeting on September 26, 1992 provided an opportunity to review accomplishments and recognize members of the Friends (SPRR, 1992e). Accomplishments included (BODM, 1992h, 1992i; SPRR, 1992c) creation of a database for tracking membership information, work by eight volunteers at the Palominas windmill site and the expenditure

of \$87.57 on it, FSPR application for a State Heritage Fund grant to conduct docent training, the excellent response from local children and parents to the monthly Junior Naturalist programs, and good sales at the Friends' book and gift shop. The membership adopted proposed bylaw changes published in the July issue of the newsletter. Greg Yuncevich, BLM manager for SPRNCA, presented certificates of recognition to: Pete Edgell, Harry Fagan, and Keith and Cindy Newlon for each having contributed one-hundred hours of volunteer service; and to Bob Crooks and Ed Lehner for one-thousand hours each. Both Dot Rhodes and Greg Yuncevich awarded a plaque to Pat Florian for her past service as FSPR Secretary. The members elected Keith Newlon and Jim Skjervem to serve three-year terms on the board (Sept. 1992-1995). Newlon was already a member of the board for the past year, completing the term of a director who had resigned, and was the chair of the bookstore committee. Jim Skjervem had developed a computer database for membership. Dot Rhodes continued as President (Rhodes, 1992b).

An internal document (FSPRInternal, 1992) listed officers, board members, committees, and chairs for September 1992-1993. Dot Rhodes and Delight Edgell were President and Vice President respectively. At its January 1993 meeting (BODM, 1993a) the board appointed Len Roberts to fill the Treasurer position vacated by Lester Mauk at the end of 1992. It also appointed Len Roberts to serve as Statutory Agent and Delight Edgell as Acting Secretary. Board members were (dates from earlier newsletters) Bob Crooks, Delight Edgell, Tom Collazo (Sept. 1991-1994), Linda Hulme (Sept. 1991-1994), Keith Newlon, Dot Rhodes (Sept. 1991-1994), and Jim Skjervem. Committees and chairs were: Benson Outdoor Education, Delight and Peter Edgell; Bookstore, Keith Newlon; Bylaws, Jerry Pratt; Membership, Jim Skjervem; Nominations vacant; Program Planning, vacant; Public Relations, Linda Hulme; Volunteer/Site Steward/Docent Programs, Bob Crooks, Jim Herrewig, and Dot Rhodes; Ways and Means, vacant; and Youth/Junior Naturalist Program, Delight Edgell and Anita Dunn. At its meeting in May 1993 the board (BODM, 1993e) elected Diana Embry as Recording Secretary to take notes and type the minutes of meetings. In De-

ember 1993 Dorothy Morgan, the new BLM recreation planner, became responsible for coordinating the Junior Naturalist program with FSPR (BODM, 1993i).

Volunteer efforts by FSPR continued in fiscal 1993. In late 1992 and early 1993, FSPR volunteers worked at the Palominas windmill site to make ramps up to the water and remove trash and wire (BODM, 1992j, 1993a). The board prepared in January a work plan for volunteers (BODM, 1993a, 1993c) that included labor at Santa Cruz de Terrenate, maintenance work on bridges at Murray Springs, replacing the roof at the Mercantile Building at Fairbank, and repair work at the Summers Windmill Site. Other volunteer activities included (BODM, 1993a, 1993b, 1993c, 1993d) planting a tree at the San Pedro House, cleaning up trash along highways 82 and 90, and two days of Spring Cleanup at the San Pedro House in May 1993. Fiscal support for BLM stewardship of SPRNCA included \$1,500 for one mile of fencing materials for the east boundary fence near the Clifford Wash (BODM, 1993b), and upgrades to the San Pedro House electrical system discussed above. To help obtain additional funds for supporting BLM, the board in August 1993 implemented new membership fees of \$5 for juniors and \$10 for regular members and added a new category for family memberships (BODM, 1993g).

FSPR volunteers and visitors gained a new hiking and bird watching trail near the San Pedro House in 1993 (Kliemann, 1993). BLM's recreation and maintenance staff developed a 1.5-mile loop trail north of Highway 90. Access to the trail was through a pedestrian walk built into the highway right-of-way fence across from the turnoff into the San Pedro House driveway. The trail traversed a variety of habitats including sacaton grasslands with scattered mesquite, upland desert thorn/scrub, wash bottom, and the San Pedro River riparian habitat.

In 1993, FSPR experimented with a new format for the annual "Celebrate the San Pedro" Festival (Edgell, 1993). The new format was for the festival to span four months from March to June. A series of six hikes would allow people to see how the riparian environment changed from late winter to early summer. The format was such a success, with 233 visitors and seventeen

BLM staff participating (BODM, 1993f), that FSPR repeated it in 1994 (SPRR, 1994a).

FSPR and a former board member garnered awards in 1993. BLM formally recognized FSPR on October 18, 1993 when it selected it to receive BLM's "Volunteers for the Public Lands National Award" for its exemplary contributions to the management of natural resources of the nation's public lands (Maiorana, 1993a; SPRR, 1993c). In January, the Arizona Game and Fish Commission presented (SPRR, 1993a) an Award of Excellence to Jane Chambers for her work on causes that benefit wildlife and wildlife habitat through education. Chambers, a teacher at Pueblo Del Sol Elementary School, worked for several years with the Cochise Conservation Council to spearhead National Wildlife Week programs in southeastern Arizona, was one of the founding members of FSPR, co-chaired the Friends committee that initiated the Friends' youth programs, and served as the Huachuca Audubon Society's education chairperson.

The 1993 annual meeting on September 25 was an occasion for both festivities and business (BODM, 1993g; Rhodes, 1993c; SPRR, 1993e, 1993f). The festivities started at 8:30 a.m. when some of the new docents who completed the August training course led hikes in two different directions. After the hikes returned to the San Pedro House, a business meeting took place at 10:30 a.m. Afterwards FSPR provided beverages and the main course (Mexican food from La Casita) for a picnic. Members were responsible for bringing salads or desserts, and their own dishes and utensils, and lawn chairs.

During the business meeting, members received committee reports, voted on proposed by-law changes, and elected two directors to fill vacancies on the board. Officers and committee chairs reported (AMM, 1993) that there was approximately \$3,000 in a savings account and more than \$7,000 in checking. The bookstore was doing well under the leadership of Cindy Newlon. Membership stood at 198 regular members, five complementary and two honorary. Dot Rhodes presented a plaque to Cindy Newlon for her work at the bookstore. FSPR had raised sufficient funds for construction of a birders' kiosk.

Other notable progress included (SPRR, 1993f) the successful "Celebrate the San Pedro" spring hike series that drew about two-hundred

participants and brought in more than \$1,000, the use by birds and other wildlife of the refurbished Palominas windmill site, the new Docent Training Program, and the successful grant applications to fund this program. Greg Yuncevich, BLM SPRNCA manager, noted that the Friends had donated 6,231 hours of work in fiscal 1993 and presented certificates of recognition to twelve members. Two members had cumulative individual totals above 500, Len Roberts had more than five-hundred hours, and Lester Mauk had reached two-thousand hours.

An internal Friends document (FSPR Internal, 1994a) listed officers, board members and committees and chairs for September 1993-1994.

Dot Rhodes and Jim Skjervem were President and Vice President respectively, and Helen Weber was Treasurer (not a board position). The Secretary position was vacant. Board members were (dates from earlier newsletters and minutes) Karlene Burrus, Bob Crooks, Tom Collazo (Sept. 1991-1994), Linda Hulme (Sept. 1991-1994), Keith Newlon, Dot Rhodes (Sept. 1991-1994), and Jim Skjervem. Committees and chairs were: Benson Outdoor Education, Delight and Peter Edgell; Bookstore, Dot Rhodes; Bylaws (temporary committee), Jerry Pratt; Docent, Sandy Anderson; Membership, Jim Skjervem; Nominations (temporary committee), Harry Woodward; Program Planning, vacant; Public Relations, Linda Hulme; Volunteer, Bob Crooks; Ways and Means, vacant; and Youth/Junior Naturalist Program, Dorothy Morgan (BLM).

FSPR continued to provide funds and volunteer assistance in 1994. Early in 1994 the board provided (Rhodes, 1994a) funding for four projects requested by BLM, \$250 for maintenance and repair of the Summer windmill, \$180 for new leathers and maintenance at the Palominas windmill, \$1,000 for media kit folders and \$1,500 for a solar pump to irrigate plants near the San Pedro House.

FSPR also provided \$1,125.63 to purchase 140 pounds of native grass seed (BODM, 1994d; Fredlake, 1994). BLM used this and seed already on hand to plant approximately 206 acres of former agricultural fields south of Highway 92. A wildfire had burned the fields in January, and BLM did the reseeding to establish

native grass species before invasive plants could become established.

FSPR President Dot Rhodes thanked (Rhodes, 1994a) volunteers for their work in the March newsletter, Len Roberts for being Treasurer in 1993, Anita Dunn for 2.5 years of work with the Junior Naturalist Program, Mike Kliemann for work with the Junior Naturalist Program in the 1993 spring and fall hikes, Delight Edgell for designing the flyer for the 1994 "Celebrate the San Pedro" hikes, Sandy and Al Anderson and John Porter for restoring the kestrel house, all the bookstore volunteers who made it possible to keep the store open seven days a week, and the first group of docents, who were leading interpretive walks from the San Pedro House every Saturday and Sunday morning.

As of February 12, 1994, membership in the Friends totaled 197 comprising (Skjervem, 1994a) 106 regular members, one junior member, twenty-two family memberships, thirty-one sustaining members, eleven patrons, one benefactor, one life member, five complementary memberships, two honorary memberships, and seventeen major contributors. FSPR policy was to drop non-renewals from the database and newsletter mailing list thirty days after membership expiration. By August of that year, Membership had grown to 205 people (Skjervem, 1994b).

FSPR's board named the two ponds near the San Pedro House in 1994. At the August 9, 1994 board meeting, BLM informed the board that both of the ponds were now to be called "kingfisher" (BODM, 1994e). During BLM's report portion of the September 13, 1994 board meeting (BODM, 1994f), Dot Rhodes presented a draft copy of the SPH trail system map that was to go on the back of a BLM fact sheet. The board recommended calling the big pond "Green Kingfisher" and the small pond "Black Phoebe" because these birds were both year-round resident species. The latter names are still in use.

Important strategic planning took place on July 30, 1994 (Rhodes, 1994e). Dot Rhodes (FSPR President), Karlene Burrus (board member), and Sandy Anderson (FSPR Docent Trainer) met with BLM staff Greg Yuncevich (SPRNCA manager), and Dave Krueper (wildlife biologist). They discussed the 1995 BLM work plan and fiscal 1995 budget requirements

for it, the management agreement between FSPR and BLM, FSPR's mission statement, and committee requirements. The planning group developed a priority list for FSPR funding and volunteer efforts. Funding projects included administration of a Paleo Watch Grant to safeguard prehistoric sites and an assessment of fish at the Green Kingfisher pond. (Gravel mining by Young Block had formerly resulted in creation of the ponds.) Other funding projects included repairing the Lewis Springs' gate (\$500), reintroducing beaver (\$500), materials for stabilizing structures at Little Boquillas Ranch and Fairbank, removal of salt cedars (\$500), nursery stock for re-vegetation, and boundary fencing for SPRNCA (\$1,000).

Volunteer projects by FSPR included continuing docent led interpretive walks on Saturday and Sunday mornings and for special groups, further development of the Murray Springs trail system, trail development throughout SPRNCA, salt cedar eradication, removal of old irrigation pipes, developing the Lehner Mammoth Kill Site, stabilizing adobe buildings at the Presidio Santa Cruz de Terrenate, fire protection, removing old fencing, and adopting a section of the river.

The meeting participants agreed to update and present a revised draft to FSPR's board of the Cooperative Management Agreement that had been originally signed in October 1987 between BLM and FSPR. They also produced a revised mission statement for FSPR. "The Friends of the San Pedro River, Inc. is a non-profit membership organization dedicated to the protection, preservation, and enhancement of the San Pedro Basin ecosystem, with emphasis on the San Pedro Riparian National Conservation Area."

The revised goals agreed on during the meeting were: to provide environmental education to further the conservation, protection, and enhancement of the San Pedro Basin ecosystem; design and/or implement projects using contributed labor and/or funding to enhance SPRNCA; become proactive in community affairs, specifically as they impact the San Pedro ecosystem; and support BLM's efforts in the SPRNCA.

The meeting participants reviewed the 1992 Work Plan and began efforts to develop a FSPR work plan for 1995 and a five-year strategic work plan. There was a second strategic planning session in late August. Planning participants agreed to publish the completed plans in the newsletter.

Members were saddened in the fall of 1994 to lose the help of Linda Hulme (Rhodes, 1994d). She had edited and formatted the newsletter for seven years while holding down a full time job. Dot Rhodes took on the task of newsletter editor (Rhodes, 2008). Frank Slotto assisted by formatting the newsletter, and Betty Reincke and Tricia Gerrodette helped with proofreading.

Not everything the Friends did produced the desired results. In 1992, the Friends planned a Birders Kiosk at the San Pedro House (BODM, 1992i). It was to be located in the southeastern corner of the parking lot in front of the San Pedro House (BODM, 1994b, 1994c; Morley, 1994; SPRR, 1994c). The kiosk would have a map showing all the major trails and would provide information about bird sightings. Bob Blanchard chaired the construction that began in June 1994. Input from Al Anderson, Don Beninati, and Bob Blanchard had provided the design for the structure. Funding for its construction had totaled \$1,391 and came through donations from Tom Collazo, Constance Hopkins, and Keith Newlon. By August 1994, the outer shell of the kiosk was complete. However, on August 16, a summer storm toppled a dead cottonwood that stood several yards away, and the tree flattened the kiosk. A crew working for Tenneco had girdled the tree years before to prevent it from absorbing irrigation water meant for a nearby field. The kiosk was never replaced.

The eighth annual meeting of FSPR took place on September 17, 1994 (AMM, 1994; SPRR, 1994g). Members approved revised by-laws. A major change was the election of officers by mail ballot. The revised bylaws also gave the Secretary and the Treasurer the ability to vote during board meetings. FSPR officers and BLM staff reported to FSPR members on activities and accomplishments during the year. Dorothy Morgan, BLM recreation planner, had hosted more than one-thousand schoolchildren on walks and other related activities during the fiscal year. Attendance at the Junior Naturalist programs had been declining, and Morgan was looking for vo-

lunteers to help with it. FSPR had 229 members. Nine volunteers were helping in the bookstore. FSPR had thirty-five docents and hoped to train an additional twenty to twenty-five during fiscal 1995. Keith Newlon had agreed to donate an additional \$750 towards construction of a replacement kiosk.

Immediately after the meeting, an architectural firm presented detailed plans for a proposed Visitor Center that would include displays and interactive exhibits (SPRR, 1994d). The February 1995 newsletter and an internal BLM document provided additional information about the proposed new Riparian Center (BLM, 1992; Hardin, 1995). The planned \$6 million center was one of the results of the master plan for SPRNCA that Congress had mandated that BLM develop when it authorized the preserve in 1988. The design of the center had been a concern of FSPR's board as far back as 1992 (BODM, 1992e, 1992f, 1992g), and the board had authorized Rhodes to write letters expressing such concern. She had subsequently written (Rhodes, 1992c, 1992d, 1992e) letters to Senator DeConcini, Bill Civish of the Safford BLM office, and L. J. Porter, Chief Engineer in a BLM Denver office. Members of FSPR also had met in late March and early April 1992 with the landscape architect for the center (Hagan, 1992). FSPR apparently no longer had concerns about the center by the time of the February 1995 newsletter article because the article asked FSPR members to contact senators and congressional representatives in support of it.

The center would be approximately two-hundred yards southwest of the San Pedro House and would accommodate two busloads of students at the same time. It would emphasize educational programs for fifth through 12th grade students and would have a large indoor classroom equipped with a pull-across divider, two outdoor-education gathering patios, and a 70-seat amphitheater. Staff would include interpretive and educational specialists as well as volunteer docents. Projections indicated a rise in San Pedro River out-of-state visitors from 35,000 a year to 100,000 or more. However, the newsletter article expressed concern that Congress might not fund

the project. Such funding indeed did not occur.

An internal Friends document (FSPRInternal, 1994b) listed officers, board members and committees and chairs for September 1994-1995. Officers were: Dot Rhodes, President; Jim Skjervem, Vice President; Jerry Ambrose, Secretary; and Kyle S. Molloy, Treasurer. Board members were (dates from newsletters and board minutes) Grady Banister, Karlene Burrus, Bob Crooks, Todd Doser, Dot Rhodes (Sept. 1991-1994), Jim Skjervem, and Dale Stoner (1994-1995). In 1995, Karlene Burrus began to use again her maiden name of "McCabe" (Rhodes, 2008), and as of August 8, 1995, board minutes called her "Karlene McCabe" (BODM, 1995h). Keith Newlon had resigned from the board in April 1994, and on August 9, 1994, the board appointed Dale Stoner to fill the remainder of Newlon's term that was to expire in September 1995 (BODM, 1994e; SPRR, 1994f). Committees and chairs were: Benson Outdoor Education, Delight and Peter Edgell; Bookstore, Dot Rhodes; Docent, Sandy Anderson; Membership, Jim Skjervem; Nominations (temporary committee), Harry Woodward; Program Planning, vacant; Public Relations, vacant; Volunteer, Bob Crooks; Ways and Means, Karlene Burrus; and Youth/Junior Naturalist Program, Dorothy Morgan (BLM).

Members of the Friends continued to donate time and expertise and by November 8, 1994, had volunteered (BODM, 1994h) 30,471.75 hours, with 5,968.25 done from mid-September 1993 to September 1994. Volunteers subsequently exceeded this total by donating 6,632 hours in 1995 (BODM, 1995j).

It was with sadness in the spring of 1995 that FSPR presented a plaque to Greg Yuncevich, BLM supervisor of SPRNCA, who had accepted a position in Idaho (SPRR, 1995a). He had been extremely supportive of the Friends, and his wife Sydney had volunteered in the bookstore and had taught a docent class about grasses of SPRNCA.

Developments in the 1990s allowed FSPR to increasingly emphasize nature programs, especially those related to birds. The successful development of a docent program made it possible to schedule regular tours. Completion of the restoration of the San Pedro House and of much of the current trail system provided FSPR with

the opportunity to take on nature related activities. A membership totaling more than two-hundred and the increased success of the bookstore provided resources for such endeavors. In the fall of 1993, bird reference data available at the San Pedro House was significantly expanded (Fagan, 1993). A display board listed bird species expected during each birding season. Lists were available of permanent year-round birds, expected birds by each of the five birding seasons (spring, summer, late summer, fall, and winter), and transient species by the month of expected arrival.

Bird-banding became a notable activity in SPRNCA in the late 1990s. BLM staff member Jack Whetstone organized many of the activities under the name of SPARC (for San Pedro Avian Resource Center) (Reincke, 1995; Whetstone, 2007). Workers followed the MAPS protocols for some of the bird-banding. (Monitoring Avian Productivity and Survival. See <http://www.birdpop.org/maps.htm> for information about the protocols.) With assistance from FSPR docents and volunteers, BLM's MAPS project expanded to set up permanent MAPS stations in the Escapule and Lewis Springs areas (Whetstone, 1995a).

Under the leadership of BLM wildlife biologists Jack Whetstone and Dave Krueper, the MAPS project began with a 10-net station a mile north of Highway 90 (Whetstone, 1995b). The first session of bird-banding began there on June 27, 1995 and was done by FSPR docents, two University of Texas researchers and Whetstone and Krueper.

FSPR formed a steering committee in 1995 to oversee the Friends' participation in bird-banding (Whetstone, 1995b). The committee included Sandy Anderson, Risë Foster-Bruder, Dot Rhodes, and BLM wildlife biologists Dave Krueper and Jack Whetstone.

The bird-banding program was a success, and the Friends' February 1996 newsletter outlined a bird-banding schedule for 1996 (Whetstone, 1996). By the end of 1996, volunteers had banded 1,148 birds consisting of seventy-six species from a total of five locations in SPRNCA (Whetstone, 1997).

In 1995, FSPR volunteers began assisting BLM staff and other volunteers in eradicating

salt cedar or tamarisk from SPRNCA (Fredlake, 1995; SPRR, 1995b). As of the summer of 1995, workers had cleared about four acres in the Palominas area of these invasive plants out of an estimated 150 infested acres within SPRNCA.

FSPR members continued during 1995 to participate in the Water Issues Group (Burrus, 1995). Dot Rhodes represented FSPR in 1995 and in previous years, and FSPR board member Karlene Burrus served as co chair. The group's purpose was to determine how local citizens could manage water resources to protect both SPRNCA and the economic viability of communities within the watershed. While the group spent considerable effort developing goals, it lacked authority for managing water, and politicians were unwilling to provide such authority.

FSPR expanded the docent program in the spring of 1995 (Anderson, 1995; Pierce, 1995). Until then its walks had departed from the San Pedro House at 9 a.m. every Saturday and Sunday morning. A third docent class provided twenty new volunteers. This increase led to a decision to have tours from other sites including Charleston, Millville, Presidio Santa Cruz de Terrenate, petroglyphs sites, Murray Springs Clovis site, and the Lehner Mammoth Kill Site. July 1995 docent led walks in Hereford provided the first expansion of tours outside of the San Pedro House area (Anderson and Rhodes, 1995). Afternoon walks from the San Pedro House began the same month.

The 1995 annual meeting was held on September 23 as part of a fall festival attended by more than two-hundred people, with about thirty-five participating in the meeting itself (AMM, 1995). Members elected Celia Pierce and Walter Kolbe to the board. Outgoing President Dot Rhodes summarized accomplishments for the fiscal year: completion of the third docent class; expansion of the Junior Naturalist program to include summer camp; upgrade of the San Pedro House solar system from seven-hundred to 2,300 watts; installation of insulation and lights in the SPH; funding of a gate for the Highway 90 entrance; start of the SPARC bird-banding program with the help of FSPR volunteers and BLM biologists; start of the first phase of a salt cedar eradication project in the southern section of SPRNCA; continuation of spring and fall hikes; completion of a new membership bro-

chure; development of specific scheduled and advertised interpretive walks led by FSPR docents; and commitment by FSPR to provide volunteer work and in-kind services to assist BLM with building outdoor restrooms by the San Pedro House, a new site host location, information kiosk, and picnic areas. Plans included reviewing and updating FSPR's mission statement and work plan; a fall 1995 docent class; expanding the Junior Naturalist Summer Camp program; completing the renovation of the San Pedro House and improving the area around it; continuing docent led walks; and establishing an Adopt-A-Shore program.

Seven years of service by Dot Rhodes as President and one year as Vice President came to a successful conclusion when she stepped down as President at the end of the 1995 annual meeting (Rhodes, 1995b). Under her leadership, the docent program was established; the bookstore went from a weekend operation to seven days a week with a gross close to \$45,000 per year; and FSPR started the Celebrate the San Pedro Spring Hikes and the Fall Hikes. FSPR funded major renovation at the San Pedro House, installing solar powered well water and electric systems, building and installing new shelving units in the bookstore, and purchasing a new propane gas stove to heat the house. Rhodes managed the bookstore from May 1993 until late 1999 (FSPRR, 1999f). She developed concept designs for T-shirts and sweatshirts sold in the bookstore. Additionally, she represented the Friends at the Coordinated Resource Management meetings, the Water Issues Group sessions, and other water-related meetings.

Rhodes indicated (Rhodes, 1995b) that she would remain actively involved with the Friends as a bookstore manager, editor of the newsletter, a docent and a member of the San Pedro Avian Resource Center bird-banding team. She related frustrations from representing the Friends at BLM's Coordinated Resource Management Program "that dealt with proposed land purchases on the lower San Pedro River that went on, and on, for more than two years" and from serving on the Water Issues Group "... frustrating to see so much effort go down the drain."

Reorganization and continued progress 1995-2000

The latter part of the 1990s was a time of reorganization to meet accumulated issues that resulted in part from the growth of the Friends. FSPR faced the major challenges of: finding officers after Dot Rhodes stepped down, high turnover in the board, strategic planning, revitalizing membership and the Docent Program, and correcting the financial records. In addition to confronting these challenges, FSPR also made major changes to the format of the annual meetings, revised its agreement with BLM, and continued routine progress in its mission to help BLM and to interpret SPRNCA for visitors.

Finding new officers

The first problem was to find people willing to serve as President or Vice President. Clauses two and three of article VIII of the Bylaws required (Bylaws, 1990) that the board elect a President, Vice President, Secretary and Treasurer “as the first order of business at the meeting of the board immediately after the Annual Meeting.” The board failed however after the 1995 annual meeting (AMM, 1995) to elect officers. This resulted in an unnamed member asking Jerry Pratt if FSPR had officers. Pratt informed the board in an October 5 letter (Pratt, 1995) that the President and Vice President positions were vacant under FSPR bylaws. At its October 10, 1995 meeting, the board again did not (BODM, 1995j) elect new officers. The minutes listed the meeting as called to order by Dot Rhodes. At the November 14, 1995 meeting, after considerable discussion about the position of President, the board unanimously (BODM, 1995k) elected Todd Doser and Celia Pierce as President and Vice President, respectively. It also appointed Tricia Gerrodette as Treasurer and reappointed Jerry Ambrose as Secretary. Karlene McCabe stepped down at the December 12, 1995 board meeting, and the board appointed Janet Eley to replace her (BODM, 1995l).

Comparison of board minutes for December 12, 1995 and January 9, 1996 meetings

(BODM, 1995l, 1996a) indicated that thereafter board members were Jerry Ambrose (ex officio), Grady Banister, Janet Eley, Bob Crooks, Todd Doser, Tricia Gerrodette (ex officio), Walter Kolbe, Dot Rhodes, and Dale Stoner.

It apparently was difficult in 1996 and 1997 for the President of the Friends, Todd Doser, to attend board meetings regularly. In 1996, he missed the meetings of February 13, April 9, July 9, August 14, October 8, November 12, and December 10 (BODM, 1996b, 1996c, 1996d, 1996e, 1996g, 1996h, 1996i). For 1997, he missed the meetings of January 14, February 11, June 10, July 8, and August 12 (BODM, 1997a, 1997b, 1997f, 1997g, 1997h). Quite possibly, the board drafted Doser with the understanding that he would not be able to attend many of the meetings. Support for this view comes from the fact that board minutes for 1996 and 1997 did not indicate any concern by members about these absences. Another factor supporting this view is, as noted below, that FSPR’s President in 2000 removed a different board member for missing meetings.

Turnover in the board

At the July 8, 1997 meeting of the board, members appointed Tom Wood to fill a position apparently vacated by Grady Banister (BODM, 1997g). Presumably, Banister either resigned or stopped attending meetings because board minutes from January 14, 1997 through July 8 do not mention his presence (BODM, 1997a, 1997b, 1997c, 1997d, 1997e, 1997f, 1997g).

The fiscal year that began in the fall of 1998 saw changes in FSPR officers and in the number of board members. In October 1998, the board elected Celia Pierce and Jan Weiss as President and Vice President respectively (BODM, 1998i). Chuck Wetzel who had served for more than a year as Treasurer indicated he would be stepping down by the end of January 1999, and Dot Rhodes agreed to assume the position for a maximum of ninety days (BODM, 1998i). A change to the bylaws approved by

FSPR membership increased the number of the board members from seven to nine (Pierce, 1998e). Brian Dalton and Jan Weiss were elected as new members, and Walter Kolbe was elected to serve another three-year term (Pierce, 1998e). After Brian Dalton tragically passed away on November 11, 1998 (Pierce, 1998f), the board elected Tom Collins to replace him (BODM, 1999c). Subsequently in April, the board selected Karen Devine to replace Chuck Wetzel (FSPRR, 1999c). As of June 1999, board members were (BODM, 1999f) Bob Blanchard, Tom Collins, Karen Devine, Janet Eley, Walter Kolbe, Celia Pierce, Connie Stevens, Jan Weiss, and Tom Wood. The board subsequently selected Ted Mouras to complete the term of Walter Kolbe who resigned for personal reasons (FSPRR, 1999d). It is not clear who filled the Secretary position required by the Bylaws. The October 1998 board minutes (BODM, 1998i) state that Bette Reincke continued to fill the office of Corresponding Secretary, a position that previously apparently differed from that of Recording Secretary (the latter apparently being the position required by the Bylaws).

There was unusual turnover in officers in fiscal 2000. Jan Weiss and Celia Pierce became President and Vice President respectively (BODM, 1999j). During the September 25, 1999 annual meeting, Inga McCord was newly elected and Connie Stevens and Tom Wood were re-elected to the board (FSPRR, 1999i). Shortly after that, Karen Devine and Connie Stevens both resigned, and the board appointed Dutch Nagle at the October 1999 meeting to replace Karen Devine (FSPRR, 1999e). That left the board with a vacancy for the term running until September 2002. A November 10, 1999 e-mail from Jan Weiss listed board members and their terms in office (Weiss, 1999) Bob Blanchard (1997-2000) Tom Collins (term in office impossible to read because printer ran off the page), Dutch Nagle (1999-2000), Inga McCord (term in office impossible to read because printer ran off the page), Ted Mouras (1999-2001), Celia Pierce (1998-2000), Jan Weiss (1998-2001), Tom Wood (1999-2002), and Vacancy (term in office 1999-2002). The President and Vice President were also board members. Betty Reincke was Corresponding Secretary (non-board position). The positions of Recording Secretary and Treas-

urer were vacant. Tom Collins, who was appointed a member by the board in March 1999 (FSPRR, 1999c), was removed from the board on January 12, 2000 for missing seven meetings (Weiss, 2000e). Although there was only one board vacancy as of then, the February 2000 newsletter (FSPRR, 2000b) listed two new board members, Holly Richter and Doug Snow.

Strategic Planning

In the November 1997 newsletter, the new President, Celia Pierce, referred (Pierce, 1997) to FSPR as going through an “evolutionary period”. She reported that the board had reassessed and more clearly defined the organization and that recreation and education programs were expanding. Pierce noted that the board had established a Strategic Planning Committee to identify short and long-term goals for the Friends.

Members of the board subsequently held strategic planning sessions with BLM manager Bill Childress outside of regular board meetings. In the first meeting on June 26, 1998, board members met with both BLM Bill Childress and Tony Herrell (StratPlan, 1998a). Childress reported that he was the local BLM contact. He felt that FSPR did indeed support BLM programs and that BLM would like to strengthen ties with FSPR. One suggestion was to have volunteers wear a BLM provided shirt with patches indicating the volunteer represented both BLM and FSPR. The attendees drew up a list of actions to be done by BLM and FSPR.

During an August 1998 strategic planning meeting, participants discussed the bookstore and docent program (StratPlan, 1998b). Bookstore topics included what merchandise to sell, staffing, creating a more welcoming entrance, providing information to the public, and a board decision to automate the bookstore. Docent topics were: requests by many docents for more training in how to plan outings and experiences for the public and how to conduct successful group activities; the conclusion that the current program placed too much emphasis on education and not enough on training the skills required for interfacing with the public;

and the ongoing need for a volunteer coordinator, possibly as a paid position.

Celia Pierce sparked the development in 1998 of a 19-page description of duties of FSPR officers and board members and a description of committee tasks (BODCT, 1998). She proposed a handbook for board members during the March board meeting and then provided a skeleton draft to the board during its April meeting (BODM, 1998b, 1998c). The final draft of the description of duties of officers and of committee tasks was apparently adopted as part of the strategic planning process.

There was a strategic planning session on November 11, 1998 (FSPRR, 1998), but records are missing for this meeting.

During a planning session in May 1999, attendees discussed (StratPlan, 1999) volunteers, docents, and public relations. A major concern was that out of a list of about three-hundred members only seventy-five were active volunteers. Topics related to increasing membership and volunteers included redefining membership categories, considering whether membership dues were too much, incentives or gifts for members who donated above and beyond their dues, possibly providing products or gifts that only members could obtain such as car stickers and water bottles, whether to ask members if they had any special projects they would like to see done with membership funds, how to attract nonmembers, and the fact that the actual number of active volunteers and docents was inadequate to allow FSPR to meet its objectives. As regards docents, attendees discussed topics including: increasing docent opportunities; and getting individual people to be responsible for organizing individual docent activities such as site interpretation, meeting and greeting people, bird-banding, community outreach, and overnight trips. Public relation topics included the belief that 90% of the public image of FSPR happens at the bookstore, improving communication, augmenting FSPR's website, need for a sign by the bookstore to identify that FSPR volunteers run it, shirts that identify volunteers to increase visibility, and the organization of hikes.

In February 1998, the board adopted the mission statement of "To Support the Bureau of Land Management in Conserving and Interpreting the San Pedro Riparian National Conserva-

tion Area." The mission statement was followed by a set of four goals adopted by the board at its March meeting (BODM, 1998b): (1) "Provide environmental education to further conservation, protection and enhancement of the NCA."; (2) "Design and/or implement projects using contributed labor and/or funding to enhance the NCA."; (3) "Operate and manage FSPR resources."; and (4) "Become proactive in community affairs, specifically as they impact the San Pedro River ecosystem."

Revitalizing Membership and the Docent Program

Membership may have begun to decline in the latter part of 1996 or early 1997. Board minutes stopped providing membership totals after November 12, 1996. Subsequently, a series of board minutes described membership as stable, and then succeeding minutes had no mention for several years of discussions about membership. The board decided on February 11, 1997 to discontinue the membership card (BODM, 1997b).

FSPR updated its membership records and launched a membership campaign in the fall of 1997 (SPRR, 1997b, 1997c). Despite this, it was sometimes difficult to obtain enough volunteers for desired activities. For example, a lack of sufficient docents resulted in FSPR being unable in early 1998 to meet its obligation to cleanup highways 82 and 90 twice a year where they crossed SPRNCA (Pierce, 1998b). More critically, a shortage of docents forced FSPR to reduce the number of 1998 spring hikes to a single one (Pierce, 1998a). In February 1998, the board discussed how best to organize the program (BODM, 1998a) and provided a new purpose statement "To develop and sustain an educated group of volunteers who are trained to interface with the public on a regular basis to share information and foster appreciation of the SPRNCA."

In March 1998, FSPR retained Sandy Anderson as Docent Coordinator to better organize the docent programs (BODM, 1998b; Pierce, 1998c). The board and she established a new formal Docent Association. Twenty-nine

docents met in March to discuss the new focus of the program. The purposes of the new association were to provide a regular forum for conducting the business of implementing FSPR activities and programs, to present a regular schedule of advanced docent training, and to promote camaraderie among this special group of trained volunteers by providing opportunities for interfacing and networking.

The difficulty in obtaining docent help led the board to decide in 1998 that the Junior Naturalist program would not be a part of the Educational Program because of the limits on volunteer availability (BODM, 1998c). This reversed a 1995 board decision to establish an Education Committee that would coordinate both Docents and Junior Naturalist programs (BODM, 1995l). In January 1999, the board removed the Junior Naturalist program from the budget with the understanding that BLM would be responsible for it (BODM, 1999a). Much of the leadership for the program had come from Dorothy Morgan, BLM's Recreation Planner. She transferred in 1999 to a BLM office in Colorado, and Roni Fortun replaced her (FSPRR, 1999k). In February Roni Fortun showed the board Junior Naturalist brochures, and the board agreed to pay for mailing them during 1999 (BODM, 1999b). Neither board minutes nor the newsletter thereafter mentioned the program.

A three-person committee provided recommendations to the board of FSPR in August 1998 about the docent program (Wood, Eley and Stevens, 1998). The committee felt that the docent education programs needed significant restructuring to reflect a more hands-on approach with greater emphasis on interpretive skills and less on formal instruction. It recommended reversing the sequence of training, with field experience first and information following. Training should be outdoors whenever possible and should be activity based. Encouragement to docents should be provided through directed experience so that they gained confidence first in their abilities and then in knowledge.

There were six specific recommendations for alterations in the Docent Program Coordinator contract. (1) Basic initial classroom training sessions should be limited to two and should use a slide show as an introduction. (2) The introductory classes should be followed by field trips

on the river that featured archaeology, history, ecology, and wildlife. (3) Subsequent training should consist of docents observing and being involved in scheduled docent led tours. (4) There should be monthly meetings for docents at an established time and date, and the meeting should include a training component or activity. (5) The docent coordinator should be responsible for establishing a "Back Room Resource Center" at the San Pedro House that would include a lending library, video and computer resources, interpretive displays and the famous "before and after" pictures of SPRNCA. (6) The issue of compensation should be revisited. The committee felt that there would be a benefit in shifting funds to materials and equipment (such as binoculars) that would be used by docents and participants in docent led activities. It recommended that honorariums be strictly limited and that the Docent Coordinator use local BLM staff and volunteers. On a final note, the committee stressed the need for making the San Pedro House more user and docent friendly and noted the need to improve "docent appreciation."

In September 1998, meetings of the Docent Association changed from bimonthly to monthly (BODM, 1998h). A January 9, 1999 letter to docents (Pierce, 1999a) summarized a new direction for docent training that would incorporate more on-the-job training and hands-on fieldwork. The first 1999 meeting of the Docent Association would be on January 21, 1999 at BLM's office. Any docents who could not make that date were to contact Celia Pierce. Otherwise, FSPR would have to consider moving docents who did not participate to the Inactive Docent List.

Sandy Anderson resigned (Anderson, 1998; BODM, 1998h) as Docent Coordinator at the end of 1998 to devote more time to her Nature Center. The board was then faced with considering how to replace her, what contract terms might be changed in the future for the Docent Coordinator, and whether to combine the Docent Coordinator duties with those of another worker.

In late 1998, the board formed an ad hoc committee to develop a job description for an Executive Director (BODM, 1998j). In early 1999 the board decided to contract for

an Executive Director (Pierce, 1999c) who would (ED, 1999) work under the guidance and supervision of FSPR's board and report to FSPR's President. The new worker would be responsible for public relations, finances, education and docent programs, membership and the bookstore, developing and maintaining a FSPR web site and public brochures, managing grants, and conducting fund raising activities as directed by the board. In the spring of 1999 the board retained (BODM, 1999e) Linda Beauchamp as Executive Director. Beauchamp resigned on August 30, 1999 (Beauchamp, 1999), and the board again found itself thinking about defining the responsibilities for a possible replacement. By November, the board had decided to advertise two paid staff positions, a Bookstore Manager to replace Dot Rhodes, who was retiring, and a General Office/Program Manager who would be responsible for administratively supporting the overall organization and individual programs (FSPRR, 1999f). In January 2000, the board retained (BODM, 2000a; White, 2000) Ted White and Kathryn Ojerio respectively to fill the bookstore manager and office manager positions.

A September, 21 1998 memo (Pierce, 1998d) by FSPR President Pierce to Bill Childress and the board outlined issues and goals for improving the Docent Association. A major goal was to foster an "esprit de corps" among the Docents. Pierce felt that the group needed its own space for meetings, storing and using materials, and working on projects. She suggested that the space provided by BLM in its office was not available on weekends and other times when docents needed to meet or acquire materials for their programs. Therefore, she proposed allowing the Docent Association to use one of the rooms at the San Pedro House as a meeting area. Pierce noted that relocating the Docent meeting space and material area to the San Pedro House might free up one of the two rooms that BLM was then providing for use by FSPR in BLM's office.

BLM agreed to the requested docent room in the San Pedro House. A March 13, 1999 e-mail (Pierce, 1999a) to docents provided information about docent program changes. FSPR's office in BLM's building was to be used for: office space for the Executive Director and bookstore manager and a computer; and for storing information about FSPR, originals of docent materials that would be

available at the San Pedro's docent room, and expensive items. The docent room at the San Pedro House would provide space for docent meetings, materials, and activities. A schedule provided for a weekly river talk and walk. The river talk was to include mandatory topics: introduction by the docent and explanation that the docent was a trained volunteer with FSPR, a non-political organization of volunteers supporting BLM; introduction to SPRNCA; discussion of the riparian area; and information about how people can use and enjoy SPRNCA. Docent leaders were to record information identifying the participating docents and the number of guests participating in talks and walks. The email also provided information about the public outreach and education programs. It noted that the education program had two parts; docent leaders first presented a slide show to children in the classroom and then led children in a program at the San Pedro River.

Despite the above changes, the board in 1999 still faced the continuing problem of getting docents to actually lead talks, and at its April 1999 meeting (BODM, 1999d) learned that only two docents were available for such. There was also the accompanying need to persuade inactive docents to become active (BODM, 1999k).

By early 1999, there were substantial changes in the Docent Program (Pierce, 1999b). It placed much more emphasis on hands-on training and learning interpretive skills. The Docent Association meetings alternated hands-on training experiences with information/educational sessions. A revamped Interpretive Walks program called for docents to present a Meet the River Talk followed by a docent led Meet the River Walk. The Friends would advertise walks to other portions of SPRNCA as available by request with a minimum of a two-week lead-time. FSPR was establishing in the San Pedro House a Docent Activities Room to be for planning and coordinating docent activities, and storing reference materials. The changes to the Docent Program resulted in ten new docents as of November 20, 1999 (FSPRR, 1999g). This was a substantial improvement over the previous

availability of only two docents for leading programs.

Despite the above efforts, it was still difficult in the fall of 1999 and early 2000 to obtain enough docent volunteers. During the September 1999 board meeting (BODM, 1999i), Janet Eley related difficulties in getting enough volunteers to staff the education program. Pierce reported a need for a volunteer to take charge of the hike program and stated she was contacting docents individually to get leaders for the fall hike series. In December 1999 the board agreed (BODM, 1999k) on the importance of calling or writing inactive docents to try to draw them back into service, and not alienating bookstore volunteers by making the docents an elitist group.

The board continued in 2000 and 2001 to work on increasing membership and on getting members to volunteer their services. During a January 17, 2000 strategic planning meeting, Ted Mouras reported problems obtaining volunteers for activities such as running the bookstore (StratPlan, 2000). The board suggested using the updated membership list to recruit new volunteers and doing a press release. At the same meeting, the board decided to raise regular membership dues from \$10 to \$20.

The hiring of a bookstore manager and an office manager in 2000 precluded obtaining a replacement Executive Director and left unfulfilled the position of coordinating the docent program. The board therefore decided in February 2000 to establish a Docent Committee to coordinate activities (BODM, 2000b).

In March the board discussed (BODM, 2000c) continued problems in obtaining docent help. It reviewed methods of encouraging volunteers, including giving them a hat for twenty-five hours of service, a T-shirt for fifty hours, and a knit shirt for 100. It also considered purchasing vests for sale to volunteers.

The board decided in April (BODM, 2000d) to award free hats to volunteers who had contributed fifty hours of service and to make T-shirts available at cost to all volunteers.

In May the board discussed (BODM, 2000e) methods for improving the docent program including having a docent in charge of each area of docent activity, emphasizing on-the-job training (perhaps even without classroom training), screening recruits to find those likely

to give back to the program, having docent meetings away from the office and encouraging more socializing, requiring pre-registration for hikes and a minimum number of pre-registrants for a hike to take place, more BLM recognition of volunteers, better publicity about hikes and walks, and an advanced schedule of docent classes. Bill Childress, BLM SPRNCA manager, offered the opportunity of volunteers shadowing BLM staff members and going with them into the field.

During the September 23, 2000 annual meeting, Dutch Nagle reported that the docent training program was being reevaluated because most participants found it too much work and commitment and only a few completed the program (FSPRR, 2001c).

By the summer of 2001, problems in getting docents to lead tours had apparently eased somewhat. Twelve people attended an early summer docent meeting, and the board discussed increasing the number of summer hikes (BODM, 2001b). At its December 11, 2001 meeting, the board agreed that FSPR needed to be more aggressive in membership renewal and to work on attracting new members (BODM, 2001e).

Correcting the financial records

Implementing a proper method of tracking funds became a major concern in 1999. A foreshadowing of that concern had occurred in October 1994 when the board became aware of confusion over financial records (BODM, 1994g). Those records indicated that bookstore expenses were approximately \$12,000 over budget, with most of that apparently spent for inventory. Members had then discussed inventory control and bookstore markups and agreed that further financial analysis was necessary because expenditures exceeded income by approximately \$6,000.

In 1999, board members became uneasy over the lack of an inventory of items in the bookstore, caused in part by the lack of computerization of it (BODM, 1999b, 1999f, 1999g). FSPR President, Celia Pierce, took

steps to obtain input about finances by placing a newspaper ad for a volunteer Treasurer (Quick, 1999b). Jay D. Quick answered that ad. He was President of a Tucson located business management and consulting firm. Quick attended the June 1999 board meeting and reported (BODM, 1999f) that there were errors in the financial report for May. During the same meeting (BODM, 1999f), Celia Pierce initiated discussions about the need to review how FSPR handled finances, what kinds of checks and balances FSPR should have, and how it would handle matters such as audits, tax returns, and necessary papers to retain nonprofit status. She formed a committee (Celia Pierce, Ted Mouras, Dot Rhodes, and Jan Weiss) to investigate these issues.

The board again discussed methods of handling financial records during its July 1999 meeting (BODM, 1999g). Pierce reported that Jay Quick, not able to be present, was attempting to reconcile physical records over the last year and had requested a bookstore inventory that was done on July 3.

Quick wrote a letter to Pierce on July 22, 1999 (Quick, 1999a). He pointed out that for the past month his firm had been analyzing FSPR's accounting system and records from 1998 and 1999. While the studies were not yet complete, he was so concerned about initial findings that he felt FSPR officers should know the problems were more serious than they realized. The bookstore appeared to be very well run in terms of the items offered for sale and the layout and presentation of merchandise and the ambience of the store. However, the underlying accounting and bookkeeping systems were "in a state that can best be described as chaotic, incomplete, and inaccurate. . . there has been no coherent functioning bookkeeping system for the past 18 months. Records are neither current nor accurate. Controls are completely lacking. Large amounts of money in excess of \$10,000 appear to have been missing for extended periods of time (several months in 1988)." The five-page letter outlined additional problems. It stated that the firm had spent approximately sixty hours on evaluating the accounting and bookkeeping system but felt there was no point in going further until FSPR's President and board decided what they wanted to do. It recommended that FSPR retain a Certified Public Accountant to examine

all 1998 records and prepare any and all standard reports to IRS and other agencies.

On July 24, 1999, Quick sent a two-page follow-up letter to Celia Pierce (Quick, 1999b). He pointed out that his involvement in the financial affairs of FSPR evolved over a few months from the time that he responded to an advertisement for a volunteer Treasurer to the point where he was asked to do a preliminary review of the bookkeeping systems and a fast preliminary audit of the records for 1998. He noted that he assumed that his previous report was the first time that Celia Pierce was officially notified by a professional that FSPR had serious record-keeping problems. He stated that he felt she had no choice but to make a full disclosure of the problem to the board and possibly to BLM and that she should consult with an attorney and seek advice as to disclosure responsibilities and how notification should be done. Quick advised immediately stopping the use of any computerized bookkeeping records (QuickBooks) and possibly locking out access or downloading such records so that they would be available for audit by a CPA. He recommended starting a fresh set of bookkeeping records as of July 1, 1999, retaining a professional bookkeeping service, and opening a new bank account. He noted that monthly bank charges "are outrageous!" Until a professional bookkeeping service was retained, FSPR should use a manual system of check writing and record-keeping. Employees should not be allowed to enter any data into a computerized accounting system until they had received training and were qualified to do so and even then should not use such a computerized system without proper supervision. He concluded that services from his firm would only be available once he had received assurance that proper disclosure of the problems had been made to all necessary authorities.

The board took steps to develop a proper system for tracking finances. During its August meeting (BODM, 1999h), the board discussed bank accounts and decided to change banks after getting information about the benefits and costs of different types of accounts. It also voted to hire an accountant to set up a financial management record keeping system

in Quick Books, to hire an external professional bookkeeper or accountant to do data entry into QuickBooks, and to have an accountant perform regular reviews of the QuickBooks records.

Pierce noted in the August 1999 newsletter that board members were concerned with bringing the organization "into a more businesslike structure" (Pierce, 1999e). The board hired Vicki Johnston to set up a financial management record on QuickBooks and approved hiring a professional person (bookkeeper or accountant) to make regular data entries into the QuickBook records (BODM, 1999i; 1999j). It also decided to hire an accountant to do regular reviews of QuickBooks records. By February 2000, FSPR had upgraded (Weiss, 2000a) its bookkeeping software, implemented an automated method of processing credit cards at the bookstore, and computerized its databases of membership and volunteer hours.

Changing the format of the annual meetings

The format of the annual meeting changed drastically in the late 1990s. Through at least the 1996 annual meeting and probably as late as 2000, officers presented an annual report to members who were free to ask questions and make suggestions. During annual meetings, members elected new directors. The annual report to members was often detailed. For example, during the 1994 annual meeting nine committees reported about accomplishments (SPRR, 1994g). Following each annual meeting, the board held its own meeting and elected a President and Vice President. The first format change was the use of mail in ballots for the election of new board members. In April 1994, FSPR President Dot Rhodes asked Jerry Pratt to investigate changing the bylaws to allow for using mail in ballots (BODM, 1994b). An article (SPRR, 1994b) in the July 1994 newsletter explained to members that at that time they could only vote for board nominees in person at the annual meeting and that additional nominations were allowed from the floor. The article stated that this made difficult participation by more distant members. The proposed bylaw changes would have ballots cast by mail and would provide for

write in candidates. Election results would be announced at annual meetings.

The bylaws were so modified during the 1994 annual meeting (AMM, 1994). FSPR first used mail in ballots for the September 1996 annual meeting (AMM, 1996; BODM, 1996f). The last election of board members during an annual meeting was by voice vote in 1997 (AMM, 1997). The board had canceled the results of all mail in ballots because procedures followed for such balloting did not follow the bylaws.

More than two-hundred people attended the 1995 annual meeting. Those people enjoyed (AMM, 1995; BODM, 1995j; FF, 1995a, 1995b) bluegrass and square dance music and dance lessons by the Tucson Friends of Traditional Music, bird-banding demonstrations, children's activities, a talk about snakes by the Gray Hawk Ranch Educational Center, Bugwatching with the Sonoran Arthropod Studies Institute, hillbilly and western music by Rocky Harper and the Busted Cowboys, and docent conducted walks along the San Pedro River. FSPR charged members a discounted fee of \$1.25 for the bison burger dinners (\$2.50 for nonmembers). The board subsequently debated but did not make a decision on the issue of charging members for food at the annual meeting (BODM, 1995j).

Approximately fifty-five members and guests participated (AMM, 1996) in the September 1996 annual meeting. Officers provided members with information about annual accomplishments, and members approved proposed changes in the bylaws.

The only available information about the 1997 annual meeting was that FSPR officers and BLM staff reported on annual accomplishments (AMM, 1997).

By the summer of 1998, board members were unwilling to help organize an annual meeting. During the July board meeting, FSPR President Celia Pierce asked for someone to volunteer to organize the next meeting (BODM, 1998f). The minutes stated, "No one seems to like it the way it's done but silence followed the call for help." She therefore proceeded with plans for a meeting that would be for members only and closed to the public (BODM, 1998g). Before the meeting, there would be a walk into a burnt area north of Highway 90 (AMM, 1998).

The meeting would (AMM, 1998; BODM, 1998h) include information about FSPR activities, election results, and voting by members on proposed changes in the bylaws. FSPR would provide hamburgers and hot dogs after the meeting.

Attendance at the members' only meeting apparently was poor, because in June 1999 the board discussed the need to generate more involvement and to determine the purpose of the meeting (BODM, 1999f). Attendance had gone from over two-hundred in 1995 to an apparently small number by 1998. The 1999 annual meeting was combined with River Appreciation Day (AMM, 1999; FSPRR, 1999i). Officers reported on annual accomplishments and announced the results of a mail in ballots by which members voted for new board.

Only sixteen FSPR members attended the annual meeting on September 23, 2000 (BODM, 2000g; FSPRR, 2001c; Weiss, 2000c). The format was simpler than that of most previous annual meetings. Refreshments did not include a full meal and instead consisted of doughnuts, bagels, and juice. There were no associated events such as guided walks and exhibits. FSPR officers and BLM staff reported on annual accomplishments.

It is difficult to determine if there was a public annual meeting in 2001 and what transpired during it. A short notice in the August 2001 newsletter indicated that there would be an annual meeting at 9 a.m. on September 22 at the San Pedro House and that light refreshments would be served (FSPRR, 2001d). There were no surviving minutes for such a meeting. There were however minutes for a November 13, 2001 annual meeting (AMM, 2001) that apparently had the current format whereby it was a meeting of the board. There were no reasons given in board minutes or newsletters for the format change.

Several factors may have contributed to the decision to dispense with public annual meetings. Part of the reason for having such meetings vanished when the voting for new directors changed to mail ballots rather than elections during the meetings. Attendance at the public annual meetings had declined. Such decline however may have been due to FSPR decisions to eliminate enjoyable events during the meetings

such as full meals, nature talks, exhibits, and guided walks. The efforts needed to reorganize FSPRR may have fatigued Board members to the point where they did not want to spend time organizing complex annual meetings or, as in 1998, were not willing at all to help with annual meetings.

Another possible explanation for the change in meeting format is that of internal tensions. The frequent turnover in board membership discussed above suggested such tensions. In the November 1997 newsletter, the new President Celia Pierce referred (Pierce, 1997) to FSPR as going through an "evolutionary period". Her outgoing message in the August 1999 newsletter stated (Pierce, 1999e) "The Board of Directors continues to bring the organization into a more businesslike structure. Changes produces [sic] discomfort, and initially can create more work, but we believe we are on the right track." Other indications of internal problems, as noted elsewhere, include the failure to file appropriate paperwork with IRS in 1995 and 1997, the difficulty in electing a President to replace Dot Rhodes, the problems her replacement had in attending board meetings, and problems in getting docents to lead tours.

Fine tuning the agreement with BLM

The 1995 strategic planning and discussions (Rhodes, 1994e) of the Cooperative Management Agreement between BLM and FSPR led to changes in the agreement in 1998. The agreement was modified to be between FSPR and BLM's Tucson Field Office rather than with the one in Safford, and some terms were changed (CMA, 1998). BLM responsibilities were: (1) continue to support FSPR by administering program supervision, providing docent training and coordinating integration of existing and future FSPR committees and programs with BLM policies and initiatives; (2) provide FSPR with use of the Historic Greenway house [San Pedro House], to be used as a public sales area and information/education station (Quarterly fees to FSPR were to be waived in exchange for daily visitor assistance and the volunteer

services rendered to assist BLM and its mission on a full-time basis.); (3) reserve the right to modify or discontinue FSPR activities at any time that all or part of the program conflicts with the purposes of BLM; (4) provide FSPR with an annual list of prioritized BLM needs and report BLM accomplishments with the assistance of FSPR. FSPR agreed to: (1) assume the responsibilities of scheduling, record keeping, recruiting and fund raising; (2) provide BLM with an annual report including the budget and an evaluation of the program; and (3) to supply trained volunteers to assist with BLM programs in SPRNCA.

Routine progress 1995-1999

Routine activities and support of BLM continued during the reorganization years. The new FSPR President for fiscal 1995, Todd Doser, announced (Doser, 1995) the four goals of expanding River education through the Junior Naturalist and Docent programs, seeking additional funding through local business and grants from governmental or conservation organizations, more involvement from the Friends with the development of the new trail system at SPRNCA, and having the board update and expand where necessary the bylaws of the Friends.

Work on Doser's goal of enhancing trails began in late 1995 and continued into 1997 (McNall, 1997; Morgan, 1995, 1996a; SPRR, 1996b, 1996c, 1997e). Under the leadership of Todd Doser and BLM Dorothy Morgan, volunteers from FSPR and other organizations began clearing SPRNCA trails of brush and other plants in late 1995. By December 1995, volunteers had already cleared the section of trail from the San Pedro House to Murray Springs. The use of a tractor and "Brush Hog" supplied by Doser helped trail clearance. New trails included one from Fairbank to the Grand Central Mill and Willow Wash and one from Little Boquillas Ranch to Charleston Road. Volunteers were encouraged to adopt specific trail segments for construction and maintenance. FSPR adopted the loop from SPH to the River.

FSPR volunteers continued clearing trash along adopted sections of highway near the San Pedro House and Fairbank. In January a group

of eight volunteers worked along Highway 90 and collected (Pierce, 1996a) twenty-three bags of trash, two bags of aluminum cans, several tires, and miscellaneous other trash.

On December 12, 1995, the board facilitated FSPR education programs by establishing an Education Committee that would coordinate both Docents and Junior Naturalist programs (BODM, 1995). The new committee concentrated first on developing an educational program for schools that would consist of a slide program in schools itself, followed by a field trip to the San Pedro River (Eley, 1996a).

The Friends' popular equestrian program began on March 23, 1996 with the first organized trail ride along the San Pedro River (Salwei, 1996a). BLM and FSPR sponsored the ride with the purposes of introducing twenty horse lovers to the beauty of SPRNCA and building support among them. The response was so great that docents led a second ride the next day to accommodate all forty people who wanted to participate (SPRR, 1996a). The riders ranged in age from four to seventy-three and came mostly from Cochise County, but some were from as far away as Phoenix and Tucson. Most had not previously visited SPRNCA. On June 1, 1996, twenty-two people participated in a full moon ride on the Del Valle Road (Salwei, 1996b). The popularity of the rides resulted in docents raising the rider limit from twenty to thirty riders, which still left a waiting list.

The success of the equestrian program in 1996 exceeded expectations (Salwei, 1997). There were six rides, each filled to the limit. About two thirds of the riders were from Cochise County, while the remainder came from all over Arizona. The rides earned over \$700 in profits for the Friends and generated funds for seven local businesses. As of the end of 1996, the equestrian program had a mailing list of 150 people, and members of the equestrian team had volunteered 563 hours.

With assistance from Friends' volunteers, an important new project of monitoring hummingbird migration along the San Pedro River started on May 6, 1996 (Wood and Williamson, 1996). This project was organized by a new conservation organization, The Southeastern Arizona Bird Observatory (SABO). Volunteers

banded hummingbirds at the San Pedro House approximately every two weeks during the migration time. Recaptures of birds banded in previous years along the river or elsewhere provided data for quantifying the importance of the San Pedro as a migratory corridor for hummingbirds.

During the spring of 1996, the Friends also supported other important activities. Members volunteered to assist BLM with its new adopt-a-trail and adopt-a-shoreline projects. FSPR President Doser also requested that members assist in increasing the membership by each recruiting two new members for the Friends (Doser, 1996). FSPR provided a new resource for birdwatchers at SPRNCA by agreeing to spend up to \$3,000 to have 20,000 copies printed of a new bird checklist for the preserve (BODM, 1996b).

BLM provided FSPR two forms of recognition in 1996. In the spring, it supplied an office in its Sierra Vista headquarters (Pierce, 1996b). On August 22, 1996, it awarded (SPRR, 1996d) FSPR a "Health of the Land" award for more than 40,000 hours of volunteer work assisting BLM with SPRNCA. BLM noted that contributions from FSPR included operating the San Pedro House as a visitor center and gift shop, organizing and leading interpretive hikes, Junior Naturalist programs, more than 1,500 hrs helping with bird-banding, and assisting with natural and cultural resource projects.

During fiscal 1996, members were responsible (Mauk, 1996) for 7,271.75 hours (160 volunteers) consisting of 5,958.25 hours from seventy-four members of the Friends and 1,313.5 hours from eighty-six nonmembers. In the November 1996 newsletter, BLM Tucson field office manager, Jessie Juen, thanked (Juen, 1996) FSPR volunteers and described the importance of their work since the beginning of the Friends.

Approximately fifty-five members and guests attended an annual meeting on September 28, 1996 (AMM, 1996). Todd Doser summarized annual accomplishments that included the "Health of the Land" award from BLM, designation of SPRNCA as the first "globally important Bird area" in the U.S., a successful Junior Naturalist Program, fall and spring hike programs, organized interpretive walks, the training of thirty-seven docents, three very successful equestrian events, trail work, the purchase of new bird

brochures for SPRNCA, participation in Southwest Wings events, and providing half the funds necessary for a water flow meter for BLM. Dorothy Morgan of BLM noted that the Junior Naturalist Program was increasingly strong because of growing docent support. Jerry Pratt discussed proposed bylaw changes, and members approve them unanimously. Todd Doser reported that mail in ballots showed that members had elected Connie Stevens and Janet Eley as board members.

After the annual meeting, the board briefly met and elected Todd Doser and Celia Pierce as President and Vice President respectively and appointed Jerry Ambrose and Tricia Gerrodette to continue as Secretary and Treasurer respectively. Board members for fiscal 1997 were (BODM, 1997a, 1997b, 1997d) Jerry Ambrose (ex officio), Todd Doser, Janet Eley, Tricia Gerrodette (ex officio), Walter Kolbe, Celia Pierce, Bette Reincke, Dot Rhodes, and Connie Stevens.

Docent programs continued in fiscal 1997. A total of 157 people attended a series of spring hikes (BODM, 1997e). The docents developed a fall program theme of "Hike Back through Time", a series of five hikes in the fall dealing with the cultural history of SPRNCA, and planned a series of other interpretive walks for the latter part of 1997 (BODM, 1997g). An equestrian moonlight ride in the summer was highly successful with twenty-two participants (BODM, 1997g).

The Friends welcomed the new BLM SPRNCA manager, Bill Childress, who arrived in July 1997 (BODM, 1997g). (Childress was to remain the manager until January 18, 2008. [Mouras, 2008c]).

FSPR officers and BLM staff summarized accomplishments during the September 27, 1997 annual meeting (AMM, 1997). Celia Pierce, FSPR Vice President, reported that hikes, walks, and equestrian ride programs were all well attended and successful. Janet Eley noted that five-hundred to six-hundred children took part in the Schools Program and called for additional volunteers. Lester Mauk stated that the grand total of volunteer hours was 52,230

with more than eight-thousand of those hours volunteered since the last annual meeting. Dorothy Morgan, BLM Recreation Specialist, said that BLM, the Forest Service, the National Park Service, and The Nature Conservancy now shared the Junior Naturalist program. After the annual meeting, the board met briefly and elected Celia Pierce and Tom Wood as President and Vice President, respectively.

The donation of 6,684.75 hours of work and the variety of endeavors managed by members showed the wide scope of volunteer activities in fiscal 1998 (ABOD, 1998; Rhodes, 1998; SPRR, 1997d). Chuck Wetzel was Treasurer, and Jerry Ambrose and Bette Reincke were Recording Secretary and Corresponding Secretary respectively. Ambrose presumably held the Secretary position required in the Bylaws. Board members were Jerry Ambrose (ex officio), Bob Blanchard, Janet Eley, Walter Kolbe, Celia Pierce, Bette Reincke, Connie Stevens, Chuck Wetzel (ex officio), and Tom Wood. Committees and their project managers were: Activities, vacant; Adopt-a-Trail, Len Roberts with Linda McNall in charge of San Pedro House trails; Bookstore, Dot Rhodes; Bylaws, Jerry Pratt; Docent Program, Sandy Anderson; Community Outreach, Janet Eley; Discovery Guide to the San Pedro River, Dot Rhodes; Docent Program, Janet Eley; Education, Janet Eley; Elections, Harry Woodward; Equestrian Program, Brian Dalton and Katie Salwei; Hikes, Celia Pierce and Jack Flanders; Interpretive Walks, Sandy Anderson/Judy Wetzel; Membership, Connie Stevens; Nominations, Harry Woodward; Program Planning, vacant; Public Relations, Judy Wetzel; Site Steward Liaison, Jack Flanders; SPARC, Dave Krueper (BLM); Special Programs, Celia Pierce; SPH Restoration/Maint., Dale Grudier, Dot Rhodes; Special Events, Celia Pierce; Strategic Planning, Tom Wood; Volunteer, vacant; Ways and Means, Todd Doser; and Youth and Junior Naturalist, Dorothy Morgan.

One endeavor during 1998 was for FSPR to meet again its obligations to clean up trash along the sections of highways 90 and 82 that the Friends had adopted (Pierce, 1998b). A shortage of volunteers had led to FSPR not filling its obligations of cleaning up the areas twice a year. In June, nine volunteers under the leadership of Lester Mauk (Mauk, 1998) spent a total of forty-

four hours cleaning up Highway 90. They removed thirty-four bags of trash, eleven tires, miscellaneous junk, and a bag of aluminum cans.

In the spring of 1999, FSPR experimented with another way to publicize SPRNCA (FSPRR, 1999a). It collaborated with the Central School Project to cosponsor the "San Pedro: Scenes and Visions Art Exhibit." The art exhibit opened on April 17 at the Central School in Bisbee and was open on three weekends. It was an all media show held in celebration of Earth Day and included work in any media that had been created on, for, about or otherwise related to SPRNCA. Docents were available during the show to provide information about SPRNCA. However, attendance at these shows was light (BODM, 1999e).

In May 1999 FSPR paid tribute to the unexpected loss of Brian Dalton who had passed away in late 1998 (FSPRR, 1999b, 1999j; Pierce, 1998f). In addition to being a member of the board, he was a founding member of the equestrian team and its leader in 1998 and had donated hundreds of hours annually to the success of the equestrian program. A dedication ceremony in honor of Dalton marked the installation and opening of the first equestrian gate in SPRNCA. The ceremony included live entertainment by local singer Jon Messenger, cowboy music and cowboy poetry by Tom Collins, a ribbon cutting ceremony, talks by FSPR officers and guests, and refreshments. In honor of his memory, a riderless horse was the first to pass through the gate, followed by the equestrian team that then rode along the river to honor him.

Seven members of the equestrian team responded in 1999 to a request from Jack Whetstone of BLM (Salwei, 2000). Their task was to ride BLM boundary fence on the east side of the river between Hereford Road and highway 90. The riders mapped the location of gaps, repaired the gaps if possible, and monitored activity along the fence. BLM equipped the equestrian task force with topographic maps, GPS systems, and flagging and fence repair tools. The team members spent a collective total of seventy-four hours on four different dates between July and December 1999. Their activities were challenging because surveying the entire fence required

crossing deeply cut terrain with abundant thorny vegetation. The team members jumped gullies, slid down steep banks and climbed back up holding horses' tails.

The 1999 annual meeting took place on September 1999 (AMM, 1999). Through mail in ballots, members had elected three board members, Inga McCord, Connie Stevens, and Tom Wood. During the meeting, members approved a bylaws change that removed contractors and employees from the list of ex officio board members.

Information in the annual meeting minutes and the newsletter documented FSPR generous support of BLM activities in fiscal 1999 (AMM, 1999; FSPRR, 1999h, 1999i). A total of 145 volunteers contributed 6,116 hours. During the annual meeting, Bill Childress, BLM manager of SPRNCA, noted several significant accomplishments by FSPR: instituting measures for strategic planning; supporting major improvements at the San Pedro House that included landscaping, upgrading of the power system, and a docent library; assertively pursuing horse access to the river that culminated in the installation of a horse gate at Waters Road; creating a paid position to handle routine administrative tasks; producing a community outreach slideshow presentation; revamping docent training to include hands-on fieldwork and interpretation; and starting the planning and training for on-site docent days at Murray Springs, the San Pedro House and elsewhere. Katie Salwei noted that the equestrian team was focusing on reorganization and redistribution of work after the unexpected loss of Brian Dalton. More than four-hundred students had visited the river as part of the education program, and another two-hundred students viewed a slide presentation about it. The docent room in the San Pedro House was operational, and docents were meeting there.

FSPR continued to support BLM and SPRNCA in fiscal 2000 by donating 6,086 hours of their time (Ojerio, 2008a). Docents assisted with visits from more than 550 students from Bisbee and Sierra Vista schools and a small group of high school students from Tucson (Eley, 2000). They expanded the slide programs to cover grades K-2 and 3-8. Mike Magatagan volunteered to fill the critical position of webmaster for the Friends (Weiss, 2000c). FSPR

also (FSPRR, 2000a) funded additional equestrian gates and hitching posts, implemented swipe-card processing of credit cards in the bookstore, and trained two people in Monitoring Avian Productivity and Survivorship (MAPS). Volunteers removed more than one-hundred bags of trash from SPRNCA (McCord, 2000). FSPR also provided \$200 to BLM for landscaping and replacing plants at the San Pedro House (BODM, 2000f).

During its February 2000 meeting, the FSPR board began considering methods of collaborating with other nature groups on training volunteers (BODM, 2000b). By March (BODM, 2000c; Mouras, 2008b), Ted Mouras had agreed to be the FSPR representative for a joint volunteer training program created by a council that included representatives from the Coronado National Memorial Forest Service, FSPR, the Park Service, the Ramsey Canyon Preserve, The Nature Conservancy, and eventually Fort Huachuca. Each of these organizations was already running education programs for their members, and the programs often were identical among the various organizations. The organizations decided to team their efforts into a single monthly program held at the Sierra Vista Public Library. The cooperative program was named SAVE (Southeastern Arizona Volunteer Education; BODM, 2001e, 2002a; Mouras, 2008b). Responsibility for arranging programs rotated among the council members who selected mostly natural and cultural history topics. Members from each organization involved in SAVE attended, and the program was open to the public. Total attendance varied from as few as a dozen to over one-hundred attendees. As the original council members departed, their replacements had little interest in a joint project and instead went back to scheduling their own presentations. The last SAVE meeting was on January 25, 2007 (BODM, 2007a). (Recently, officers of some of the organizations have begun discussing restarting SAVE [Mouras, 2008b].)

At the annual meeting on September 23, 2000 Jan Weiss and Ted White presented (BODM, 2000g; Parnell, 2000) a plaque to Betty Hall who had donated more than 2,000 hours of her time since 1992 by running the bookstore on Mondays. At the same meeting, Jack Whetstone reported that volunteers assisted in banding

more than 1,300 birds during the fiscal year. Bill Childress, BLM manager of SPRNCA, noted that FSPR volunteer hours were the equivalent of three full-time positions (FSPRR, 2001c).

In 2000 BLM gave Friends volunteer Sherry Hayes a "Making a Difference Volunteers" award. She had been nominated by FSPR (Weiss, 2000b) for accomplishments including: greatly improving the quality and layout of the newsletter by using desktop publishing software and professional printing services; setting up a spreadsheet to track volunteer hours and entering data for same; participating in bird-banding; designing and printing more than 250 membership cards; designing and implementing a computerized database for membership information; implementing a process for creating purchase orders using QuickBooks; designing, updating and maintaining the first FSPR webpage; regularly volunteering at the San Pedro House; and initiating several marketing projects.

The New Spring Festival

On May 8, 1999, FSPR inaugurated what has become an annual spring event (Krueper, 1999). There had been previous festivals in the spring, but the new festival honored the annual International Migratory Bird Day. The one-day festival celebrated both the migration day and the 10th anniversary of the dedication ceremony of SPRNCA. The nearly 150 people who attended (Hess, 1999) heard speakers from government and conservation organizations including: Richard Archer, Sierra Vista Mayor; Gary Bauer, Action State Director, BLM; Nina Hatfield, Deputy Director, BLM; Jim Kolbe, U.S. Congressman, Arizona; Dale Pontius, Associate Solicitor, U.S. Department of the Interior; Ruth Russell, Vice Chairwoman, National Audubon Society's Board of Directors; Bruce Taubert, Assistant Director, Wildlife Division of the Arizona Game and Fish Department; and Tom Wood, Director, Southeastern Arizona Bird Observatory SABO). The speakers emphasized the international importance of SPRNCA as a bird migration corridor and the necessity for more work to ensure survival of the River.

Return to Regular Operations Fiscal 2001 onward

Internal tensions apparently subsided in the early 2000s with completion of much of the needed reorganization of FSPR operations. Board membership became more stable. Following the annual September meeting in 2000, the board elected Jan Weiss and Dutch Nagle as President and Vice President respectively (Weiss, 2000d). The November 2000 newsletter listed (FSPRR, 2000c) Rich MacArthur and Phil Vega as board members; they apparently replaced Bob Blanchard and Celia Pierce whose terms expired in the fall of 2000. Board members for fiscal 2001 were thus (FSPRR, 2000c) Rich MacArthur, Inga McCord, Ted Mouras, Holly Richter, Doug Snow, Phil Vega, Tom Wood, and the President and Vice President.

FSPR provided helpful information to bookstore volunteers and continued to revitalize the docent program in fiscal 2001. It gave the bookstore workers a list of frequently asked questions (Nagle, 2001a). Docents appreciated a new simplified docent manual (Nagle, 2007). The docents also received new information cards and by February had new ideas about interacting with the public (Weiss, 2001a). From February 3 through August 28, docents provided (FSPRR, 2001a, 2001b) thirty-three walks and hikes and participated in forty-five sessions of bird-banding. Docents and other volunteers also assisted with mapping the flow of water along the river and with picking up trash around it. Volunteers contributed 4,793 hours (Ojerio, 2008a).

A critical activity by the board in fiscal 2001 was the filing of tax papers with IRS for fiscal 1995 (BODM, 2001b, 2001d; IRS, undated a). IRS apparently (Weiss, 2001c, 2001d) had notified FSPR in 1997 that taxes were due for 1995 but received a response that FSPR could not then pay. FSPR did not request a tax waiver and lost records of the 1997 notification. Weiss's appeals were successful, and IRS waived \$1,650 in penalties (IRS, undated b).

On April 7, 2001, FSPR held the annual Spring Festival at the San Pedro House (Weiss, 2001b). Approximately two-hundred people

attended despite the day starting out chilly because of winds. The festival began with a 3-mile cross-country run and continued until early evening. It attracted hikers, birders, explorers, runners, art lovers, and people who just wanted to learn about the river.

Fiscal 2002 saw normal turnover in officers. Dutch Nagle and Inga McCord became President and Vice President respectively (Nagle, 2001c). In January, Robert Weissler replaced board member Richard McArthur who moved to Nevada (BODM, 2002a). With these changes the board members were (BODM, 2002a; FSPRR, 2002c) Teresa Miranda, Inga McCord, Ted Mouras, Dutch Nagle, Doug Snow, Phil Vega, Jan Weiss, Robert Weissler, and Tom Wood. Jan Weiss served as Treasurer. The Secretary position apparently was vacant. Program or activity positions and their chairs or coordinators were: Bookkeeper, Vicky Johnston; Bookstore Manager, Ted White; Docent Activities, Ted Mouras and Dutch Nagle; Education Program, John Rose; Equestrian Events, Mick Douthit; and Program Manager, Kathryn Ojerio.

Docents and other volunteers generously donated (Ojerio, 2007)4,937 to public programs and maintenance of SPRNCA in 2002. The 2002 fiscal year started on a high note. A Thanksgiving Day race organized by the Friends was a great success with 115 participants (BODM, 2001e). FSPRR also began the year with more practical concerns by purchasing (BODM, 2001d, 2001e): a refrigerator, a new low flow toilet and three new bookcases for the San Pedro House; and a new letter/paper-folding machine. FSPRR participated in the statewide "The Big Dip In" educational program (BODM, 2002h; FSPRR, 2002i). Docents provided tours for three large groups of students who went to the river, took water samples for analysis, and later put information into a statewide computer database for measuring changes in the rivers of Arizona over time. One such group included 250 students from Buena Vista High School.

The docents began an ambitious program in the fall of 2001 that carried through into 2002 (Nagle, 2001b). They prepared a pamphlet for a self-guided tour on the trails near the San Pedro House. Volunteers installed a donated TV and VCR in the Docent Room at SPH so that docents could watch educational videos there. The

docents also began recording interviews with former SPH residents. While working on these projects, the docents prepared a schedule of ten docent led walks and hikes from March into December of 2002 (BODM, 2002b; FSPRR, 2002b). They also conducted three special tours in the first quarter of 2002 (FSPRR, 2002f). Four docents, with only two days notice, provided a tour for approximately one-hundred RV owners. Another group of docents greeted approximately eighty "Hands across the Border" children. Two docents led a Smithsonian tour of nineteen people in the SPH area.

Board members were also concerned about membership and noted in December 2001 that FSPRR needed to be more aggressive in membership renewal (BODM, 2001e).

Early in 2002, FSPRR and BLM helped in a Hands Across the Border project (FSPRR, 2002a). Citizens in Mexico had formed an association (ARASA) similar to the Friends to help protect the San Pedro River from its source to the U.S. border. This was part of a larger plan to preserve riparian land in the state of Sonora. The Friends and BLM responded affirmatively to a request that they serve as a board member and consultant to this group. Tom Wood and Holly Richter of FSPRR and Jim Mahoney of BLM subsequently participated in a call-in radio show in Cananea, Mexico and answered questions about conservation and preservation of the San Pedro River south of the border (FSPRR, 2002h).

The Friends annual Spring Fest on April 27, 2002 was a resounding success (FSPRR, 2002g; Rupkalvis, 2002). Docents provided guided walks to see birds, beavers, and plants. Volunteers from other agencies gave presentations on snakes, birds and other animals and talked about the area's natural resources and historical legacy. During the lunch hour, the 36th Army Band provided entertainment. The Friends also used the festival as an opportunity to dedicate the new self-guided trail system around the house. This consisted of numbered posts situated along trails. Docents had developed an accompanying tour pamphlet that had explanatory text for each numbered station, and BLM staff had checked and partially rewritten the guide (FSPRR, 2002d).

In addition to coordinating the above activities in 2002, the board had to find a replacement for Ted White, the Bookstore Manager, who resigned in June (BODM, 2002d). It was fortunate that month to secure the services of Laura Mackin (BODM, 2002d). In addition to continuing to fund the Bookstore Manager position, FSPR continued direct financial support of SPRNCA. The support included \$2,590 to replace interpretive signs at Murray Springs and the San Pedro House, \$1,000 requested by BLM in support of ARASA (Mexican organization similar to FSPR), approximately \$300 for plants that volunteers led by Robert Weissler installed at the house, about \$600 for a Chamber of Commerce advertisement, purchase of quick reference cards and other information materials for docents, approximately \$600 for a storage shed, and around \$100 of paint for the house (BODM, 2002b, 2002e, 2002f, 2002g, 2002h, 2002i). A record-breaking gross income of \$100,000 for fiscal 2002 made these expenditures possible (BODM, 2002g).

Fiscal 2003 saw both continuity and change in officers. Continuity was represented by Dutch Nagle beginning a second year as President, Inga McCord and Jan Weiss continuing as Vice President and Treasurer respectively (Nagle, 2002), and the re-election of Inga McCord and Doug Snow to the board, with three year terms (BODM, 2002g). Change occurred when Dede Havens was elected to a three-year board of director terms in October 2002 (BODM, 2002g), John Rose replaced Phil Vega who resigned in February (BODM, 2003a), and Ted White replaced Inga McCord who resigned in April (BODM, 2003c). As of May 2003 board members were (FSPRR, 2003d) Dede Havens, Teresa Miranda, Ted Mouras, Dutch Nagle, John Rose, Doug Snow, Jan Weiss, Robert Weissler, and Ted White. Jan Weiss served as Treasurer. The Secretary position apparently was vacant. Program or activity positions and their chairs or coordinators were: Bookstore Manager, Ted White; Docent Activities, Ted Mouras and Dutch Nagle; Education Program, John Rose; Equestrian Events, Dede Havens; and Program Manager, Kathryn Ojerio.

The spring of 2003 was a busy time for FSPR. A rearrangement of the San Pedro House provided the bookstore manager with an office

and maximized the space available for information items and retail sales (BODM, 2003b; Mackin, 2007; Nagle, 2003a). The clearing of junk from a storage room at the eastern end of the back or south porch provided the bookstore manager with an office that had two windows and space for a desk and other necessary items. Removal of the bathtub from the bathroom made space for file cabinets and a safe formerly stored in the docent room. Most of the former docent room became space for information items such as brochures about SPRNCA and other natural history areas. Part of it was devoted to retail sales, and bookcases still contained the docent library there.

Also in the spring of 2003, the Friends provided approximate \$300 to purchase a GLOBE weather station and install it near the San Pedro House (BODM, 2003a, 2003b). The station was to provide weather data as part of the worldwide GLOBE endeavor (GLOBE, 2007) in which scientists, students, teachers, and students studied the earth.

Recruiting and retaining members and volunteers became a subject of board discussion in the spring of 2003 (BODM, 2003b). The board decided to provide members with more information about FSPR activities through the newsletters. To improve information flow, FSPR updated its website in the spring (BODM, 2003b; Nagle, 2003b) when Robert Weissler began putting copies of the newsletter there. This allowed the board to consider saving funds by suggesting members access the website rather than receive a hard copy of the newsletter.

Volunteers contributed 4,885 hours in fiscal 2003 (Ojerio, 2007). They assisted with three events during archaeology month in March, an interpretive walk at Murray Springs, adobe brick making at Fairbank, and an interpretive walk to Millville (FSPRR, 2003f). By early May, volunteers had completed the repainting of the San Pedro House (BODM, 2003d). Members of FSPR cooperated with those from the Huachuca Audubon Society to prepare a bird list for the Sierra Vista Environmental Operations Park (BODM, 2003a). Docents and other volunteers assisted with constructing a loop trail at Fairbank (BODM, 2003e).

There were some setbacks. FSPR faced an unanticipated expense when it had to provide

\$1,900 for new computers and software because of damage to older ones from a lightning storm (BODM, 2003f). The Friends lost the efforts of a major volunteer in late 2003 when Betty Hall moved to Texas (Weiss, 2003). She had contributed 3,452 hours by working in the bookstore at least one full day a week for more than eight years. The grateful Friends awarded her a Lifetime Membership.

The annual spring festival on April 26, 2003 was a successful event despite the fact that the food provider canceled two days before it (FSPRR, 2003b; Rupkalvis, 2003). FSPR volunteers rushed to the store and obtained items for resale to those expecting food. The festival started with a bird walk, was followed by a race, and then by natural history presentations. Major highlights were the gathering of former residents of the San Pedro House, and the videotaping of their reminiscences about life in the house and the changes that had occurred in the surrounding lands.

The November 2003 newsletter provided members of FSPR with an intriguing glimpse into life in the San Pedro House in the late 1950s (FSPRR, 2003e). It reported on a visit from Raul Carrizosa, then living in Pomona, California. He worked as a cowboy in 1959 and bunked in the old railroad tie cabin that contained a cot and a small woodstove. The ranch operation had multiple owners who had invested in it. Two owners were movie actors, Vic and Jim Morrow. Carrizosa remembered driving cattle to the railroad station in Hereford. He obtained his job at the San Pedro House with assistance from Gentlemen Jim Corbett's son who lived on the ranch in Palominas. (Gentlemen Jim Corbett was a well-known boxer in the early 1900s.)

During fiscal 2004, officer positions experienced only normal turnover. At the annual meeting in October 2003, a count of thirty-nine ballots showed that members had unanimously elected Dutch Nagle, John Rose, and Robert Weissler to the board (BODM, 2003g). At the same meeting, the board elected Jan Weiss and Dutch Nagle as President and Vice President. The board then consisted of (FSPRR, 2004a) Dede Havens, Teresa Miranda, Ted Mouras, Dutch Nagle, John Rose, Doug Snow, Robert Weissler, Jan Weiss, and Ted White. Jan Weiss continued as Treasurer. There was no Secretary.

Program or activity positions and their chairs or coordinators were: Bookstore Manager/Bookkeeper, Laura Mackin; Docent Activities, Ted Mouras and Dutch Nagle; Education Program, John Rose; Equestrian Events, Dede Havens; and Program Manager, Kathryn Ojerio.

On April 15, 2004 Kathleen Clarke, Director of BLM, honored three members of the Friends for their outstanding contributions (FSPRR, 2004b). She presented "Take Pride in America Awards" to Betty Hall, Lester Mauk, and Dot Rhodes. The Take Pride in America Initiative was a national campaign that focused on encouraging citizens to help protect and restore resources and facilities and their areas. The award recognized people who had each done more than three-thousand volunteer hours in a single organization.

The Friends celebrated another successful Spring Festival on April 24, 2004 (Searing, 2004; Weiss, 2004a). It started with a three-mile cross-country race sponsored by the Thunder Mountain Running Club. After the run, people were able to find out about snakes, learn how to band hummingbirds, and participate in children's craft-making workshops.

Docent and other educational programs continued to flourish in fiscal 2004. There were three special docent led walks in the San Pedro House area (BODM, 2004a), one for approximately sixty to sixty-five people from a Washington, DC ski club, one for the Dons of Arizona, and one for a tour group of travel professionals. As part of the educational program, the Friends purchased (BODM, 2004a) ten pairs of binoculars with money received from a grant.

The docent program of guided tours received recognition by the Sierra Vista Herald in June 2004 when a reporter accompanied Ted Mouras on one of his many guided tours along the San Pedro River (Weil, 2004). The reporter recounted the diversity of animal and plant life introduced to people during the tour and noted that the weekend tours provided by the docents were designed to introduce people to the diversity of nature along the San Pedro River.

The docent and educational programs of the Friends began to use digital media in the spring of 2004 (BODM, 2004b; FSPRR, 2004c). Students and staff at Buena High School created

two videotapes. One tape was conversations with former San Pedro House residents and the other was a general information video about SPRNCA. The tapes were put in the Information Room for viewing by the public and future use in docent training classes.

In the spring of 2004, a lack of funding for schools to transport students to SPRNCA threatened to severely restrict student visits (BODM, 2004b). FSPR investigated the possibility of funding student field trips to SPRNCA and by July had found funds to sponsor three field trips by students (BODM, 2004c).

Fiscal 2004 was a good year for revenue and moderately good for total volunteer efforts. As of September 14, 2004, FSPR had grossed over \$106,000 (BODM, 2004d). Also in the summer of 2004, the Norcross Wildlife Foundation awarded FSPR \$3,000 for plant restoration in SPRNCA under the leadership of BLM Jack Whetstone (Nagle, 2004). Volunteers contributed 4,295 hours (Ojerio, 2007).

There was normal turnover in officers during fiscal 2005. The board reelected Dutch Nagle and Robert Weissler as President and Vice President respectively (BODM, 2004e) and appointed Alice Hawkins to replace Ted White who resigned from the board because of commitments outside the area. Members of the board were (FSPRR, 2005a) Dede Havens, Alice Hawkins, Teresa Miranda, Ted Mouras, Dutch Nagle, John Rose, Doug Snow, Jan Weiss, and Robert Weissler. Committee chairs or other administrative positions were (FSPRR, 2005a): Bookstore Manager/Bookkeeper, Laura Mackin; Docent Activities, Ted Mouras and Dutch Nagle; Education Program, John Rose; Equestrian Events, Dede Havens; Program Manager, Kathryn Ojerio; Recording/Corresponding Secretary, Dede Havens; and Treasurer, Jan Weiss.

In the fall of 2004, the board was concerned with encouraging preservation of the San Pedro by obtaining additional members and increasing community interest in SPRNCA. At its October 2004 meeting, the board discussed the need to reach more people, especially those locally (BODM, 2004e). Methods considered for getting people to understand the uniqueness and importance of the River included signage at the San Pedro House to discuss threats to SPRNCA and conservation, a fact sheet for volunteers, offer-

ing the Friends' Community Outreach slideshow program to groups, newspaper articles, additional opportunities for family oriented events such as picnic grounds, and glossy color brochures about SPRNCA for display in hotels, restaurants and other places where people gather. Ted Mouras offered to lead an effort to create information for submission through BLM to local publications. By the November 2004 board meeting (BODM, 2004f), the Sierra Vista Herald had agreed to publish a monthly article about SPRNCA.

An important community outreach program began to take form at the October 2004 board meeting (BODM, 2004e). The board discussed a DVD about SPRNCA that FSPR member Mike Foster was creating. Foster provided additional information about the DVD program at the December 2004 board meeting (BODM, 2004g). His goal was to increase community awareness of the value of SPRNCA by creating a TV quality DVD that would lead to a greater audience. The board suggested adding labels and commentary and a segment about birds to the DVD and began considering a proposal by Foster for funding by FSPR.

During the November 2004 board meeting (BODM, 2004f), members noted that the bylaws described Standing Committees but that it would be almost impossible to staff such committees until membership increased. Jan Weiss agreed to head a committee to revise the bylaws. (Subsequently in the fall of 2005, members agreed to a revised set of bylaws that abolished the requirement for standing committees [BODM, 2005j].) Ted Mouras and Dutch Nagle suggested using walks, hikes and horse rides as opportunities to recruit new members, and Doug Snow and Dede Havens designed a new membership letter. The board decided that the main vehicle for increasing community interest in SPRNCA would be the publication of articles about it in local publications.

By the February 2005 issue of the newsletter, FSPR President Dutch Nagle was able to report publication of the first monthly newspaper article produced by FSPR members (Nagle, 2005a). Members of the Friends also used radio and television to raise awareness of the organization (Nagle, 2005a). By February of

2005, they had participated for three months in a KTAN radio program that discussed the Friends, SPRNCA, the Huachuca Audubon Society, and the Christmas Bird Count. Members had also talked about SPRNCA and the Friends during a TV program on Bisbee Channel 2. Additionally, FSPR was working on a new brochure to publicize SPRNCA.

The increase of gross bookstores sales to \$119,617 (BODM, 2005j) in fiscal 2005 made possible substantial financial support of SPRNCA. At its November 2004 meeting, the board earmarked \$12,000 for BLM use (BODM, 2004f), with \$3,000 for reseeding native grasses, \$6,000 in leftover funds that had been budgeted in 2001-2004, and \$3,000 added to the fiscal 2005 budget. It also provided new shelves for the San Pedro House and placed an additional \$500 in the advertisement fund for the production of glossy information brochures. Subsequently, the board authorized an initial printing of five-thousand copies of the brochures (BODM, 2005d). In May the board approved a BLM request of \$3,584 for seven people counters and associated equipment to count the number of people using trails and the times they used them (BODM, 2005e). At the end of the fiscal 2005 year, the board agreed to fund the installation of two equestrian gates (BODM, 2005i).

Volunteers contributed 4,764 hours (Ojerio, 2007). They established an April 22 cleanup day for cleaning the inside of the San Pedro House and switching the storm windows with screenings (BODM, 2005d). Docents continued a vigorous program of guided walks and equestrian events, trained new docents, and assisted in monitoring water flow at the San Pedro River (BODM, 2005a, 2005b, 2005c, 2005d, 2005e, 2005f, 2005g, 2005h, 2005i; Nagle, 2005b).

FSPR organized another successful Spring-Fest on April 30, 2005 (Braswell, 2005; FSPRR, 2005c). Visitors selected from an array of programs and activities. Liberty Wildlife, an education and bird-rehabilitation organization, showed a kestrel, a sparrow hawk, and a great horned owl. A "bone box" displayed skulls and hides of a beaver, a raccoon, a ring-tailed cat, a gray fox, a coyote, a bobcat, a deer, a bear, and a javelina. Guided tours to see birds and beavers were popular with visitors. Before lunch, there were donkey and buggy rides, and afterwards an Afri-

canized-bee presentation, and demonstrations of hummingbird-banding.

FSPR began additional steps in 2005 to take advantage of the ongoing digital revolution. Volunteers organized thirty-five mm slides for use in presentations, and the board continued to discuss contracting with Mike Foster to produce DVDs about SPRNCA (BODM, 2005a, 2005b, 2005c, 2005d, 2005e, 2005f, 2005g, 2005j). The board signed a contract with Foster to fund equipment needs for the DVD project through the payment of \$5,400 for a license to sell his DVD and \$410 to produce one-hundred copies (BODM, 2005e). In late 2005, FSPRR moved further into the digital realm by purchasing the domain name of sanpedroriver.org (BODM 2005k). Subsequently in early 2006, Chris Long, with assistance from Janet Eley, converted the reorganized slides into a PowerPoint presentation (FSPRR, 2006b).

Not all digital activities and other happenings were as desired. A virus wiped out the contents of FSPR's office computer and corrupted backup copies of files (FSPRR, 2005b). No financial data were lost, but FSPR immediately improved backup procedures (BODM, 2005d) that included keeping a backup disk in the safe at the bookstore. Unwanted excitement occurred at the San Pedro House when a large limb broke off the cottonwood near it and punched a hole in the roof (Nagle, 2005b).

There was little change in FSPR officers for fiscal 2006 (BODM, 2005j). Members reelected Alice Hawker and Doug Snow to the board and elected Alan Blixt as a new member. The board reelected Dutch Nagle and Robert Weissler as President and Vice President respectively. In late 2005, Chris Long replaced Teresa Miranda, who was planning to move out of the area (BODM, 2005j, 2005k). When Miranda did not leave the area, it was agreed that she would attend meetings as an alternate member and vote when a regular member was absent. Board members were (FSPRR, 2006g) Alan Blixt, Alice Hawker, Chris Long, Ted Mouras, Dutch Nagle, John Rose, Doug Snow, Jan Weiss, and Robert Weissler. Employees and committee chairs were: Bookstore Manager/Bookkeeper, Laura Mackin; Docent Activities Chairs, Ted Mouras

and Dutch Nagle; Education Program Chair, John Rose; Equestrian Events Chairs, Dede Havens; and Program Manager, Kathryn Ojerio.

Direct monetary support in fiscal 2006 for BLM activities began with the board's decision to budget \$12,000 for anticipated support of BLM activities and to consider allotting more if the need arose (BODM, 2005i). Subsequently, the board approved purchasing a brush mower for approximately \$2,400 for trail maintenance by BLM (BODM, 2005k). The mower purchase was especially important for trail maintenance because of budget cuts at BLM (Nagle, 2006a). Its staff formerly had only weed-whackers that did not cut a very wide swath and were difficult to handle. The new mower could clear a 2-foot wide swath and cut down small saplings. FSPR also provided \$113 for food served during the annual June mapping of wet and dry portions of the San Pedro River (BODM, 2006b).

The Friends continued to fund videos of SPRNCA in 2006. Foster had produced a second DVD, treating arthropods of SPRNCA (BODM, 2005i). At its November 2006 meeting, the board approved spending \$630 to purchase Foster videos for distribution to forty-five schools between Benson and Palominas (BODM, 2006g).

FSPR augmented its public service programs and facilities in 2006. Under the leadership of Alan Blixt, it started the Docent-at-large program in early 2006 (BODM, 2006a). This simple program consisted of having docents show up at a location whenever they felt like it and serve as an answer person, identified by a name badge and vest. The program's popularity resulted in it being continued (Mouras, 2007c). It transitioned into a birder-at-large program, because most visitors were interested in birds, and focused on the area near the San Pedro House. Another Blixt initiative resulted in the addition of evening walks in August and September led by him from the San Pedro House just before dark (BODM, 2006c). Through Dutch Nagle's efforts, facilities for public programs were expanded with the acquisition of a "Bone Box" containing animal skulls and pelts (FSPRR, 2006a).

During fiscal 2006, volunteers contributed 4,342 hours (Ojerio, 2007). They continued to help with walks, educational programs, running

the bookstore, trail maintenance, and helping keep SPRNCA clean (FSPRR, 2006f; Nagle, 2006b). Calendars in the newsletters listed a total of ninety-five walks and hikes and ten bird-banding sessions for ten of the twelve months in fiscal 2006 (FSPRR, 2005d, 2006c, 2006e). Lester Mauk, Dave Beaudette, Chris Jarvis, Holly Ducker, and Zack Stanko cleaned up the overgrown garden around the San Pedro House (Mouras, 2006). Sally Rosen continued to donate thistle seed for feeding Lesser Goldfinches at the San Pedro House (Mouras, 2006).

Another successful SpringFest occurred on May 13, 2006 (Braswell, 2006; Noonan, 2006). The activities included an early-morning bird walk, a nest-box workshop, horse cart rides, a bird-feeding workshop, talks about reptiles, a walk to view beavers, and bird-banding. The Arthritis Brothers Band provided old-style bluegrass music during lunch.

A major enhancement to SPRNCA occurred with restoration of the schoolhouse at the ghost town of Fairbank (Childress, 2006, 2007). One hundred and twenty years ago, the town was an important transportation hub, with three railroad depots and with stagecoaches visiting it. Fairbank was a commerce and social activity center for people living along the San Pedro River. Children of the area went to school there. After the original wooden schoolhouse burned down, it was replaced in 1920 by a new one built with "gypsum block" made in Douglas, Arizona. In 1925, an addition to it made it a three-room schoolhouse.

Bea Figueroa, a former resident, remembered life in the formerly bustling town (De Young, 2007a). Saturday night dances occurred in the mercantile store, and your mother used to work hard all week so that she could attend. There were four stores, five saloons, and three restaurants. Lots cost from \$50 to \$150. Many residents worked at the nearby Grand Central Mill, situated about a half-mile from the center of town.

The town slowly began to die and by the 1970s had only a roadside store with a gas pump, and then the last inhabitants left (Childress, 2006). The old train depot for the New Mexico and Arizona Railroad moved to Tombstone. The remaining buildings (large adobe mercantile store, board and batten-style store

and house, schoolhouse, frame type house, out-house, and garage) deteriorated.

BLM secured an Enhancement Act grant from the Federal Highway Administration. The grant funds, financial aid from the Friends, BLM funds and expertise, and volunteer labor from FSPR enabled the restoration work.

This restoration led to a major expansion of FSPR programs and direct support to BLM beginning in 2006. Over the years, members of the Friends had assisted with building maintenance and repair at Fairbank. BLM worked on stabilizing and doing initial restoration work on the Fairbank Schoolhouse and by the spring of 2006 was requesting volunteer help with the interior restoration (FSPRR, 2006d). While restoration work continued at Fairbank, the board estimated that equipping the schoolhouse bookstore would cost approximately \$10,000 in fiscal 2007 (BODM, 2006e). This increased in October 2006 to an estimated \$13,500 for books, equipment, and supplies for the bookstore portion of the schoolhouse (BODM, 2006f). At the same time, the hours spent by Laura Mackin, FSPR funded bookstore manager, tripled when she became responsible not only for the San Pedro House bookstore but also for the development of the Fairbank schoolhouse bookstore (BODM, 2006f; Mackin, 2007). With assistance from Dawk Bianchi, Ted Mouras, and Kathryn Ojerio, she worked (BODM, 2006g) on planning a March 31, 2007 Festival to commemorate the opening of the renovated schoolhouse. A partnership was formed in which Mackin worked on organizing and equipping the bookstore and visitor center while Jane Childress, BLM archaeologist, focused on creating a historically accurate 1930s-era classroom in the east end of the schoolhouse (Mouras, 2007a).

The opening of the Fairbank schoolhouse greatly increased the commitments of FSPR which became responsible for operating a second bookstore located in a ghost town of considerable potential interest to the public. The Friends responded by retaining Dawk Bianchi, former Fairbank site host, as manager of the Fairbank bookstore and began recruiting volunteers for assisting with operating it and providing Fairbank-based programs (Bianchi, 2007; BODM, 2007c). The hours of operation

were initially planned to be Friday through Sunday but to expand in the fall of 2007 if sufficient volunteers could be found. Educational programs in the newly renovated schoolhouse began with a group of schoolchildren from Fort Huachuca.

The hard work by BLM and the Friends at Fairbank culminated in a highly popular opening Festival for the schoolhouse on March 31, 2007 (De Young, 2007a; Noonan, 2007a, 2007b; Skalsky, 2007a). More than two-hundred visitors attended the daylong festivities that marked the opening of the schoolhouse. The festival started with a bird walk along the San Pedro River and continued with demonstrations of horseshoeing, rope tricks, and branding. A ribbon cutting ceremony by BLM, FSPR officers and other dignitaries opened the schoolhouse in the late morning. Shootout reenactments by the Tombstone Territorial Actors occurred both before and after the ceremony. Other popular activities included donkey and horse cart rides, a four-mile hike to Grand Central Mill and Cemetery, displays of reptiles by the Gray Hawk Nature Center, and musical entertainment from the Arthritis Brothers String Band and the Buena High School Band. (Photographs of the festivities are available online in the Friend's photo web site at <http://www.pbase.com/fspr/fairbankroot>).

The renovated Fairbank schoolhouse was popular with the public, and sales at the bookstore were (BODM, 2007d) close to \$5,000 in the first month of business.

Minor changes in officers occurred in fiscal 2007 (FSPRR, 2006h; FSPRR, 2006i). Members reelected Doug Snow, Dutch Nagle, and John Rose to the board. The latter elected Ted Mouras as President, reelected Robert Weissler as Vice President, and appointed Jan Weiss as Treasurer. In the spring of 2007, Alice Hawker moved to New Mexico, and the board appointed Teresa Miranda to replace her (BODM, 2007c). Board members for the fiscal year were thereafter (BODM, 2007c; FSPRR, 2006i) Alan Blixt, Chris Long, Teresa Miranda, Ted Mouras, Dutch Nagle, John Rose, Doug Snow, Jan Weiss, and Robert Weissler.

Employees and committee chairs were: Bookstore Manager/Bookkeeper, Laura Mackin; Docent Activities Chairs, Ted Mouras and Dutch Nagle; Education Program Chair, John Rose; Equestrian Events Chairs, Dede Havens; and Program Manager, Kathryn Ojerio.

The board began discussing declining membership in fiscal 2007. It had become aware of the declining membership in 2004 when it was difficult to staff standing committees because of the lack of volunteers (BODM, 2004f). Membership decline apparently affected volunteer work at the San Pedro House in 2006. Board minutes for June 13, 2006 (BODM, 2006b) included the recommendation that if BLM could not do maintenance before a major event, FSPR should hire help because volunteers were not available to do the cleanup work.

As noted above, the board first began to work on raising community awareness of SPRNCA and of the Friends. That multiyear effort was followed in 2007 by endeavors to increase the number of members and encourage them to volunteer their services. Ted Mouras and Kathryn Ojerio worked on methods for increasing memberships and better tracking expiration dates (BODM, 2007a).

The board recognized the contributions of more than eighty active volunteers by organizing a potluck at Fairbank on February 24, 2007 (BODM, 2007b; FSPRR, 2007a) in which the board provided the main courses. During the potluck, the board also awarded a free annual membership to both a docent and a bookstore volunteer with the most volunteer time during the past fifteen months. BLM supported the membership efforts by announcing that volunteers achieving five-hundred hours of service, starting on 1 January 2007, would get a free twelve-month pass to all National Parks and BLM National Conservation Areas (BODM, 2007c).

Another effort to increase membership included the board reinstating a program of providing free BLM hats to volunteers with fifty hours of service (BODM, 2007d). In June of 2007 board member Chris Long assumed responsibility for recording volunteer hours and ensuring recognition for volunteer service (BODM, 2007e). Her efforts resulted in an almost immediate improvement in this important

activity. In the latter part of fiscal 2007, the board began a membership drive and efforts to improve membership renewals and bring former members back (BODM, 2007h). Membership began to again trend upward in the spring of 2007 (BODM, 2007c).

The Friends celebrated another successful Spring Festival on May 12, 2007 (De Young, 2007b; Noonan, 2007c; SVH, 2007a, 2007b). It was held in conjunction with BLM and Sonoran Joint Ventures to celebrate International Migratory Bird Day and to raise local awareness about the San Pedro River and why it should be preserved. It started with a 7 a.m. bird walk and included a variety of other activities such as a beaver walk, a bird and nature walk, crafts and activities for kids offered by the Tucson Audubon Society, information tables hosted by a variety of conservation, education and outreach groups doing work in the area, a bird feeding workshop by Wild Birds Unlimited, a reptile talk by Gray Hawk Nature Center, a nest building workshop put on by Birdland Ranch, and a hummingbird-banding demonstration by the Southeastern Arizona Bird Observatory. One of the highlights of the festival was the opportunity to chat with Betty Foster who lived in the San Pedro House when it was part of a thriving cattle ranch along the San Pedro River. Gary Noonan took photos of the festival and put them on the Friend's photo web site at

<http://www.pbase.com/fspr/springfest2007>.

The Friends again increased their activities and programs in fiscal 2007. As noted above, the opening of the Fairbank schoolhouse and its bookstore operated by FSPR initiated what was anticipated to become an effective doubling of activities by the Friends. A \$10,000 grant in June from the Community Foundation for Southern Arizona allowed FSPR to begin developing a xeriscape demonstration project behind the San Pedro House (Mouras, 2007d). The Sierra Vista Master Gardeners and Waterwise Program people helped design the xeriscape so that it would be an educational model for the local area. It would fill a need in the local community for an operating demonstration of how home xeriscaping could be done. It was intended to be applicable to both city and rural dwellers and would include signs explaining

the techniques employed in creating the xeric landscape, signs with the names of the plants, a walkway through the xeriscape, a 1550-gallon rainwater tank, and two 100-gallon rain-barrels.

A second important grant (Rose, 2007) was a June award of \$2,500 from the Norcross Wildlife Foundation. It provided a major boost to the SPRNCA Natural and Cultural History DVD series about the San Pedro River by funding hardware for use by FSPR volunteer Mike Foster who was doing the filming. The initial DVD video "Our River of Life, the San Pedro River" was distributed to local schools to help increase the numbers of students making field trips to the river. FSPR envisioned (Rose, 2007) a series of additional videos that each would run for from less than fifteen minutes to no more than thirty minutes and meet Arizona academic standards. They were to be distributed to schools, support docent training and public presentations, and be sold in FSPR bookstores. Work began on an initial set of five videos, Reintroduction of the Beaver, Birds of the SPRNCA, Javelina, Ghosts of the SPRNCA, and the Xeriscaping and Rainwater Harvesting Project at the SPH. Future topics included Coatis, Gila Monsters and Poisonous Snakes, Flash Floods and Hydrology, Plants of the SPRNCA, Plant Communities, and The Murray Springs Clovis Site.

A third grant came in September 2007 from the Cochise Community Foundation (BODM, 2007h). The board allocated part of the \$410 award toward purchase of a sign to inform the public that the site behind the San Pedro House was under construction as a Community Xeriscape.

In July Gary Noonan began building (BODM, 2007f; Noonan, 2007e) a photo website at <http://www.pbase.com/fspr>. The purpose of the site was to build awareness of SPRNCA, its resources, and the public activities there. Goals included having photos of: common bird and plants, with information about identifying them; all the major areas of SPRNCA, showing how they appear during different times of the year; volunteers; and of activities such as spring festivals and docent guided walks. FSPR also recruited Noonan to write a history of the first twenty years of the Friends (Noonan, 2007d).

A minor \$30 addition by the Friends to the San Pedro House was very popular with visitors. FSPR purchased and installed (BODM, 2007e, 2007f) a white board in the front porch area to record bird sightings. The listing of species soon expanded to include other animals. Visitors liked the new bulletin board and checked it for sightings (Noonan, 2007f).

Traditional volunteer activities by the Friends continued in fiscal 2007 and were joined by a new effort to recruit and train docents interested in supporting a wide range of activities. Terri Metzger restarted FSPR's Maintenance Program with a June cleanup of the San Pedro River near the San Pedro House (Metzger, 2007; Mouras, 2007b). The effort, done in conjunction with the National River Cleanup Week, resulted in removal of more than thirty bags of trash. Volunteers and BLM staff showed up at Murray Springs on September 29 in conjunction with National Public Lands Day (BODM, 2007e, 2007h; FSPRR, 2007c). They installed benches and a picnic table, cleared trails, and replaced faded signs. Chris and Dwight Long began using GPS technology to create improved maps of some of the most popular trails in SPRNCA. By the spring of 2007, they had made a new map of Escapule (BODM, 2007d). Terri Metzger devised a trail maintenance plan and arranged for staffing with volunteers and members of BLM (BODM, 2007a).

Docents continued to lead popular weekly walks, tours, and monthly hikes and to provide educational events for schoolchildren. In fiscal 2007, several hundred schoolchildren participated (FSPRR, 2007d) in FSPR's Education Program, managed by John Rose. An example of an educational event was the visit by approximately twenty schoolchildren on May 18, 2007 to the San Pedro House and the river (Skalsky, 2007b). Aren Montgomery, a teacher at Town & Country Elementary School, led the trip by first-graders and saw it as the first step in forming an organization called the "Youngest Friends of the San Pedro". Parents and FSPR volunteers assisted her. The volunteers included Mike Foster, an audio-visual technician for the Sierra Vista school district and himself a naturalist/videographer member of the Friends. The addition of Nancy Doolittle as the leader for FSPR's Equestrian program saw a revitalization

of that once popular program after several years in which little had been done with it. (Ted Mouras, pers. comm.)

FSPR continued to assist the Huachuca Audubon Society with: monthly bird walks in SPRNCA, coordinated by Robert Weissler; and with bird walks each Sunday at the Environmental Operations Park, coordinated by Dutch Nagle (Ted Mouras, pers. comm.) FSPR also continued to support BLM's SPARC program of bird-banding in SPRNCA.

During fiscal 2007, FSPR also conducted routine bookstore activities and provided funding of programs publicizing SPRNCA and supporting BLM endeavors. Funding included: \$1,800 for 450 copies of "Crossing Boundaries" (BODM, 2007a); \$1,456 for 5,000 copies of brochures about SPRNCA (BODM, 2007b); \$990 for an advertisement in Travelers Magazine (BODM, 2007h); \$250 for newspaper advertisements over thirteen weeks in the fall of 2007 (BODM, 2007h); and \$815 for producing DVDs for dissemination to local schools and for sale at the SPH (BODM, 2007h).

The diversity of programs accomplished by volunteers in fiscal 2007 correlated with a striking increase in the total number of volunteer hours. These hours increased to 9,728 (Long, 2008), the highest annual total to date. During 2007, there was a record \$131,000 in combined gross sales at both the San Pedro House and Fairbank Schoolhouse (Ted Mouras per. comm.).

Summary and analyses

The first major accomplishment of the Friends was the restoration and maintenance of the San Pedro House. It had been vacant for approximately ten years before restoration began in 1988 and was a wreck. Under the leadership of Lester Mauk, FSPR volunteers spent more than 1,800 hours restoring the house. Over the last twenty years, maintenance and improvement of the House has been a major FSPR goal, and the Friends have spent more than \$37,000 and countless hours of work on this endeavor.

The staffing and operation of the house has been another notable success. The San Pedro

House opened on May 6, 1989 in conjunction with the official dedication of SPRNCA. It had a small bookstore whose initial hours were noon to 3 p.m. on weekends and holidays. Over the years, FSPR expanded the bookstore to fill most of the house and increased the hours of operation to 9:30 a.m. to 4:30 p.m. all days of the year except Thanksgiving and Christmas.

A third major accomplishment of FSPR has been that of helping visitors. Many people have enjoyed browsing the natural history bookstore and gift shop in the house and the recently opened store in the Fairbank Schoolhouse. The bookstore helpers have provided information about SPRNCA and about other areas of interest nearby. The popular docent program began in 1993 when FSPR obtained a grant for developing formal docent training. Three years later in 1996 FSPR inaugurated the popular equestrian program. Visitors have thus been able to participate in highly popular guided walks, hikes and equestrian rides that provided them with information about the birds, plants, general natural history, and historical and archaeological features of SPRNCA.

A fourth major achievement of FSPR has been to help with the construction and maintenance of trails and interpretive signs in SPRNCA. Many trails that people enjoy using would not exist without the volunteer efforts of the Friends in constructing and maintaining them. For example, during 1990 and 1991, FSPR volunteers assisted in the construction of 1.2 miles of the three-foot wide trails at the Murray Springs Clovis site. Work by volunteers on making and maintaining that site has totaled more than eight-hundred hours.

FSPR successfully met reorganization challenges during the late 1990s. Over an approximately six year period it accomplished detailed strategic planning, revitalized the membership and the Docent Program, made essential changes in the methods of recording financial data, and put itself on a businesslike footing.

Direct financial support for BLM activities has been another FSPR endeavor. That support started with approximately \$6,000 spent to cater the 1989 dedication ceremonies for SPRNCA. It has continued with expenditures such as more than \$37,000 to restore and maintain the San Pedro House, \$5,500 on interpretive

signs at Murray Springs and SPH, \$3,000 for native plants seeds, \$3,600 for electronic counters to tally the number of visitors using trails, \$2,400 for a trail clearing machine, \$2,500 for brochures about SPRNCA, and approximately \$1,200 for picnic tables. In a 6-month period in late 2006 and early 2007, FSPR spent over \$14,000 to help BLM open the Fairbank Schoolhouse (Ted Mouras, pers. comm.). FSPR has funded countless other BLM projects. It also has provided funds for projects it initiated to support and interpret SPRNCA, such as \$7,200 for videos about SPRNCA.

In 2007, FSPR doubled its future responsibilities when it took on the challenge of the development of programs and management activities associated with Fairbank.

Federal and local governments and organizations have honored FSPR for its accomplishments. Three of these awards occurred in 1989. The federal government gave it a second-place Take Pride in America Award for its 1988 endeavors in restoring the San Pedro House and activities such as site stabilization, cleanup projects, tree planting, seed collection, research, and tours. BLM gave an award for FSPR's contribution to the conservation and management of U. S. resources through volunteer services for America's Public Lands. The state of Arizona gave the Friends the Arizona Governor's Award for Historic Preservation and a cut glass and second-place trophy from the Governor's Commission on the Environment. The awards recognized the restoration of the San Pedro House and work on reinforcing the ruins of the Presidio of Santa Cruz de Terrenate.

The first annual Morris K. Udall award from The Nature Conservancy went to FSPR in 1991. Another award for the Friends came in 1992 when the Arizona Association for Learning in & about the Environment awarded a certificate of commendation for the Junior Naturalist Program's contribution to environmental education. BLM formally recognized FSPR on October 18, 1993 when it selected FSPR to receive BLM's "Volunteers for the Public Lands National Award" for its exemplary contributions to the management of natural resources of the nation's public lands. In 1996, BLM awarded FSPR a "Health of the Land" award for more than forty-thousand hours of volunteer work assisting BLM

with SPRNCA. BLM noted that contributions from FSPR included operating the San Pedro House as a visitor center and gift shop, organizing and leading interpretive hikes, Junior Naturalist programs, more than 1,500 hrs helping with bird-banding, and assisting with natural and cultural resource projects.

Awards have noted the accomplishment of individual FSPR members. In 1990, President Bush gave the Theodore Roosevelt Conservation Award to Jim Herrewig and several people from across the country. The award recognized those whose work had supported conservation of national resources. BLM has given countless awards to members for their many hours of dedicated volunteer work. For example in 2004, Kathleen Clarke, Director of BLM, honored three members of the Friends for their outstanding contributions. She presented "Take Pride in America Awards" to Betty Hall, Lester Mauk, and Dot Rhodes who had each done more than three-thousand volunteer hours.

Volunteer Hours		
Year	Hours	Source
1988	1,781.75	Mauk, 1988d
1989	2,285.00	Mauk, 1989e
1990	2,956.50	Mauk, 1990c
1991	5,112.50	Mauk, 1991d
1992	5,076.00	Mauk, 1992d
1993	6,231.00	AMM, 1993
1994	5,968.25	Rhodes, 1994f
1995	6,632.00	BODM, 1995j
1996	7,271.75	Mauk, 1996
1997	7,594.25	Rhodes, 1997
1998	6,684.75	Rhodes, 1998
1999	6,116.00	FSPRR, 1999h
2000	6,086.00	Ojerio, 2008a
2001	4,793.00	Ojerio, 2008a
2002	4,937.00	Ojerio, 2007
2003	4,885.00	Ojerio, 2007
2004	4,295.00	Ojerio, 2007
2005	4,764.00	Ojerio, 2007
2006	4,342.00	Ojerio, 2007
2007	9,728.00	Long, 2008
	107,539.75	Total hours

The many activities described above have been possible because of two factors. First has been the generosity of members and volunteers of FSPR in donating their time and labor. By the end of fiscal 2007, the Friends had donated 107,539.8 hours of work. The value of this assistance can be seen by estimating the equivalent number of full time employees per year. The annual number of work hours for federal employees for 2007-2010 varied from 2,080 to 2,096, with an average of 2,088 hours (OMB, 2007). The 107,539.8 volunteered hours thus are the equivalent of 51.5 full time employees or 2.5 full time employees over each of the twenty years discussed in this book. The table above summarizes reported hours. The figures for 2001-2006 probably represent an undercounting

of volunteer hours (per. comm. from FSPR officers). The number of volunteer hours recorded for 2007 represent the equivalent of 4.66 full-time employees.

The second factor has been that FSPR has successfully increased the gross sales of the SPH bookstore to over \$131,000 (Ted Mouras pers. comm.) for calendar year 2007.

FSPR faces five challenges for the future. The simplest of these is to restore its financial reserves that were depleted because of expenses incurred for the opening of the Fairbank Schoolhouse. The second challenge is to develop a series of programs and activities that draw upon the cultural resources available at Fairbank and elsewhere in SPRNCA. The third challenge is that the amount of administrative, logistic, financial, and managerial work done by the President of FSPR has increased to that of essentially a half time unpaid position (Mouras, 2008a). Without a change in the paradigm by which such work is accomplished, it will be increasingly difficult to find people willing to volunteer to be President of FSPR. As noted above, FSPR already in 1995 experienced difficulties filling a vacant presidency position. The fourth challenge is the on-going need to train and retain volunteers. The fifth challenge is to increase membership. The number of members gradually increased from seventy-five in 1987 to a high of 269 in 1998 but has since declined.

important notebook full of historical information about the early days of FSPR and made available many slides showing early activities of the Friends. The Sierra Vista Herald kindly gave permission for use of a 1989 photo showing FSPR members holding a cut glass trophy.

Number of Members			
	Year	Date	Source
1987	75	11/19/1987	BODM, 1987
1988	136	4/30/1988	BODM, 1988e
1989	110	2/24/1989	Mauk, 1989b
1990	191	8/1/1990	Mauk, 1990b
1992	240	11/6/1992	Mauk, 1992c
1993	210	2/24/1993	BODM, 1993b
1994	218	6/8/1994	BODM, 1994c
1995	239	1/10/1995	BODM, 1995a
1996	209	2/13/1996	BODM, 1996b
1998	269	9/15/1998	BODM, 1998h
2008	109	1/30/2008	Ojerio, 2008b

Membership records were not apparently recorded from 1999 through 2007. Total members as of January 2008 were 109. Success in continuing current programs and in developing new ones will depend upon retaining and increasing the number of members and the numbers of those who do volunteer work. Ultimately, the continued success of FSPR will depend upon the continued generosity in time and labor of citizens concerned with preserving and interpreting a crucially important wildlife preserve.

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(Abbreviations: BMs = Board of Directors Minutes, Friends of the San Pedro River; FNs = Friends of the San Pedro River Roundup; SPNs = San Pedro River Roundup)

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 BODM. 1988g. BMs, July 27.
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 BODM. 1990a. BMs, January 24.
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Photo 1. San Pedro House before restoration by Friends of the San Pedro River. BLM Photo



Photo 2. Len & Beth Roberts & other Friends gathering debris. © James E. Herrewig

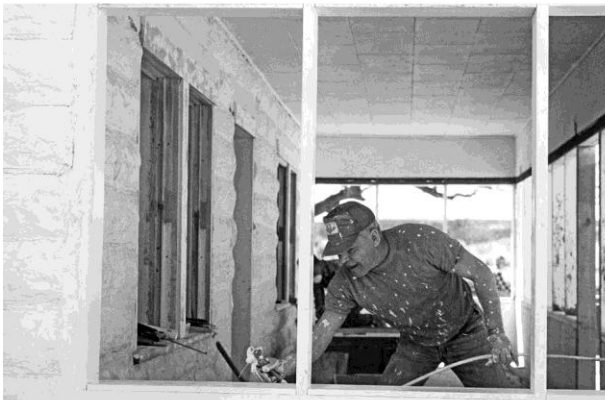


Photo 3. Dave Dross painting SPH. © James E. Herrewig

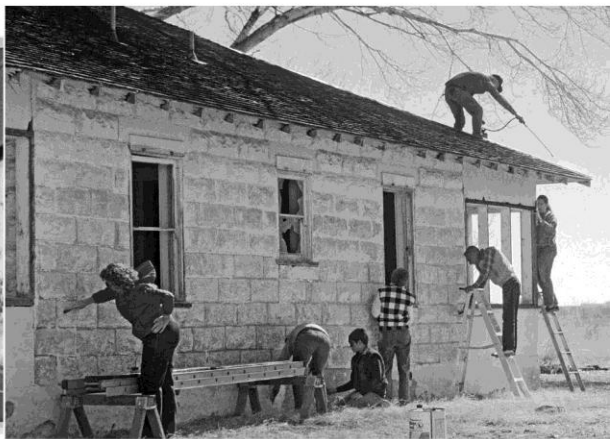


Photo 4. © James E. Herrewig



Photo 5. Erick Campbell, BLM manager of SPRNCA in 1988. © James E. Herrewig



Photo 6. Jessica & Justin Herrewig. © James E. Herrewig



Photo 7. Inside San Pedro House before restoration. Front room showing at right area where sales counter is installed. Note the cracked walls & the hole gnawed in the bottom of the door. BLM Photo



Photo 9. Dedication of SPRNCA May 6 1989. BLM Photo

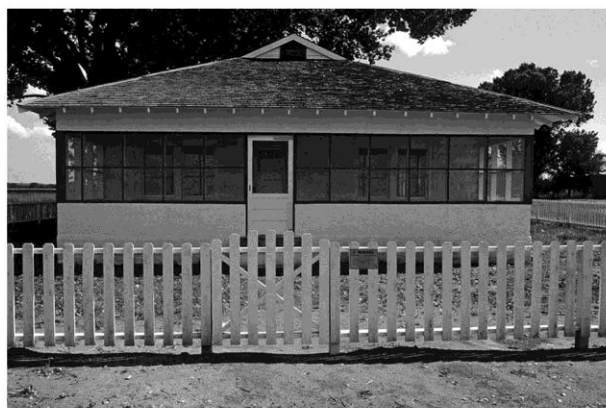


Photo 8. San Pedro House after restoration by the Friends. BLM Photo

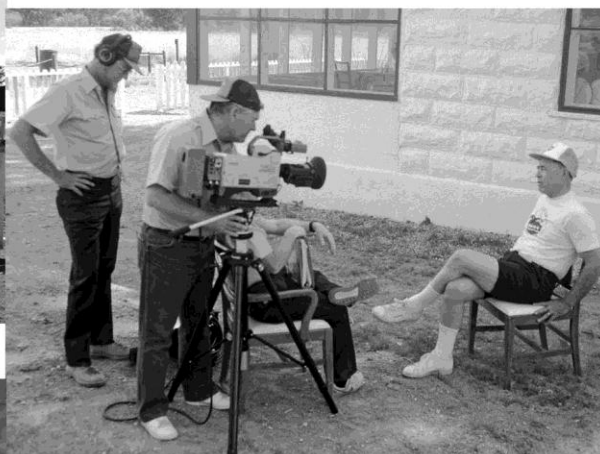


Photo 10. Len Roberts being interviewed. © James E. Herrewig

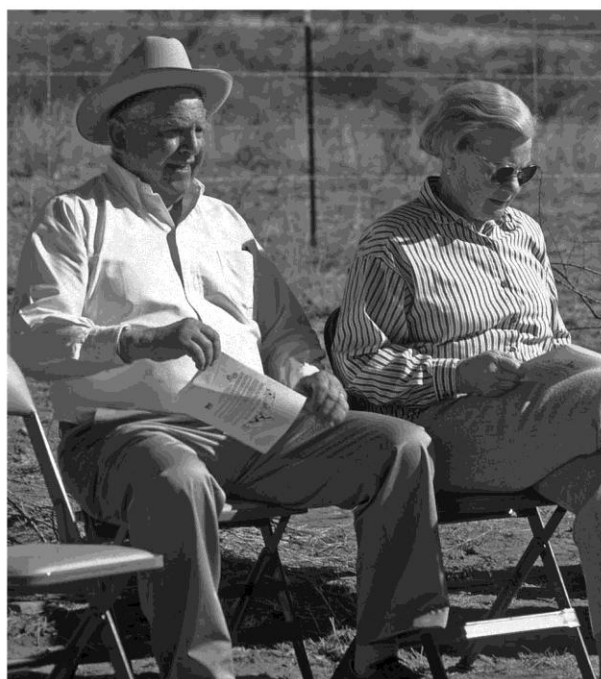


Photo 11. Ed and Lynn Lehner at March 26, 1988 dedication of 6.1 acre mammoth kill site they donated. BLM Photo



Photo 12. Dot Rhodes, Dean Bibles, Manuel Lujan. © James E. Herrewig

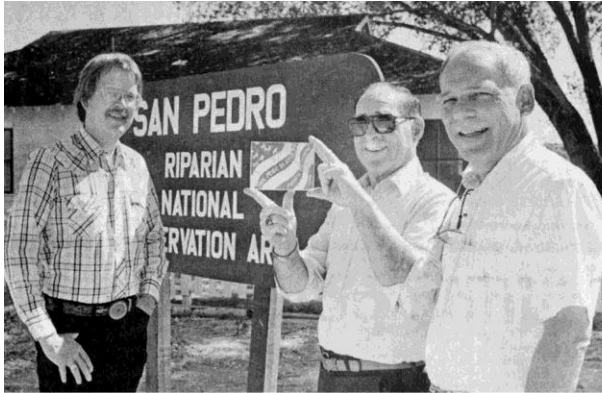


Photo 13. Left to right: Jim Herrewig, Len Roberts, & Dave Dross. April 1989 with cut glass second-place trophy from the AZ Governor's Commission on the Environment. Sierra Vista Herald Photo by Bruce Berman



Photo 14. Dave Dross & Jim Herrewig of FSPR receive Governor's Award for Historic Preservation, Organization category, from Dr. Shereen Lerner, state historic preservation officer, far left, & Sandra Junck, special assistant to Governor Rose Mofford. Award presented during ceremony in Phoenix on May 19, 1989. BLM Photo



Photo 15. Kiosk before destruction. © FSPR



Photo 16. Kiosk after storm © James E. Herrewig



Photo 17. Lester Mauk, one of FSPR's founders Sept 2007. © Gary Noonan 2007

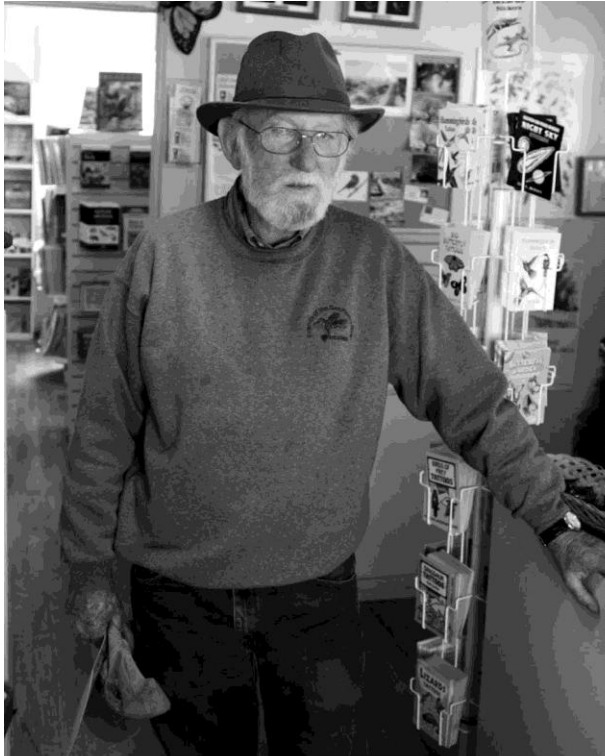


Photo 18. Ted White. © Gary Noonan 2007



Photo 19. Celia Pierce (right) leading tour. © FSPR



Photo 20. Jane Chambers, August 23 2008. © Gary Noonan 2008



Photo 21. Dedication of horse gate honoring Brian Dalton. © FSPR



Photo 22. Dutch Nagle (middle) leading tour. © FSPR photo



Photo 23. Health of Land Award from BLM, given on August 22, 1996. Left to right: Todd Doser, FSPR PResident; Les Corey Jr., State Director, The Nature Conservancy; Denise Meridith, BLM State Director. BLM Photo



Photo 24. Left to right: Hary Woodward, Jerry Pratt, & Lester Mauk on August 22, 1996, with BLM "Health of the Land" award. BLM Photo



Photo 25. Grand Opening of restored Schoolhouse on March 31, 2007. Left to right: Jim Garrison, Arizona State Historic Preservation Officer; Natalie Clark, Arizona Department of Transportation; Bonnie Winslow, BLM Acting District Manager, Gila District; Bea Figueroa, former Fairbank resident; Bill Childress, BLM manager of SPRNCA; Stephen Thomas, Federal Highway Administration; & Robert Weissler, Vice-President of Friends of the San Pedro River. © Gary Noonan 2007



Photo 26. Fairbank Schoolhouse Opening. © Gary Noonan 2007



Photo 27. Fairbank "gunfight". © Gary Noonan 2007



Photo 28. Dawk Bianchi. © Kunzer Presentations 2008



Photo 29. Spring Fest 2007. © Gary Noonan 2007

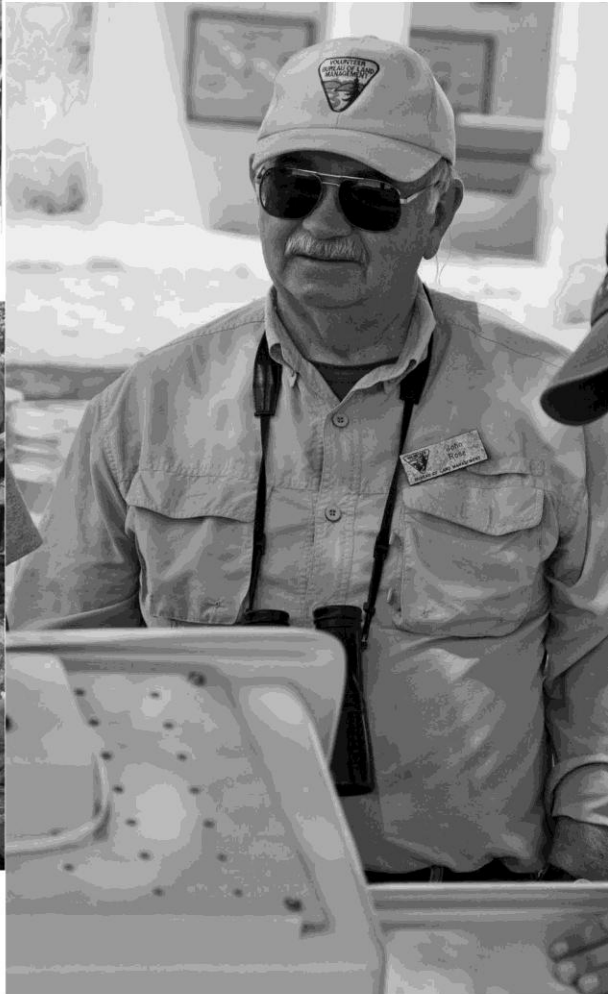


Photo 31. John Rose. © Gary Noonan 2007



Photo 30. Teresa Miranda, Chris Long, Alan Blixt, 2007 SpringFest. © Gary Noonan 2007



Photo 32. Bill Childress & Gary Noonan. © Kunzer Presentations 2008



Photo 33. Mike Foster & Ted Mouras. © Gary Noonan 2007



Photo 34. Ann Hartfiel working the cash register, 2007 Springfest. © Gary Noonan 2007



Photo 36. Scene from photo web site. © Gary Noonan 2007

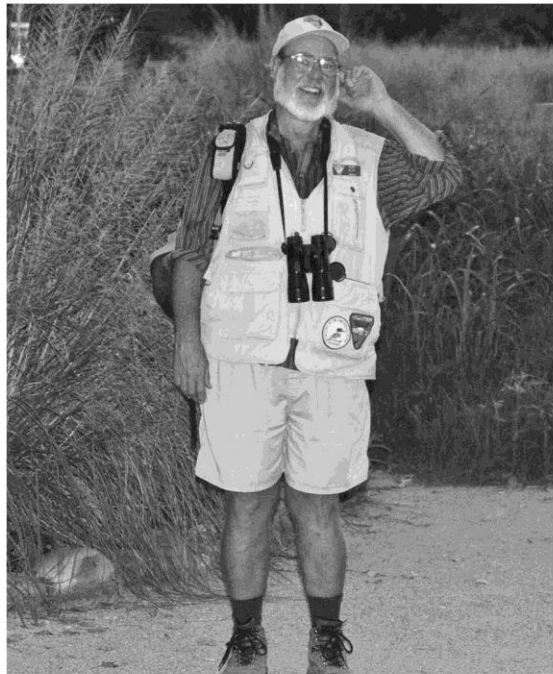


Photo 35. Alan Blixt after leading one of the popular early evening tours. © Gary Noonan 2007

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