

# Fuller Lodge Interpretive Plan



Los Alamos Historical Society  
and Los Alamos County  
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### Introduction

The most iconic and historic building in Los Alamos, New Mexico, is the Edward P. Fuller Lodge, an upright, three-story log building designed by famed Santa Fe architect John Gaw Meem. Originally built in 1928 as the dining hall and community center for the prestigious Los Alamos Ranch School, the Lodge served as a cafeteria and community center during the Manhattan Project, the top-secret World War II effort to create an atomic bomb. Along with dances and parties, the Lodge was the site of concerts, town hall meetings, and world-changing scientific discussions. Imagine six current and future Nobel Prize winners sitting together at lunch and what they may have written on their napkins! After the war, the Lodge was owned by the Atomic Energy Commission and served as the only hotel in Los Alamos through 1966.

Today, the building is owned by the local municipality, Los Alamos County. It still serves as a community center, with weddings, concerts, meetings, and parties of all types taking place in it throughout the year. While it is open to the public to admire the gorgeous architecture, visitors do not have an opportunity to realize the historic significance of the building and all that has happened there throughout the years. There is a great need to interpret the Lodge—without making into a museum with “books on the wall.” This interpretive plan is the first step in the process.

The plan came about through generous funding from the National Park Service’s Heritage Partnership Program as well as partnerships between Los Alamos County, the Los Alamos Historical Society, and a passionate group of stakeholders. We hired Candace Tangorra Matelic, Ph.D., CTM Professional Services, and Donna R. Braden, The Henry Ford (both of whom worked on the 2015 *Los Alamos Historical Museum Campus Strategic Interpretation and Program Plan*) to facilitate the planning process and develop the interpretive plan. It includes innovative and creative ideas for sharing stories about the building and its history without changing the building’s character. It also encourages and enables those who use Fuller Lodge to always consider how to keep it the “heart and soul” of the community of Los Alamos.

## **Interpretive Content Framework**

**Overview:** The interpretive content framework provides an organizing strategy for the stories, dialogue, and themes that can be shared with visitors through a variety of interpretive approaches and methods. It is drawn from the history of the Lodge through a number of time periods or eras, and the feedback from stakeholders and the Los Alamos community about why the Lodge matters to them.

The interpretive content framework presents a number of key interpretive concepts with their supporting theme sentences and a compelling statement of interpretive significance, or big idea that brings the content together. We look for the ideas that connect past and present and help visitors imagine how people utilized the building at other points in its history. Since current users are still creating their personal and family history in the building, the contemporary perspective is an important thread in the interpretive messages.

## **Interpretive Significance or the Big Idea**

### **FULLER LODGE IS THE HEART AND SOUL OF THE LOS ALAMOS COMMUNITY**

*Fuller Lodge is the heart and soul of the Los Alamos community. A majestic and beautiful iconic landmark, it is a tangible link to the community's unique history, helping residents to understand who they are and where they came from. Literally and figuratively, the Lodge is the focal point for community life. Deeply valued as a gathering place, a community anchor, and a beloved community treasure, the Lodge is a source of fierce community pride.*

*Los Alamos residents are proud of the connecting and nourishing role that the Lodge played throughout its history, for the Ranch School students and faculty, for the scientists and families during the Manhattan Project, for hotel guests in the Post War years, and as a host for community gatherings and events up to the current day.*

*Fuller Lodge holds a special place in the hearts of Los Alamos residents because it is a significant part of their personal history, stories, and cherished memories. For generations people held their important "circle of life" events at the Lodge, including dances, recitals, weddings, parties, reunions, commemorations, and funerals. Families have vivid and fond memories of celebrating their important milestone events in the Lodge and the nearby Rose*

*Garden, and these life-changing experiences have become beloved traditions. For many, it still is the place where happiness resides.*

## **The Key Concepts and Theme Statements**

Key interpretive concepts are provocative and emotive ideas that emerge from the research and link the content to the experience, interests and emotions of current and potential audiences. Theme statements express the relevant points within each key concept. Note that we offer three themes for each concept to illustrate their interpretive richness, but there are other possibilities. In addition, there are a number of narratives or stories that can be teased out from these statements to humanize and illustrate the concepts while offering multiple perspectives. We have noted the connection of each concept to those articulated in the larger Strategic Interpretation and Program Plan (SIPP) for the entire museum campus.

The three key interpretive concepts that emerged for Fuller Lodge are:

### **Interpretive Concept #1 - TANGIBLE LINK TO HISTORY**

(Note: this concept corresponds to PEOPLE in the larger SIPP)

To walk through Fuller Lodge is to experience a microcosm of the unique history of Los Alamos. Every room, every object, and every detail reveals tangible evidence to all that has happened there throughout the years. The building itself is a rare survival of the Ranch School years, while the bell tower and dining room bell pull, the hand-carved lanterns, and the grand porch once used for graduation ceremonies are some of the other reminders of the building's origin. Standing in the Pajarito Room, one can only imagine a time when, amidst the strain, pressure, and feverish work of Project Y, Fuller Lodge served as a multi-purpose gathering place for important meetings, socializing, and rejuvenation. The Lodge's lesser-known history as the town's first and only hotel in postwar Los Alamos is still evident in such features as the newer wing additions, the vertical lettering of "The Lodge" on the chimney, and the plush, comfortable-looking chairs in the lobby. Finally, when the Lodge's very existence was threatened, citizen activism contributed to its being placed on the U.S. National Register of Historic Places and registered as a New Mexico Cultural Property—evidenced by plaques viewable at the Lodge's entrance. Today, Los Alamos residents are justly proud of the connection of this still-functioning community structure with its august past.

### **Theme Statements**

*Serving Los Alamos residents from the Ranch School era through today, Fuller Lodge is a functioning historic structure, and a microcosm of community's unique history.*

*During the Manhattan Project the memorable Pajarito Room served as a multi-purpose gathering place for important meetings, dining, socializing, and rejuvenation—just imagine the great minds that assembled there!*

*The Lodge provides clues to its lesser-known history as the town's first and only hotel in postwar Los Alamos, and residents and visitors are intrigued to learn more about this part of its past.*

### **Interpretive Concept #2 - THE ICONIC STRUCTURE IN LOS ALAMOS**

(Note: this concept corresponds to PLACE in the larger SIPP)

Distinctive and majestic, Fuller Lodge stands out as the most iconic landmark in Los Alamos. Both locally and nationally, Fuller Lodge is considered an architectural treasure. As the Los Alamos Ranch School grew in the 1920s, Ranch School director A. J. Connell sketched plans for what would become this grand new structure, to accommodate a larger kitchen and dining facilities, an infirmary, meeting rooms, and quarters for himself and a few of the school masters. Architect John Gaw Meem, known as the Father of the Santa Fe Style, was hired to design the structure. Meem and Connell worked closely together, determining the placement of the structure, its views to the natural surroundings, and its use of regional materials. When the building was completed in 1929, the two-story dining hall was particularly spectacular. Its 19-foot ceiling was highlighted by exposed, non-structural trusses—a Meem trademark. Fuller Lodge soon became the focal point and symbol of the Ranch School and a central part of the larger campus of log-and-stone buildings. It embodied what Connell wanted the boys at his school to aspire to—"rugged, close to nature, standing tall, and solidly planted in a firm foundation." These qualities still define Fuller Lodge today.

### **Theme Statements**

*Designed by architect John Gaw Meem, known as the Father of the Santa Fe Style, the distinctive Fuller Lodge is an architectural treasure that stands out as the most iconic landmark in Los Alamos.*

*As the center of a campus of log-and-stone buildings during the Ranch School era, the Lodge embodied what director A. J. Connell wanted the boys at his school to aspire to—"rugged, close to nature, standing tall, and solidly planted in a firm foundation."*

*Described as beautiful, intimate, elegant, and majestic, Fuller Lodge still offers a welcoming atmosphere that is a source of pride for Los Alamos residents.*

### **Interpretive Concept #3 - PART OF EVERYONE'S STORY, THE HAPPY PLACE**

(Note: this concept corresponds to COMMUNITY in the larger SIPP)

Fuller Lodge holds a special place in the hearts of Los Alamos residents because it is connected to their personal history, stories, and cherished memories. Throughout its history people held their important "circle of life" events at the Lodge, including dances, recitals, weddings, parties, reunions, commemorations, and memorial services. Families have vivid and fond memories of celebrating their important milestone events in the Lodge and the nearby Rose Garden, and these life-changing experiences have become beloved traditions, passed from generation to generation. Since the Los Alamos Historical Society regularly holds events and programs at the Lodge, many people think of it as an extension of the museum campus. The Lodge is the *must see* stop in town for guests of residents, as they bring visitors to "soak up" Los Alamos and tell stories about the community. Inevitably, newcomers to Los Alamos hear about everyone's experiences at the Lodge, and they too want to connect to it. Fuller Lodge continues to be a valued community gathering space, used regularly by the Los Alamos County government and many local organizations for civic events, ceremonies, and meetings. Thinking about all of the wonderful and memorable events that happen at the Lodge brings smiles and good feelings to Los Alamos residents—they think of it as a place where happiness resides—their happy place!

#### **Theme Statements**

*Since Los Alamos residents held their important "circle of life" events at Fuller Lodge, including dances, recitals, weddings, parties, reunions, commemorations, and memorial services, the place is connected to their personal history, stories, and cherished memories.*

*Fuller Lodge is the must see stop in town for guests of residents, as they bring visitors to "soak up" Los Alamos and tell stories about the community.*

*Thinking about all of the wonderful and memorable events that happen at the Lodge brings smiles and good feelings to Los Alamos residents—they think of it as a place where happiness resides—their happy place!*

**Note Regarding Theme Statements and Stories**

There are many theme statements that can be developed for the three Interpretive Concepts. We have included three examples of theme statements for each concept.

The many stories about Fuller Lodge throughout its history and up to the current time are used in interpretation to illustrate the concepts, themes, and overall interpretive significance (the big idea), and help residents and visitors make meaningful connections to their lives.

## Fuller Lodge Historical Background

### Chronology

- I. "History as Varied and Colorful as the Land": Site of Fuller Lodge before 1928
- II. "A Firm Foundation": John Gaw Meem, Fuller Lodge Architect, 1928-29
- III. "School Spirit": Fuller Lodge at the Los Alamos Ranch School, 1929-43
- IV. "Work and Play": Fuller Lodge during the Manhattan Project, 1943-46
- V. "The Lodge": 1947-66
- VI. "Beloved Community Center": 1967-today

### First Era: "History as Varied and Colorful as the Land": Site of Fuller Lodge before 1928

#### Early Occupancy

Fuller Lodge, like the rest of Los Alamos, New Mexico, is situated on the Pajarito Plateau—a high plateau characterized by a series of narrow mesas and canyons that originated from several massive volcanic eruptions that occurred on its western edge.

Despite the high elevation, isolation, and rugged terrain, the land on which Fuller Lodge came to be located was the site of generations of inhabitants. In fact, the area's history is as varied and colorful as the layers of volcanic tuff and basalt on which it lies. Its history dates all the way back to the Paleo-Indian period, 11,500 to 7,500 years ago.

Near where Fuller Lodge is located now, a 13<sup>th</sup>-century Ancestral Puebloan site was built, believed to be connected with the pueblo of Otowi, near Pueblo Canyon.

Spanish farmers and herders were the earliest known occupants of the area during more recent times. By the 1880s, Hispanic homesteaders grew beans, worked vegetable gardens, and grazed animals during the summer months. Antonio Sanchez was the first homesteader to the area in 1885. Bencesiado Gonzales—a key later staff member of the Los Alamos Ranch School, then an employee of the Manhattan Project and the Los Alamos Scientific Laboratory—recalled spending summers as a young boy on the plateau with his homesteader father. His wife was Antonio Sanchez's granddaughter.

### **Harold H. Brook and Los Alamos Ranch**

In 1907, Harold H. Brook purchased the Sanchez holdings, on the land where Fuller Lodge and Ashley Pond exist today. An agronomist and graduate of the Illinois College of Agriculture, Brook established a farming and ranching operation there and called it *Los Alamos* (Spanish for "the cottonwoods") Ranch. With partner William "Mac" Hopper, he experimented with high altitude farming and raising crops. Unlike his neighbors, he used the latest agricultural technology and farmed with what were called "modern" methods. During the early 1910s, he built a cabin, sheds, barns, and a sawmill on the property. But farming in this dry country at an elevation of 7,200 feet was difficult. Brook entered into a partnership with Ashley Pond, Jr. before ultimately selling the farm to him to found his boys' school. Brook's ranch continued to produce food and mill-sawn wood for the school.

### **Second Era: "A Firm Foundation": John Gaw Meem, Fuller Lodge Architect, 1926-9**

#### **The Big House**

In 1916-17, a large rustic dormitory was constructed as sleeping quarters and classrooms for the boys at the new Los Alamos Ranch School. Tall ponderosa pines from the Ranch School grounds and surrounding forest were used for the outside walls. Called the Big House, this structure looked like a log cabin standing on end. The architect of the building is unknown. The design possibly was inspired by traditional building techniques that had long been part of the New Mexico landscape. Ancestral Puebloan people had created field houses of mud-plastered vertical timbers. Spanish miners had built storage structures with vertical poles and straw roofs. They had also built small cabins with upright logs, using adobe to chink the spaces in between.

The Big House consisted of 30 rooms: on the first floor, classrooms, a common room, a kitchen and dining area; on the second floor, quarters for masters and students; and on the third floor, quarters for the unmarried master and office space. A screened-in porch was added in 1918, for the students to sleep. Ranch School director A. J. Connell provided much of the vision for this building, as well as for the eventual larger campus of log-and-stone buildings surrounded by vast lawns and gardens.

As the Ranch School grew, the need for better accommodations to serve staff and students became apparent. In early 1925, Connell sketched plans for a new building, to accommodate a larger kitchen and dining facilities, an

infirmary, meeting rooms, and quarters for himself and a few masters. This plan would become Fuller Lodge.

### **John Gaw Meem, Architect of Fuller Lodge**

Architect John Gaw Meem, known as the Father of the Santa Fe Style, was hired to design the new structure. Meem was well known by this time for his Pueblo Revival-style designs in the Santa Fe area—particularly residences. Although not the inventor of the Santa Fe style, Meem was considered the architect who brought the style to maturity.

Meem was particularly well-known for using regional traditions as his inspiration and for situating buildings within their natural settings—often commanding spectacular views of the New Mexico terrain. Meem was also known for using local materials, which he felt added authenticity and a rustic quality to his structures. These are all characteristics that he brought to the design of Fuller Lodge.

Born in 1894, Meem grew up in Brazil, the son of an Episcopal missionary. He studied civil engineering at the Virginia Military Institute. When he contracted tuberculosis in 1920 (at only 25 years old), he sought a cure at the Sunmount Sanitarium in Santa Fe—just as the city was in the midst of its major architectural makeover into the Pueblo Revival style, also known as “Santa Fe style.”

During his stay at Sunmount Sanitorium—designed by foundational Santa Fe-style architects Rapp, Rapp, and Hendrickson—he was inspired to study architecture. In 1922, he went to Denver to pursue an apprenticeship with architects Fisher and Fisher. Returning to Santa Fe in 1924, he opened a partnership with Cassius McCormick, fellow Sunmount patient and accountant. This partnership lasted until 1928. Meanwhile, Rapp, Rapp, and Hendrickson had closed their office in 1921, leaving the door open to Meem to make his mark in Santa Fe-style architecture.

Beginning with designing homes for Sunmount patients, his reputation spread. Many of his clients were well-to-do women, including Hazel Pond, who appreciated his modest personality, inquisitive mind, erudite manner, and unusual ability to draw people out.

By the late 1920s, his business had expanded to designing buildings for private schools, including Los Alamos Ranch School, Fountain Valley School in Colorado Springs, Colorado, and Sandia School for Girls in Albuquerque, New Mexico.

### Designing Fuller Lodge

Meem probably came to the Ranch School upon the recommendation of Hazel, Ashley Pond's wife. She had a deep interest in architecture and a keen eye for high-quality design. Meem had, in fact, designed a house for her and her husband in 1924 on Palace Avenue in Santa Fe (the first residence he designed). It probably also helped that Hazel Pond's son-in-law—Ranch School faculty member Fermor Church—lent his solid support.

In designing Fuller Lodge, Meem worked closely with Ranch School director A. J. Connell. He and Connell first met to hash out the plans for the new structure on May 24, 1926. Meem's design mimicked the Big House with its use of vertically placed timber. It also owed inspiration to the Evans family ranch house in Colorado, a vertical-log rustic cabin that Meem had visited while studying architecture in Denver.

The placement of the structure, its views to the natural surroundings, and its use of regional materials were important to both Connell and Meem. Connell wanted a view that looked east to the Sangre de Cristo mountains, and he wanted the lodge to blend in as part of the landscape. Meem's resulting notes read: "The exterior of the building should be a combination of Spanish architecture with the present mountain type house developed by Mr. Connell where the upright line is the main feature."<sup>1</sup> The preliminary design for the structure was completed in January 1927.

The materials for the lodge were local: Ponderosa pine and aspen logs for the structure and, for the stonework, the lightweight Bandelier tuff. As Meem wrote, "The beautiful tufa stone also gave me a chance to feature the fireplaces."<sup>2</sup> Connell and Meem received special permission from the Forest Service to cut logs and quarry stone from the Jemez Mountains. They personally selected the 771 massive pine trees for the structure. The aspen logs were used as facing between the larger logs.

The logs were cut and cured for almost a year. Construction was slated to begin spring 1928. The log work was contracted to George Teats, who had built Conejos Recreation Hall in Rocky Ford, Colorado. Teats set up a sawmill on the site.

For the interior, Connell worked with Meem to design a two-story dining hall to fit 70 people, along with a kitchen, smoking room, quarters for the cook, and an infirmary. Related to this, Meem wrote: "I was impressed with the possibility of making the dining area somewhat monumental in character with trussed ceiling and with balconies on one side and rear."<sup>3</sup> The interior

structural elements of the dining hall were covered with vertical logs, chinked with light-hued concrete, and sealed with oakum (a derivative of hemp, used in caulking the seams of wooden ships). When completed the two-story dining hall was spectacular. Its 19-foot ceiling was highlighted by exposed, non-structural trusses—a Meem trademark.

The dining room opened to a great porch or portico, affording a spectacular view of the Sangre de Cristo Mountains to the east—as Connell had envisioned. Meem wrote that, “The vertical columns of the east porch give dignity and an exciting impression of strength to the design of the structure.”<sup>4</sup> He also designed hanging iron lanterns for the east portico that incorporated the Ranch School logo designed by famous woodcut artist Gustave Baumann.

A small bell tower topped the structure’s asphalt-tile roof. The bell in the tower, made by the Meneely Bell Company of Troy, New York, was considered unmatched for “sweetness of tone, ringing quality, and durability.”<sup>5</sup> The structure was completed in January 1929. George Teats submitted a bill for \$33,450.

Philo Fuller, a wealthy lumberman/furniture manufacturer from Grand Rapids, Michigan, and long-time supporter and personal friend of Ashley Pond, Jr., paid for the lodge and donated it to the school. His son Edward had been a guest of the Ranch School since 1917. Edward had contracted polio and was slow to get around but the warm dry climate of the Pajarito Plateau had restored some of his health. He became a general supervisor of the young boys, eating meals with them, helping them learn horseback riding, and serving as a surrogate parent. Edward Fuller passed away in 1923 and, to honor his memory, Connell named the new structure the Edward P. Fuller Lodge.

Meem went on to design and remodel several other structures on the Los Alamos Ranch School campus. He came to be known as the school’s “official” architect.

### **Third Era: “School Spirit”: Fuller Lodge and the Los Alamos Ranch School, 1929-43**

#### **A Perfect Fit**

Fuller Lodge embodied the spirit of the Los Alamos Ranch School. It fit the school’s combination of classical education and rustic, outdoor living. Fuller Lodge soon became the focus and symbol of the Ranch School and a central part of the larger campus of log-and-stone buildings. It embodied what

Connell wanted the boys at his school to aspire to—"rugged, close to nature, standing tall, and solidly planted in a firm foundation."<sup>6</sup>

Fuller Lodge was also designed for regimen, following the school's Boy Scout model. The bell in the bell tower, the front portico designed for formal ceremonies, and the dining room rules and regulations all reinforced this mindset.

### **Room Use and Furnishings**

In the dining hall, Navajo blankets hung on the wall on both sides of the fireplace and over the east side doors. Chimayó rugs hung over the railings of the mezzanine. A large elk's head was mounted over the massive fireplace, and a deer's head graced the facing wall.

The dining room tables and chairs were fashioned in a rustic style, that matched the architecture. Chairs were ladder-backs with slat seats. Tables were of rough, crafted wood. Large, wrought-iron lighting fixtures hung from the walls.

In addition to the dining hall, the first floor had a kitchen, smoking room, and quarters for the cook. The smoking room was to be used only by boys over 17 and only after meals. It later became the Sportsman's Room, a meeting place for gun and angling clubs, then was renamed the Curtis Room after Fayette Curtis, the first headmaster.

Stairs led to the mezzanine, which had nine rooms. At the south end was a small suite for the matron and a room for Headmaster Lawrence Hitchcock. On the other side of the stairway leading to the third floor was a small suite, the nurse's quarters. The infirmary was above the main lobby in the corner (now the Zia Room) on the north end. On the third floor were Connell's living quarters (except in Summer), and an apartment occupied sometimes by a single master, at other times by newly arriving teachers or overflow staff, and later by the headmaster and the school's secretary and his wife. Room 234 today replicates a room that might have been used by one of the Ranch School masters.

### **Activities at Fuller Lodge**

Dining during the Ranch School years took on the regimen the school was known for. In the dining hall near the kitchen, a braided rope hung all the way down from the bell in the bell tower. When the meal was ready, the cook or other staff member stepped outside the kitchen and pulled on the rope. The bell called the boys to meals. The diners gathered in the cozy entry room, or

foyer, featuring a native rock fireplace. Sliding wooden doors separated this room from the main hall. At mealtime, houseboys (often residents of the nearby pueblos and homesteads) slid open the doors and students, faculty, and guests walked to their assigned tables.

A staff dietician scientifically planned the three daily meals, and the boys were expected to follow rigid dining rules. Boys wore their formal Scout uniforms, including neckerchiefs, to the dining hall. Eight students and a master sat at each table, and the teachers were required to lift the conversation to a high intellectual level. Students and masters were required to eat all the food that was put before them (apparently encouraging sneaky habits of disposing of unwanted food).

The Ranch School grew much of its own food, supplemented by fresh items from Santa Fe and local dishes like atole. Puebloan and Hispano waiters wore khakis but on formal occasions dressed in white pants, brightly colored silk shirts, and black cloth sashes tied at the waist. The stories of the workers in Fuller Lodge are important and should be told as we learn more about them. When not dining in the Fuller Lodge dining hall, students used the room for dances, concerts, and theatricals.

The dances were held with girls invited from schools in Santa Fe. At first, the girls came from the Santa Fe School for Girls, a school modeled after the Los Alamos Ranch School. After 1931, the girls came from Brownmoor, a private girls school in northern Santa Fe, the old Pulitzer family estate (now Bishop's Lodge). At an annual formal dance, the girls wore long dresses while the boys wore their standard uniform of short pants, khaki shirts, and neckerchiefs.

The boys put on plays as part of a drama group called the *Koshares*. The highlight of the later years was the annual Gilbert & Sullivan production, a community-wide effort. In 1940, young Ranch School student John Crosby made his theatrical debut on stage, performing in H.M.S. Pinafore. He would go on to found the Santa Fe Opera.

Perhaps the most unique and dramatic event to take place annually at Fuller Lodge was the graduation ceremony. The model for these ceremonies was established in 1920-1 at Graduation Canyon (an area northeast of the Big House). When moved to the east portal and front lawn of Fuller Lodge in 1928, the drama remained much the same. Meem had, in fact, designed the front porch "in such a way as to give it ample room in front, for the ceremonies incident to Commencement time."<sup>7</sup>

The ceremony commenced with the formal entrance of the students on horseback, singing the school song as they paraded past the assembled guests. Residents from San Ildefonso Pueblo sang and danced. Later, their performances were supplemented by the Villeros Allegros, a mariachi group from the La Fonda hotel in Santa Fe.

The graduation ceremony included inspirational speeches. Prizes were awarded for the highest and second highest yearly averages, as well as the greatest overall improvement.

During earlier years (and probably continuing with the Fuller Lodge ceremonies), refreshments in specially made pottery bowls and pitchers were served by boys and men in traditional clothing from San Ildefonso Pueblo. Women from Santa Clara and San Ildefonso Pueblos would display their pottery out on blankets on the lawn.

The final graduation ceremony took place on January 28, 1943, after an abbreviated semester, following the school's closing by the U.S. Army Corps of Engineers.

### **Fourth Era: "Work and Play": Fuller Lodge and the Manhattan Project, 1943-46**

#### **"Transient Housing and Messing"**

Fuller Lodge was part of the attraction to General Leslie Groves and J. Robert Oppenheimer when the U.S. Army Corps of Engineers decided to take over the Los Alamos Ranch School and the surrounding area to locate the top-secret Manhattan Project. Ranch School officials were notified of closure in mid-December 1942. The Lodge was made ready for use as "transient housing and messing of post and technical personnel."<sup>8</sup>

During the Manhattan Project, Fuller Lodge was used as a hotel. In February 1943, H. M. Archer was named manager of the hotel and contractor to the Army Corps of Engineers. The Lodge was used as transient housing, for bachelor staff members and distinguished visitors to Project Y. Registered guests paid \$60/month.

The U.S. Army made little modification to the building. They did convert the infirmary to guest quarters, partitioning off separate sleeping and bath areas there. Because the toilet was raised due to available plumbing, it didn't take long for this accommodation to be named the Throne Room.

The Pajarito Room became a cafeteria/dining hall for project staff and visitors. It was considered the finest dining facility on the Hill, with more charm and elegance than other clubs, post exchanges, and mess halls in town.

As many as 13,000 meals per month were served there. Meals required reservations. They cost 50 cents for breakfast, 65 cents for lunch, and \$1.15 for dinner. Waitresses wore crisp white uniforms and the meals were served on Fiestaware dishes. Howard Archer was the manager of the dining hall.

At times, as many as six past and future Nobel laureates could be spotted enjoying dinner in the Lodge. Sometimes mealtimes resembled a scientific "Who's Who," including: Enrico Fermi, James Chadwick, Robert Oppenheimer, Ernest Lawrence, and Isador Rabi. Otto Frisch recalled often admiring the view of the Sangre de Cristo Mountains from the front windows of the Lodge at breakfast. He was also struck by how brilliant the sunshine was every morning. Frisch was a member of the British Mission, a group of preeminent scientists who joined their American counterparts on the Hill in December 1943, to work on the atomic bomb.

### **"Innocent Fun"**

Under the strain, pressure, and feverish work of Project Y, the Lodge became a place to burn off steam, relax, and enjoy the company of others. On Saturday nights, particularly, it was often packed with people enjoying concerts, theatrical productions, dancing, and parties for every occasion. As Jean Bacher, wife of Robert Bacher, who led the Bomb Physics Division, recalled:

Fenced in as we were, our social life was a pipeline through which we let off steam—steam with a collegiate flavor. Large dances, which often turned into binges, were popular. They were rowdy and wet parties, but always pretty innocent fun. It is hard to understand why our group of mature, serious scientists and their wives behaved in this country club manner, so alien to us... We were isolated from the theaters and nightclubs and all other metropolitan delights. When a party came along, we attacked it with an abandon equal to our fantasies of what we would be doing if we were in New York. That ninety percent of us would have been in some quiet campus town, leading a faculty tea existence, was a point we all discreetly forgot.<sup>9</sup>

Legend has it that Enrico Fermi went to a square dance in Fuller Lodge and refused to join the dancers until he had worked out in his head every move he was expected to perform.

Due to the isolation of the place, project staff and residents often created their own entertainment. Many members of the community were musicians and took every opportunity to express themselves. There was a barbershop quartet, a sextet named the Sad Sack Six, and even a Big Band called the Keynotes. Willie Higinbotham, a scientist and bachelor, called square dances played the accordion, and was a barbershop quartet member.

One of the most fondly remembered parties at the Lodge, held on September 22, 1945, was a going-away dinner party put on by the men and women of the British Mission at the end of the war to thank their American hosts. At the gala dinner, the British wives served steak and kidney pie and trifle for dinner. After dinner, they staged a skit honoring "the birth of the Atomic Era." The skit, called "Babes in the Woods," lampooned censorship and security at the post. It culminated in a recreation of the Trinity explosion, using a flash pot on top of a stepladder—which met with the raucous cheers of those assembled. According to Jean Bacher, "The entertainment was a pantomime depicting Los Alamos living as it had seemed to foreign eyes. And there on that singular mesa in New Mexico, we raised our glasses of burgundy to toast the King."<sup>10</sup> After the meal and skits, the usual Saturday night dance followed.

### **Taking Care of Business**

In 1943, Fuller Lodge also became home to Town Council meetings. With members elected by popular vote, this Council served as an advisory civilian committee to the military administration.

Town Council meetings were held on Monday nights. These became an outlet for civilians to publicly vent their frustrations. Sometimes the exchanges between civilians and military representatives became heated. Civilians voiced complaints about health concerns, inadequate housing, prices and quality of commissary food, better food at mess halls, male visitors to women's dorms in the evening, and other issues. The commissary food became a particularly contentious topic, eventually leading to the procurement of more local produce.

Ruth Marshak, a teacher and town council member, recalled: Since the Town Council could only make recommendations to the military administration, it was scarcely a potent force. However, it was the necessary outlet for steam when things became too impossible. It did a great deal of good, too. Particularly in the beginning, elections were attended with considerable excitement.<sup>11</sup>

The role of Los Alamos and the Manhattan Project were symbolically brought to a close at Fuller Lodge. On October 16, 1945, the U.S. Army and Navy

presented the Army-Navy "E" Award to Project Y participants for their contributions to the war effort. This date was chosen to coincide with J. Robert Oppenheimer's last day as Lab director.

Various people spoke at the podium that day, including University of California President Dr. Robert Sproul (this university oversaw the lab and its employees), General Leslie Groves, and civilians Albert E. Dhyre (purchasing agent for the Project) and Charlotte Serber (head of the scientific library and document room and representing female employees). Robert Oppenheimer also spoke that day, including the following excerpt: "It is our hope that in years to come we may look at this scroll, and all that it signifies with pride."<sup>12</sup>

Fuller Lodge played one final role with the scientists who had participated in the Manhattan Project. In August 1946, Los Alamos hosted a weeklong physics conference with over 300 scientists from several universities across the country in attendance. At the conference, new LASL director Norris Bradbury asked conferees for advice and consultation to help determine the future of the lab. Enrico Fermi and J. Robert Oppenheimer returned for the conference. Friendships were renewed and memories enjoyed as original Project members were reunited. Social activities during the conference took place at Fuller Lodge, including dinner and an evening cocktail party followed by dancing.

### **Fifth Era: "The Lodge": 1947-66**

#### **Hotel**

As the townsite and lab transferred to the Atomic Energy Commission in 1947, the Zia Company assumed operation of Fuller Lodge. The building was rechristened "The Lodge" and it functioned as a hotel for official visitors to the lab.

#### **Remodel**

The Zia Company undertook extensive remodeling to the building. W. C. Kruger & Associates (the major architect of postwar Los Alamos) modified the structure and modernized the rooms. In 1948, three new wings were added to the original structure (north, south, and west). These wings were constructed of native stone, matching the regional rock in the fireplace and chimney of the original building. The letters of the new hotel, "The Lodge," were mounted vertically in iron on a new chimney.

That same year, the Big House was torn down as part of a shopping center development.

The Lodge opened in early 1949, with R. E. Carraway as manager and was the only hotel in town. Rates were \$7.00 a night for a single room, \$9.50 for a double room.

The nearby Memorial Rose Garden was established in the early 1950s by the Los Alamos Garden Club, because there was no local cemetery at the time. Los Alamos remained a closed city until 1957.

### **Room Use**

In the north and south wings, 14 rooms were added for hotel guests, raising lodging capacity to 75 guests. The south wing included a two-room suite with living room. The north wing sported a new modern lobby, manager's office, receiving office, barbershop, seven rooms on the second floor, and two small suites (now the Nambe Room). The west wing first floor had an expanded kitchen plus storage rooms, lounge, and bedroom for employees. On the second floor of the west wing, six small guest rooms were added.

In the dining room the old slat chairs were replaced by more modern ones. The Curtis and Zia Rooms were converted to small banquet halls, then the Curtis Room was remodeled into a cocktail lounge. Hotel staff dressed in clothing inspired by Spanish and Western influences.

### **Sixth Era: "Beloved Community Center": 1966-today**

#### **"Save The Lodge"**

The Zia Company operated the Lodge until 1966. When the AEC authorized the construction of the Los Alamos Inn, the Lodge closed. Some suggested selling the Lodge to a private owner, but a strong citizen-supported "Save the Lodge" movement kept the Lodge from being torn down like the Big House. Citizens' initiatives and pride in the building contributed to the Lodge's being placed on the U.S. National Register of Historic Places in 1966, and registered as a New Mexico Cultural Property.

A "Save the Lodge" committee recommended that Fuller Lodge be transferred to Los Alamos County for use as a cultural center and museum. The AEC gave the committee a one-year contract to operate the lodge as a community center. The first public event in Fuller Lodge was the County Fair, held August 26, 1967.

County operation of the Lodge was a success but it took the government until October 24, 1974, to cut through red tape and finally transfer ownership of Fuller Lodge to Los Alamos County.

### **Preservation**

Citizen support for the building continued in the 1970s, with petitions to save the Lodge and some of its surrounding grounds at a time when it was being encroached upon for such things as the new post office, roads, and a business center.

In 1975, fledgling Colorado congressman Tim Wirth, was enlisted by local preservationists to help keep in place nine Navajo rugs that had long been on display there. But this effort was unsuccessful and they were moved to the new Atomic Energy Commission's Resource Study Center.

A series of sensitive upgrades and careful but partial restorations have taken place since 1974. Supported by the public, these have included replacing the elevator, and restoring the windows (protecting Fuller Lodge from the elements), logs (restoring the structure to look remarkably like its World War II appearance), and lighting (fixtures restored on the back portal).

A Green Room space adjacent to the Pajarito Room was created in 1968, and improved during the renovations in 2016. Originally advocated for and used by Peggy Pond Church, this space has been beneficial for many speakers, performers and brides to prepare for their events in the Lodge (there is a label that documents the Green Room history in the space).

A major renovation and redecoration in the 1980s brought rugs from Chimayó, Tierra Amarilla, and Truchas into the Pajarito Room, drapes from Ortega weavers in Chimayó, and commissioned artworks from New Mexico artisans.

### **Functions**

Today Fuller Lodge functions as an important social center for the Los Alamos community. It is used for a variety of purposes, including the Fuller Lodge Art Center and gallery (since 1977) and the offices of the Los Alamos Historical Society and the Los Alamos Arts Council. It serves as a meeting place for the community, from civic groups to county government functions, as well as the site of public lectures, musical performances, proms, recitals, and dances. It has hosted generations of weddings, funerals, parties, concerts, town meetings, receptions, conferences, and other social events.

**See Appendix 3 for the Sources and Endnotes for the History Summary**

## Programmatic Strategic Directions

The programmatic strategic directions establish the framework for programs, public use, site development, organizational development, and ongoing operations. Based on the input of stakeholders and community, the following five programmatic strategic directions emerged for Fuller Lodge:

**Increase public access:** Los Alamos residents are strongly in favor of increased access to Fuller Lodge, especially on the weekends. This point was also made in the *Tourism Strategic Plan*. Residents and visitors understand that access during facility rentals will be more restricted, but many residents want some access to the building and its interpretation at all times, regardless of what is happening in the building.

**Maintain the primary use as a multi-function community center:** While we want to share more information about the building's history and changing uses over time, we are clear that it is not a museum filled with exhibits. Some interpretive approaches may need to be designed so that they could be moved out of some spaces, e.g., the Pajarito Room, especially during facility rentals.

**Recognize that less may be more:** Offer interpretation in more subtle ways that do not take away from the building's natural beauty and welcoming atmosphere. Utilize technology that can provide information to visitors on their personal devices so they are better equipped to interpret the building from anywhere.

**Develop collaborative interpretive programs:** Given the status of Fuller Lodge as a beloved community asset, it makes sense for multiple community partners, whenever possible, to work together to develop interpretive community programs in Fuller Lodge. This approach strengthens community ownership, increases human resources (paid and volunteer), enhances marketing, presents a stronger case for financial support, and builds audience engagement and participation.

**Keep historical oversight and stewardship strong:** Los Alamos residents recognize that as a functioning historical structure, Fuller Lodge requires strong stewardship when it comes to maintenance, decisions about furnishings and improvements, and balancing user safety with historical ambiance. Residents and stakeholders are strongly in favor of maintaining and strengthening the oversight by the Historic Preservation Advisory Board sponsored by the County.

### **Plan for Interpretation, Programs, and Public Use**

This section articulates how Fuller Lodge will present interpretive content to target audiences, and implement the strategic directions through exhibits, public programs, and exemplary visitor amenities and orientation.

### **What is the Best and Highest Use of Fuller Lodge?**

Throughout this plan we have repeatedly articulated the strong belief of Los Alamos residents that Fuller Lodge is the heart and soul of the community. As stated in the Big Idea (the complete expression of the Big Idea or Statement of Interpretive Significance can be found in the Interpretive Content Framework):

*Los Alamos residents are proud of the connecting and nourishing role that Fuller Lodge played throughout its history.*

*The Lodge holds a special place in the hearts of Los Alamos residents because it is a significant part of their personal history, stories, and cherished memories.*

*Literally and figuratively, the Lodge is the focal point for community life. Deeply valued as a gathering place, a community anchor, and a beloved community treasure, the Lodge is a source of fierce community pride.*

If Los Alamos was starting its community planning from scratch, and Fuller Lodge was a big, empty building, what would the community say should be housed in its beloved and majestic landmark structure? Another way of expressing this question is to ask: what is the best and highest community use for Fuller Lodge?

With this line of inquiry in mind, it is important to examine how all of the spaces in Fuller Lodge are currently being used, and explore how the facilities could best be used as a focal point for community life:

- How can Los Alamos best preserve the national and state historic landmark and interpret its long and important history to residents and visitors?
- What community functions can best assist residents in using Fuller Lodge as the "must see stop in town," as they bring their guests to "soak up" Los Alamos and tell stories about the community?

- Is there a natural synergy in using Fuller Lodge to house the Los Alamos Visitor Center and the headquarters of the Manhattan Project National Historical Park, along with the Los Alamos Historical Society and the essential County departments that coordinate and supervise the facility's access, use and care?

As community leaders and stakeholders answer these questions, remember that just because a room or area is currently used for one purpose, it does not mean that the purpose and/or use cannot change. If it is deemed appropriate for a current occupant to move out of the building, then find them a *better* home in the community. It is important to be creative and innovative in thinking about the needs of community and visitors, and how the building can help meet those needs, always keeping in mind the best and highest use of the building. **Treat Fuller Lodge as the gem that it is!**

**Critical Concerns about Facility Support for Fuller Lodge Programs, Events, and Activities:** Any and all programs and activities that occur in Fuller Lodge require exemplary logistical management to be successful. This concern becomes critical when numerous community groups utilize the space throughout the year. When the interpretive team did a walk through of many of the behind-the-scenes spaces in the building, it was apparent that the County should review the current use of ALL spaces in the building, and establish policies and procedures the balance both the special historical uniqueness of the structure and its modern use.

- **Storage spaces for event furnishings:** We encountered a haphazard storage of tables and chairs in the room designated for this purpose adjacent to the Pajarito Room, blocking the entrance to the Green Room, and were told that this is a common scenario. In a city of scientists and engineers, it should not be difficult to find someone to map out a more efficient system for the storage of tables, chairs, podiums, music stands, easels, flags, and other frequently used equipment and furnishings. Once a more efficient system is designed (and perhaps built if it includes new racks for tables, etc.) it can be visually "mapped" in the space so that users know where to find and return furnishings after an event. Once it is in order, and users are informed of the proper storage (this can happen through an email or meeting for users, with a person designated to be responsible for this for every reservation), it should be easier to manage the storage.

- **Other storage areas and room uses:** There are a number of other rooms in the building that seem to be random storage areas for a variety of things, some of which may be necessary, and some of which may be forgotten and not important to keep. Room 233 is a good case in point (old 8-foot tables, shovels, ice melt, lots of old and possibly broken things, when education/program supplies are crammed into a small closet nearby). If the building is to function as an effective facility for a variety of community programs and functions, it is important to utilize every available space, nook, and cranny for its most valuable use. This means cleaning out junk and broken equipment, determining what needs to be stored in the building (as opposed to other County facilities) to support building functions, and getting things in order to establish a future standard for proper use.
- **Building manager:** Given that so many people use the historical building, and for a variety of purposes, it may be prudent that County designates an individual to serve as the Building Steward and Manager. This person can be trained to understand the particular conditions of upkeep required for a historic structure (a national and state historic landmark), and meet regularly with a representative of the Historic Preservation Advisory Board to address issues and concerns. This person can oversee the ongoing stewardship and maintenance of the building, address safety concerns, enforce aesthetic standards, ensure that equipment and furnishings are properly stored, and work with vendors, caterers, and organizations that rent or use the facilities to meet their needs while protecting the historic fabric of the building. This person should be regarded as a site steward, mandated to coordinate care, use, preservation, and maintenance, and empowered to take care of Fuller Lodge as the very special gem that it is. Our point is that Fuller Lodge is not just another County building—it is closer to the Los Alamos Historical Society buildings than other modern County facilities. As such, it demands a different set of criteria for care and standards for operation, and a newly defined stewardship position.

**Public Access to Fuller Lodge:** In response to the public survey about Fuller Lodge, Los Alamos residents expressed that they want **access to the Lodge on weekends**. As mentioned in the Tourism Strategic Plan, residents expressed that **visitors should have access to some part of the building**

**even during facility rentals.** These statements reinforce the strong sense of pride and ownership felt by the community for Fuller Lodge, their beloved iconic landmark. Residents want to be able to show the Lodge off to their friends and visitors, and share it as a tangible link to the community's unique history. The support for more public access makes sense given that the Lodge is connected to so many residents' personal history, stories, and cherished memories. It is exciting that the County is supportive of increasing public access to the heart and soul of the Los Alamos community. **To accommodate both public access and private rentals, develop some interpretive panels that can be put in the lobby or anteroom** that say "Room Currently In Use, But Here is Some Information on the Building" with photos, basic interpretive information, and encouragement to come back at another time when the building is open.

### **Interpretive Methods and Program Ideas**

Visitors to Fuller Lodge will benefit the most if a number of interpretive approaches or methods are utilized. This multiple-method approach will address the multiple learning preferences of visitors, and all interpretive approaches will be strengthened if they include sensory exploration, active learning, and multiple perspectives. Visitor studies research also informs us to shift the focus of all interpretive approaches to put more choice and control in the hands of visitors and other target audiences.

**Orientation and Welcome:** Regardless of the combination of interpretive methods utilized to interpret Fuller Lodge, it is important to welcome visitors and present an overview of the options available for their exploration.

- **WHAT:** This is the time to **welcome visitors to the heart and soul of the community** (the big idea) and introduce the key concepts, tangible link to history, iconic landmark, and part of everyone's story, the happy place.
- **WHEN** and **WHERE:** Through orientation we let visitors know the hours of operation, the amenities available, the parts of the building that are accessible, and what restrictions are in place for access during facility rentals and special events.

- **WHO:** Will the experience be self-guided or facilitated by a museum staff member or volunteer? Who will they learn about? Is their family a part of the Fuller Lodge story?
- **HOW:** How will visitors learn about Fuller Lodge? What are the methods we are using to convey the history and stories framed through the interpretive concepts?

**The display window in the lobby (currently used by the Los Alamos Arts Council) should be used for orientation and interpretation of the building,** providing the basic information listed above.

### Multiple Interpretive Methods

**Tours—guided and self-guided:** Fuller Lodge is currently part of the historic district guided tours offered by the History Museum, but there are no stand-alone tours of the Lodge. These historic district guided tours of Fuller Lodge should be continued. However, the Lodge portion of the tour should be revised to convey the big idea and key interpretive concepts that are outlined in the Interpretive Content Framework. This can be accomplished by establishing a task force comprised of the current staff and volunteers who have extensive experience with Fuller Lodge and the historic district tours.

Los Alamos residents think that visitors should be able to visit Fuller Lodge on their own, and not have to be on a tour. This can occur outside as well as inside the building. This research finding would suggest that we provide some interpretation for self-guided tours, remembering that respondents want to bring their guests to the Lodge to soak up the essence of Los Alamos.

Hence, the top priority task at hand is to take the new tour material and develop it into a set of tools to assist Los Alamos residents in guiding their own tours of Fuller Lodge. Once these self-guided tour materials are written, they can be translated into tools for visitors to use in exploring the Lodge, in printed form (think **laminated gallery guides that visitors borrow and return**) or a **revised printed tour booklet or brochure that is readily available** (rather than doled out only a few at a time). The interpretation could also become **available as an app that visitors access on their mobile devices, as a tool that can be downloaded from the museum and county websites.** Imagine downloadable self-guiding tour booklets that can be

focused on the needs and interests of various audiences, like kids, or themed around different eras or topics.

There are **technology-based solutions**, for example, off-the-shelf walking tour apps, GPS-like walking tours that use beacons, and walking tours that are more like scavenger hunts or use gaming technology. While the popularity of QR codes is currently fluctuating, the big thing right now is the use of Augmented Reality in walking tours (embedding sound, action, images, etc. on static objects). Depending on the available budgets, there are a plethora of ideas that could be implemented to facilitate self-guided interpretation.

**Stations:** This interpretive approach refers to situations where staff and volunteers are “stationed” in an area of the building to greet and talk with visitors as they explore the building at their own pace. This approach would be useful to implement on occasions where large numbers of visitors are expected to come to the Lodge. This could be the grand debut of the new interpretive components, and at various community festivals and special events that occur at or near the Lodge.

**Wayside signage:** It may be useful to update, revise or add to the existing interpretive wayside signage for Fuller Lodge. The updated signage should include the big idea and key interpretive concepts, orientation information, and a basic historical overview of how the Lodge has served the Los Alamos in the past and how it functions today as a beloved iconic landmark, community center and heart and soul of the community. Think of these signs as tools that residents will use to convey their own interpretation of the building to family and friends. It may also be appropriate to include “orientation” signage that includes open hours, where visitors can find interpretive material, and areas that are accessible to the public, noting the restrictions during times of special events and facility rentals.

**Photograph exhibits:** Los Alamos residents the idea of showing photographs of activities in the Lodge (83% of respondents were in favor of this interpretive component). Residents thought that general visitors would enjoy seeing photos as well. However, stakeholders don’t want to see a lot of stuff on the walls, or “museum” type displays of photographs. It is true that photographs by

themselves only tell part of the story and depend on a viewer's prior knowledge of the subject matter. So, we may need to think carefully about what themes we portray through the photographs, and also decide on the most appropriate location within the building for them. Some ideas for photograph exhibits include:

- There may be locations where we want to focus on the Ranch School and Manhattan Project; for example, we discussed showing **large photographs of the Manhattan Project in the Throne Room.**
- There may be other locations where we could **focus on activities that residents remember, such as dances, concerts, New Year's Eve celebrations, and other community events.**
- Are there photographs that portray the Lodge as a "**meeting place of great intentions and great minds**" (a provocative title could be "Great Minds Still Gather Here") or document the important historical moments that took place there, and have continued up to the present day with renowned authors, speakers, and other public figures?
- On the door to the third floor, we could **show a photograph of A.J. Connell's room** that was once up there.
- Are there interesting photographs of men and women at dances and other special occasions that could be displayed in the **restrooms**?
- Think about a space where changing photo exhibits could be presented, for example, **photographs of John Gaw Meem's Sacred Spaces** (if Fuller Lodge is a "sacred space" to Los Alamos, photos of churches/cathedrals designed by Meem might illustrate that idea).

Personal observations, recollections, or memories instead of didactic labels enhance these types of exhibits.

**Digital "Scrapbook:"** Los Alamos residents thought that an interactive digital presentation, available in the building lobby or another room (the Kiva Room that is currently used as the office of the Los Alamos Arts Council could work well for this) could be an effective way to interpret the Lodge's history to visitors. If we can find a place where this will work, it provides an opportunity for visitors to experience a lot of interpretive material, both historical and more

contemporary. This can increase ACCESS to the Lodge on weekends, and even potentially during other uses.

This approach could include marketing for other historical and cultural resources in the community and recommendations for where and how visitors could learn more about Fuller Lodge and the other museums in Los Alamos.

The key is to design this digital scrapbook so that museum or county staff can regularly update, revise, and add to it as new materials are developed. If there is a way to offer multiple programs, then it opens up many opportunities to develop thematic digital programs with sounds, video clips, older photographs and oral history. This is where we could offer programs about music and dances in Fuller Lodge, memorable Los Alamos community celebrations, important speakers who came to Los Alamos, using the film and video materials that exist (according to a stakeholder from the first meeting of the group).

There are many firms that produce digital kiosks of different varieties, complexity, and costs. The exhibit designers will be doing their own research on this interpretive component and determining the appropriate "system" for this project. But they will need to know the project goals and budget before doing this.

**Photo memories station:** This idea is about supporting the ongoing collection of family photographs, ephemera, and cherished memories from Los Alamos residents about the important role that Fuller Lodge has played in their lives. Provide a place where residents can upload their stories, memories, and materials that document to their special experiences at the Lodge. As these materials are collected, they could be compiled into thematic presentations for the digital scrapbook. This could be located near the "Digital Scrapbook."

**Furnishing a hotel room:** This is an idea that found support with Los Alamos residents and stakeholders, perhaps due to the interest in the time period when the Lodge served as a hotel for the community. With two recreated period rooms, the current Ranch School era room becomes part of a larger interpretive presentation. Adding listening stations with memories or sounds of the eras can enliven the static presentation of both period rooms.

For the development of a historically furnished hotel room, based on Donna Braden's expertise in this area, we recommend the following steps:

- 1. Develop the project framework** – Review institutional goals, target audiences, and visitor outcomes, how it fits into the Fuller Lodge big idea and key interpretive concepts. Determine the collections (artifacts) that the museum or County already has (check maker's marks on hotel furniture currently in Fuller Lodge). Is it possible that there is hotel era furniture in other County businesses, at the Lab, or in local businesses?
- 2. Historical research** – Review existing archival photos and community oral histories. Issue a call to the community for furniture and furnishings from the hotel era of the Lodge—there might be a bunch of things that residents own that they would be willing to donate to the museum. Similarly, issue a call to the community for photos of the hotel, families and friends who have stayed at the hotel. Look at furnishings from other western lodges and hotels from the era, both for comparative purposes and to determine whether similar furnishings are still being manufactured (sources for reproductions).
- 3. Create the hotel room** – Determine the room location. Determine whether it is a specific room copied from a snapshot or a more composite space. Develop a furnishings rationale and inventory, with artifacts, reproductions, and props needed. Articulate installation details like lighting, window, floor and wall treatments. Develop a layout plan, and schedule the installation.
- 4. Interpret the room** – Decide on what techniques will be utilized, e.g., labels, audio, part of self-guided walking tour, part of staffed walking tour? Develop interpretive text and training. Develop a plan for cleaning and maintenance.

**Interpretation in the Pajarito Room:** Clearly the Pajarito Room is the crown jewel of Fuller Lodge. Just walking into the space is a memorable experience, and the view from the upstairs balcony is just as spectacular. It is not surprising that stakeholders want to preserve the purity of this grand space and do not want to see any interpretive material in the Pajarito Room. However, almost two thirds of respondents to the community survey are neutral about this issue or do not feel that it is an important concern (or they would not mind seeing interpretive material in the Pajarito Room).

The pianos in the Pajarito Room are an integral component of the space, and used for many events and activities. As we learn more about their history, we should incorporate their stories into the overall Lodge interpretation.

There is already a set of exhibit cases in the room, flanking the fireplace, although the piano, chairs, and other event furnishings sometimes block the access to them. Could these **nook exhibit spaces be re-purposed to include photo displays** that can pull out when nothing else is happening in the room, and can be tucked back inside behind a simple, but elegant closed door when the room is used for facility rentals and events? Photo reproductions could be mounted on a track system that expands and contracts, or a pole system where pages can be turned, like the way posters are sometimes displayed in shops. The exhibit designers will know about the most current display furniture that is available to manifest this interpretive idea if stakeholders like the concept. **These nook spaces could also be presented once again as "big windows" with outdoor scenes, perhaps from the Ranch School or Manhattan Project eras.**

There may be other **mobile exhibit approaches** that are available to visitors but can be rolled up, turned off, or removed when the Pajarito Room is being used for events and activities where this material would not be desirable. There are many firms that produce modular exhibit panels and display systems for trade shows, exhibits, schools, and libraries, and again, the exhibit designer will be doing their own research on this and determining the appropriate "system" for this purpose. It may also be possible to locate interpretive materials in other parts of the building, or utilize other methods to provide adequate access to the stories.

The other approach to consider is an **immersive audio-visual experience** that occurs in the room as part of a tour or stationed interpretation (staff or volunteer run). Some stakeholders suggested using holograms of Oppenheimer and others in this space, and while expensive, it maybe useful to explore some best practice options before completely dismissing ideas like this.

Imagine standing or sitting in the room, and as the presentation starts, the room darkens, a screen or scrim comes down, and though film clips, sound, lighting, and other effects, visitors are transported back to other eras in that space, experiencing it as boys at the Ranch School, scientists or their family members during a meal or social event during the Manhattan Project (including the image of sitting next to a group of Nobel Prize winners). As time moves forward, the space becomes the scene of a musical performance or a dance, a

local wedding, or even a museum lecture. When the presentation is over, the room goes back to its natural appearance, but the memories linger with participants for a very long time.

Could a creative, memorable, and sophisticated immersive audio-visual experience be created in the Pajarito Room that conveys its use throughout history without being tacky and overly commercial? The technology is certainly available, and could be powerful if handled by a filmmaker or digital producer that understands the nature of the place and the importance of the history and stories, under the guidance of a project team of stakeholders, exhibit designers, and interpretive planners.

### **Program Ideas**

There are a multitude of program ideas that can focus more directly on Fuller Lodge interpretive themes and stories. Since the Lodge is used so regularly for community events and programs, some residents and stakeholders may take it for granted (at least until asked how they feel about it). Programs that highlight the Lodge can also serve as continual reminders about the offerings at all of the museums and attractions in town.

Noting that **there are a number of program ideas that could highlight or include Fuller Lodge in the Program Matrices of the larger SIPP** (Strategic Interpretation and Programs Plan), we offer suggestions for a number of collaborative interpretive programs at the Lodge:

- **Welcome programs for newcomers:** this is a natural target audience to serve since they are already seeking out the Lodge informally to learn about the unique history of Los Alamos. Perhaps on a quarterly basis, work with the County, the Lab, and other employers to offer a welcome reception and program for newcomers (they can help to provide names of people to invite). Make it feel like a special invitation so that newcomers feel acknowledged and welcomed. Provide a bit of history, information about available resources around town, health and recreation, jobs and volunteer opportunities, annual events and activities, and of course, information about the museums and cultural institutions in town. Call on the Chamber and a number of community partners to participate in these events. Offer a free pass to visit LAHM, a coupon for shop purchases, and discounted memberships. This sort of

activity connects the Lodge and LAHS in people's minds and positions the museum as a friendly, welcoming place.

- **Signature special events:** we offer two possibilities to start the dialog about this approach. The first is a regular ***Mid-Century Mingle***, which could be a dinner-dance with a Big-Band era band, period cocktails, and portable exhibit of dances through the eras (perhaps on a rolling panel). People could be encouraged to dress appropriately!

Another idea is an annual celebration of community wellness focusing on historic anniversaries, living history of important events, music, dances (big-band era through contemporary bands), food, cocktails, art, theater, and environmental awareness, health activities (physical, spiritual, emotional). It could be called the ***Happiness Festival*** or ***The Science of Happiness Gathering*** (picking up on the key concept about where happiness resides, and building on the growing body of research about the science behind happiness) and bring back some of the old traditions that people remember, plus highlight new things in the community that can enhance happiness and wellbeing.

- **Seasonal food events:** or dinners with particular themes, perhaps with cooking classes, or talks from guest chefs and food celebrities, which can highlight the many uses of the Lodge through history that focused on food. Food events are wonderful for interpretation, and the Lodge already has the facilities to accommodate guest caterers. This is an opportunity to go beyond Los Alamos and Santa Fe for celebrity chefs and bring in a variety of cultural approaches to food, highlighting the inherent global perspective of Los Alamos residents (food events that are ties to the Happiness Festival could focus on new approaches to healthy eating). In other words, continue to offer memorable dining experiences in the Lodge, perhaps with a portable exhibit of dinners through the eras.
- **Family discovery activities:** ranging from scavenger hunts (available in paper to accompany a self-guided tour or as a downloadable file that kids complete on their tablets) to a Lodge "history passport" where kids complete a series of learning activities (over the summer?) and then turn it in to the LAHM gift shop to receive a prize. The prize could be a specially designed and embroidered badge (National Park Service Style—look at similar programs at the NPS, Kitty Hawk, North Carolina).

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- **Scout programs:** work with local scout troops (boys and girls) to develop a series of badges that are focused on Fuller Lodge history and current events. This could include a family history aspect if the scout's family has used the Lodge for their family memory-making events.
- Hold regular **photo contests** for events and activities that happen at the Lodge. These can be themed on an annual basis. The winning entries could be put on display at the Lodge each year (dedicate an area for this). This is a way to continue to gather documentary evidence of how the community uses the Lodge, especially the activities that have become traditions, passed on from generation to generation. Themes could include weddings then and now (multiple generations of families using the Lodge), welcoming visitors to Los Alamos, memorable meetings and gatherings, the Lodge in changing seasons, and civic pride. It may also help to continue to encourage residents to donate their Lodge related photographs and other ephemera.
- Start a **column in the newspaper** and online about Fuller Lodge history, a "did you know?" approach. This could be a fun way to revisit past events like the New Year's parties that folks remember. It is also a way to highlight the archive collections, and parts of the Lodge's history, e.g., hotel era, music recitals, that older residents remember but people don't know anything about. Eventually these ramblings could be published in a book.

There are many more possible interpretive approaches and program ideas that can be explored to help Los Alamos residents and visitors to learn about Fuller Lodge. The interpretive concepts and themes around the Lodge as a tangible link to history, the iconic structure in Los Alamos, and a part of everyone's story, the happy place, as well as the big idea of Fuller Lodge as the heart and soul of the Los Alamos community, are rich in relevance and appeal to current and future audiences. All of these ideas can be phased in as resources become available, and stakeholders set priorities.

### Next Steps and Plan Implementation

As we wrap up this planning project, we recognize that Los Alamos County is in the midst of beginning the implementation of the *Tourism Strategic Plan*, and making big decisions about important components of community life, for

example, determining the most appropriate locations for the Visitor Center and Manhattan Project National Historical Park headquarters. We hope that Fuller Lodge will remain a top priority, in terms of improving the stewardship of this unique historical treasure, determining the most appropriate future occupants of the building, and enhancing the building's interpretation of and public access.

Please consider this Interpretation Plan a living document that can be updated as other decisions are made that enhance community life in Los Alamos. As resources are available, the components of this plan can be phased in. The Los Alamos Historical Society is ready to assist with a number of the recommendations, for example, photographic exhibits, wayside signage design, and the development of a furnished hotel room exhibit.

It may be prudent for the County to issue a **Request For Proposals for the development of the proposed digital media and high technology components** of the plan. As this request is articulated, it is important to stipulate among the criteria for proposal evaluation that individuals and/or design firms:

- Demonstrate at least a basic understanding of Los Alamos history and acknowledge the desired design approach, so to build upon and complement the work that has recently been completed on the History Museum campus. There should be a synergy in design approach and feel between the interpretation in Fuller Lodge and the nearby museum buildings and exhibits. There is more detailed information about desired exhibit standards in the 2015 *Los Alamos Historical Museum Campus Strategic Interpretation and Program Plan*, notably Section 1.3, *Guiding Principles and Philosophy*, and Section 5.3, *Framework for New Exhibits*.
- Honor and utilize the Interpretive Content Framework, as approved and articulated in this plan, in particular the Statement of Interpretive Significance (the Big Idea), the three key interpretive concepts and theme statements, and the history summary.
- Acknowledge the input of both community and history as valid sources for the recommendations in this plan and offer solutions that incorporate the ongoing collection of community memories along with the sharing of inspirational historical moments.

## Fuller Lodge Interpretive Plan, June 2018

- Approach the development of digital components as recommended within the plan, and offer solutions that reflect current (and future) advancements and trends in digital exhibits for museums, historic sites, and community centers with modest budgets and resources.
- Demonstrate deep and varied competence with digital exhibits and interactive components, as well as the successful execution of similar projects, completed on time and within budget.
- Demonstrate a history of successfully working with multiple stakeholders to complete similar projects, and a willingness to work with Los Alamos Historical Society staff, County staff, and community stakeholders on this project.

### Appendix 1: Summary of Stakeholder Individual Reflections, Initial Planning Meeting with Stakeholders, June 13, 2017:

Initial Ideas: How TO interpret Fuller Lodge (FL), how NOT to interpret it

#### YES

- Share the stories of FL during the Ranch School, Manhattan Project, FL and its uses after the hotel; share stories, not just facts; Yes to stories of eras
- Answer common visitors' questions about FL
- Direct visitors to learn more at the History Museum, the Bradbury, and the MPNHP
- Use of multiple perspectives
- "Walls that Talk," Oral history listening posts
- Visitor interactives, e.g., touch, sound
- Resonance/relevance with contemporary visitors and community
- Historic structure
- Keep the Green Room and use it
- Holograms of Oppie talking about the Lodge; holograms of others: engineering beans (sp?), how it was built for Ranch School or instructors; Oppie holograms—great idea
- Creative new tech ways to educate the public
- Continue to have oversight committee sponsored by the County
- Meeting place of great intentions and great minds
- Photos of speakers in each era, or sounds of speakers speaking
- Mid-century (Cold War) hotel, memorable dining experience, performance space
- Short videos
- Keep rugs and dried flower arrangement on West wall
- Video or film showing old photos or movies (have this)
- Recreated rooms from certain periods of time
- Photos of historic moments in the Lodge
- People should be able to do it on their own, not have to be on a tour
- Trail map
- Use apps, brochures; Photo brochure
- Photos of dance in the Pajarito Room in each of the different eras, including Modern
- Tell about events as they happened in each decade
- Keep functional for community use
- Must maintain the current feel
- Photos, photos, photos!

#### NO

- Don't turn it into a museum
- Don't repeat stories told elsewhere in town
- No great men of history
- No units based on "the way it has always been"
- No commercial intrusions of any kind
- Not an exhibit space
- Don't look like museum, library
- Not a theme park
- Don't limit it to having only static photos with descriptions
- No costumed guides

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- No changes to the structure without great care and oversight
- Leave Pajarito Room as is: no interpretive panels in there, maybe just in the entryway?
- No “things” on the beautiful walls
- No only flat displays on walls
- The period /methods of informing should not look different from the period of the building
- Don’t take away the squeaky stairs
- No interpretation on building walls
- No tours interpreting community use
- Not a museum
- No physical modifications to the structure
- No books on the wall
- No small fonts

### Assets and Challenges:

#### What are the assets we have to work with to interpret Fuller Lodge?

- LAHS, LA county
- Elevator
- County staff, events, etc.
- Popularity of the building
- Beauty of the building
- Location of the building
- FL Advisory board
- FL/Historical Districts Advisory Board, now renamed Historic Preservation Board
- Docents and the staff of LAHS, as well as the NM Division of Historic Preservation, to provide education and preservation
- Many trained docents who are knowledgeable about the Lodge
- All of the residents in the building: Historical Society, Arts Center, Arts Council
- FL event attendees
- Volunteers
- Sharon Snyder and Rebecca Collingsworth as resources
- Recent renovations to the Lodge and Museum by the /county
- Organizations—County, Lab, LACAC to help, LAHS and Associations
- Love of the building
- Architecture—the building almost overwhelms every other asset, so we need to interpret as fully as possible
- Photos
- LA County owns the building so they should provide significant financial support
- Great archives, LAHS historical archives
- Oral histories
- County collections
- Existing display windows
- Townspeople caring for the Lodge and community usage
- People—families and locals to draw on their experiences and wealth of knowledge
- Community loyalty
- Deep historic roots; long community history—public
- Community memories
- Historical Society collections

- Buildings—FL, Bathtub Row houses, Big House image (to be installed)
- Still people around who used this building in different time periods
- People who have lived eras of FL
- LA County
- Many photos; ability to take more photos
- LAHS's protection since 1967
- History in *Of Logs and Stone*, Heather and Craig

### What are the inherent challenges to address in this project?

- Balancing building use between visitors and community members
- How to rent out space while at the same time making exhibits accessible to visitors and the public
- Dual use as a community center/historical interpretation
- Conflict between usage and visitor enjoyment: scheduling, open hours for visitors
- Navigation within the building—finding rooms, getting oriented, not interfering with events
- Sharing multiple eras in one historic space
- How to combine the different historical eras of the Lodge
- Symbolic nature of the building= strong community feelings
- This building must always be a functional community center
- Working with historic structures (limits)
- Well used community space
- FL board nor LAHS does not select design elements in the Lodge, e.g., lighting, carpets, chairs
- Difficult to use space like Room 233 and table storage
- Age-related deterioration—inevitably this building may not last forever, where to spend money on its ongoing preservation is challenging
- Closures on weekends
- Funding—already spent money on renovation work
- How to appeal to all generations with history here
- Town that has many critics
- Finances—this building can (and perhaps should be) a money pit, the challenge is to assure that it will always have protectors who value it enough to provide funds for maintenance
- Coordination with LA County entities for facility maintenance, crowd control, visitor interface
- Everyone with an opinion is likely to have a strong one
- Signage of interpretation
- Different languages of visitors
- Need for smart technology
- How much to tell in the Lodge versus the museum
- The community is adverse to change
- Limiting the scope to a manageable size
- Accessibility, securing exhibits
- Accessibility—despite new elevator, one entire wing is inaccessible to the mobility impaired; this remains a challenge, without a current solution
- Big house (image) to incorporate
- People should be able to see parts of the Lodge even if an event is taking place—maybe have interpretive signs outside?
- Who represents the Ranch School era?
- Do we have information on John Gaw Meem, his interpretation of the building?
- Money; security of communication means/equipment
- Large number of visitors
- Historical structure

## Fuller Lodge Interpretive Plan, June 2018

- Working within a plaqued building (on the National Register)
- Thousands of stakeholder ideas, each with their own agenda
- No UV protection in the Lodge

How do we **weight the different stories** about Fuller Lodge? (answers adding up to 100%)

STORY	10%	20%	30%	35%	40%	50%	60%	70%	80%	90%	100%
Los Alamos Ranch School			XXXXX XXXX	XX	X	XX	X				
Manhattan Project		XX	XXXXX XX	XX	XXXXX						
Post War: hotel, AEC ownership	XXXX	XXXXX XXX	XXXX								
Modern City, including contemporary use	XXXXXX XXXXXX XXX	X									

### Comments:

- It's a community center and always has been!

**Collecting Community Memories:** We are thinking about community events/meetings, individual story cards, and an electronic survey. Like these ideas? Do you have other suggestions?

- All of the above! Coordinated multifaceted campaign, multiple styles
- LA Daily Post
- At events at the Lodge
- Invite schools to devise art classes that encourage kids to make models of the Lodge using unorthodox materials (for example, I once saw a perfect replica of the Lodge built from sugar cubes!). These models could be on display somewhere during the Fair and Rodeo, for instance.
- Good ideas already!
- Website or place to enter in stories (by typing them) would be easy on everyone
- What are our priorities in collecting stories? What stories/eras do we not have enough information on currently? That may drive how we collect/ask for memories
- What questions do you have about the Ranch School?
- Use the Growing Up in Los Alamos Facebook page for input
- Visits to civic clubs
- Have an event for generational families or people who have a 50+ year connection with Los Alamos to tell their stories
- Organize a photo/art contest to record the Lodge in various uses and in a variety of seasons—display at FLAC or LAHS
- FL photo contest in various seasons
- Story and photo contest (upload online)
- Love the individual story cards
- Collect artifacts that link people to the Lodge (we may even get back some historic furniture from Ranch School times). Need a way for people to sign up to be interviewed: email, phone numbers, addresses

## Fuller Lodge Interpretive Plan, June 2018

- Interviews need to become part of the AHS oral history collection
- Think about dovetailing this with Sciencefest
- Sciencefest!!–booth
- Story cards at Sciencefest, County Fair
- Comment book at the Lodge
- High school reunion classes
- Set a time and place in FL to record personal oral histories, especially linked to how the Lodge was pivotal in their life experiences
- Photos from over years/events rotating on video monitor
- Presentations at group meetings, e.g., Kiwanis, Rotary, Elks–give story cards to members or a card with the survey monkey address
- Use Facebook
- Don't do a community meeting
- Use other techniques mentioned to gather stories
- The Boy Scout historians are working on a book
- The day to day events or meals of the Manhattan Project scientists eating meals in the Pajarito Room would be of interest to MPNHP visitors.
- LAHS monthly lecture series: review subjects and presenters (many, many years of these records are archived)
- Have a staff member sit at a local coffee shop and invite people to drop in and share their memories of FL
- Do an educational presentation at the High School and UNM-LA and a survey of their stories related to the Lodge
- High school reunions (our daughter's is this September, Class of 1982)
- I mentioned the history of James Tuck, British scientist on the Manhattan Project, saving the building from being demolished
- Hedy mentioned the efforts to keep the Lodge from catching fire and the fire sculpture across the street
- Maybe historians could find quotations from printed works of how authors or others felt about the building or remember activities in the building
- To avoid or minimize last minute problem of "I never heard anything of this": keep a list of all of the project steps (project timeframe) to show at each event and check off the steps already past to keep a record of effort that can be shown to people

### How is the building currently used?

- High school reunions
- Reunions at FL included Manhattan Project veterans
- Graduation parties
- Retirement parties
- Naturalization ceremonies
- Eagle Scout ceremonies
- Music recitals; piano recitals
- Many LANL seminars, classes, and parties
- LA Schools annual retirement party
- Various companies' annual parties
- Weddings (many)
- Funerals and memorial services

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- Bridge tournaments
- Prom
- Dinners, eating
- Winter Farmers' Market
- Reunions
- Scottish Country Dancers, Kolymeka Folk Dancers
- "Roaring Jelly" Irish band
- Coffeehouse concerts
- All kinds of dances
- Daddy-daughter dances
- Candidate Fairs
- Los Alamos Historical Society special events
- Los Alamos Historical Society lectures
- Cookie Walk fundraiser
- Conferences
- Musicals (Gilbert & Sullivan)
- Birthday parties
- People who stayed in the hotel
- County recognition events

## Appendix 2: 2018 Stakeholder Meetings, Building Walk Through

### A. Stakeholder Skype session, March 22, 2018:

Consultant Candace Matelic met with LAHS stakeholders via Skype to review the results of the online survey to the community that was completed by 98 people between January – March, 2018. Matelic shared the following observations:

**Q1 Fuller Lodge has been used by the Los Alamos community for many activities. How have you used it?** Answered by 96% of respondents.

- Fuller Lodge is used by the community for MANY activities: Many personal connections, many personal memory-making events
- The Lodge hosts many community events and provides opportunities for gathering, networking.

**Q2 Fuller Lodge has long been thought of as the heart and soul of the Los Alamos community. Why do you think Fuller Lodge is so important?** Answered by 94% of respondents.

Some strong concepts emerge from these responses...

#### **CENTER OF COMMUNITY:**

- Literally and figuratively, focal point for community life
- It **IS** the heart and soul, **THE** gathering place in the heart of town
- Importance includes cross section of heritage that brought most citizens to LA
- Valued as a place for people to come together today
- Retains immense **STATUS** in the hearts of residents because it is still a **functioning historic structure**, a valuable community space
- **HOLDS OUR COMMUNITY TOGETHER**
- An anchor to the community

#### **TANGIBLE LINK TO HISTORY:**

- Ties history to current life
- Provides a tangible link to the community's unique heritage
- Represents community's foundation
- Community is proud of its historical significance

#### **THE ICONIC STRUCTURE IN LOS ALAMOS:**

- Unique and iconic architecture; an architectural treasure
- Gives the town "character"
- Welcoming atmosphere
- Described as beautiful, intimate, elegant, and majestic

#### **PART OF EVERYONE'S STORY, THE HAPPY PLACE**

- Houses everyone's **life-changing events**
- This is where Los Alamos residents hold their memory-making activities that define their personal histories and stories
- Place where parties occurred and **WHERE HAPPINESS RESIDES**

**Q3 How has Fuller Lodge been an important part of your life? Please share your stories/memories.**

- Circle of life events held at the Lodge: weddings, dances, recitals, funerals, parties, reunions
- Museum events and lectures (seen as an extension of the LAHM)
- Family events: fond memories of family history made at the Lodge
- Place to discover Los Alamos history: note that newcomers want to connect to it!
- Residents bring visitors to the Lodge to “soak up” Los Alamos as they tell stories about the community: the **MUST SEE** stop in town for guests of residents
- The Rose Garden was also mentioned in response to this question
- People miss the New Year’s Eve party that was held in the Lodge
- Respondents have **VIVID MEMORIES** of the Lodge: people can still “see” events happening there

**Q4 Are there aspects of the Lodge's history that you would enjoy learning more about?**

The response to this question may surprise some stakeholders. In order of response, they want to learn more about the Lodge’s history during:

1. **The Post War period, and the use of the Lodge as a hotel (50%)**
2. The Manhattan Project (26%)
3. Los Alamos Ranch School (18%)
4. Recent history, since administered by Los Alamos County (5%)

The use of the Lodge as a hotel is kind of a secret history for many residents, so it makes sense that this would pique people’s interest. This provides an exciting opportunity for a new interpretive experience.

**Q5 Please share your opinion about the following statements (Indicate your choice on the following scale):** Answered by 98% of respondents.

This question is focused on **INTERPRETATION (METHODS)** and **PUBLIC ACCESS**. When one initially looks at the responses to this question, no discernable patterns jump out. They seem to want everything! So we must dig into the data a bit deeper.

Importantly, some responses are different than the opinions expressed by stakeholders at our initial meeting.

We intentionally mixed up the order of questions when they were asked. I have rearranged (grouped) the observations about questions here to help us make more sense of the responses.

Questions about **PUBLIC ACCESS** and **OVERSIGHT/PROTECTION**:

***Visitors should be able to visit Fuller Lodge on their own, and not have to be on a tour.***

82% of respondents are strongly in favor of this option. 41% said it was very important; 41% said it was important. This would suggest that we provide some interpretation for self-guided tours (remember that respondents want to bring their guests to the Lodge to soak up the essence of Los Alamos). **YES**

***Visitors should have access to Fuller Lodge on the weekends.***

Similarly, 83% of respondents are strongly in favor of this option. 37% said it was very important; 46% said it was important. **YES**

***Visitors should have access to some part of the building even during facility rentals.***

The response to this statement was more **mixed, but leaning towards yes**. 13% said it was very important; 32% said it was important; 24% were neutral, and 32% said that it was not important (17% were strongly against it).

***It is important to continue to have a Fuller Lodge oversight committee sponsored by the County.***

Stakeholders will be happy to hear that respondents are in favor of having strong oversight of Fuller Lodge. While 24% of respondents were neutral, 26% said it was important and 44% said it was very important. **YES**

Questions about **INTERPRETATION** and **METHODS**:

***Visitors would enjoy photographs of activities in Fuller Lodge throughout its history.***

Respondents like the idea of showing photographs of activities in the Lodge. 83% of respondents were in favor of this interpretive component, with 35% saying it was important and 48% saying it was very important. **YES**

***Visitors would enjoy a "Walls that Talk" approach with oral history listening posts around the building.***

Respondents were not as strongly in favor of this idea. The response was mixed. 49% felt it was important, 22% were neutral, and 28% said it was not important. What we do not know is whether they were responding to the "walls that talk" idea or the listening posts. **MAYBE**

***Recreated rooms from certain periods of time, for example, during the Ranch School era or the Lodge's use as a hotel, is an effective way to interpret the Lodge's history to visitors.***

72% of respondents leaned in favor of this idea, perhaps because of their interest in the Lodge's hotel history. 37% felt it was very important, 35% said it was important. **YES**

***The Pajarito Room should not contain any interpretive exhibits about the building.***

Interestingly, the responses to this question were mixed. While 30% of respondents agreed with this statement (I suspect that many stakeholders fall into this category), meaning that they do **not** want to see any interpretive material in the Pajarito Room, 44% of people are neutral about this statement, and 27% of respondents do not feel that it is an important concern (or they would not mind seeing interpretive material in the Pajarito Room. **MAYBE**

There may be interpretive exhibit methods that are available to visitors but can be rolled up, turned off, or removed when the room is being used for events and activities where this material would not be desirable. Before completely dismissing the idea, we may want to explore some best practice options. It may also be possible to locate interpretive materials in other parts of the building, or utilize other methods to provide adequate access to the stories.

***An interactive digital presentation, available in the building lobby, is an effective way to interpret the Lodge's history to visitors.***

75% of respondents like this idea. While 16% were neutral, 18% said it was very important and 52% said it was important. If we can find a place where this will work, it provides an opportunity for visitors to experience a lot of interpretive material, both historical and more contemporary. This can increase ACCESS to the Lodge on weekends, and even potentially during other uses.

***Information in Fuller Lodge should direct visitors to learn more at the History Museum, the Bradbury Science Museum, and the Manhattan Project National Historic Park Visitor Center.***

This is a no-brainer. 91% of respondents are in favor of this idea, with 53% saying it is very important, and 38% saying it is important. This reinforces the concept of the Lodge as a place for orientation to other cultural resources in town. This information can be presented in a number of ways, including as a part of an interactive digital presentation.

***Q6 Are you interested in being interviewed about your experience(s) at Fuller Lodge?***

There were a number of respondents who offered to be interviewed about their experiences and personal history in Fuller Lodge. Obviously LAHS staff should follow up with these individuals.

### B. Stakeholder Meeting, May 22, 2018:

Consultant Candace Matelic met with LAHS stakeholders to review the drafts of the Fuller Lodge Interpretive Content Framework, Programmatic Strategic Directions, Interpretive Methods, and Program Ideas. Heather McClenahan took notes on the key points raised by participants (notes in brackets indicate action taken):

- The Zia Room served as the infirmary for the Ranch School (not the Throne Room). [corrected in history]
- Interpretation might include more about John Gaw Meem, illustrated with photos of some of his other buildings. If Fuller Lodge is a "sacred space" to Los Alamos, photos of churches/cathedrals designed by Meem might illustrate that idea. [added to list of possible photo exhibits]
- Name the oversight board for the Lodge: The Historic Preservation Advisory Board [corrected]
- Add the Green Room to the building history. Mark Rayburn will send info.
- Add piano history to the interpretation? (may take some time to track down the articles, but there should be info in old newspapers) [Added note in the plan about the importance of the pianos to the Pajarito Room: add information in if we get the information, and mention that their stories should be told at some point]
- Should a structure be added to the west side of the building to store tables, chairs, etc.? [added section on improving storage in the plan following the building walkthrough]
- Create interpretive panels that can be put in the lobby or anteroom that say "Room Currently In Use, But Here is Some Information on the Building" sort of things. [added to plan]
- "Great Minds Still Gather Here" [Added this as a potential title for photograph exhibits]

### C. Building Walk Through, May 23, 2018:

Consultant Candace Matelic did a building walk through with Heather McClenahan, Los Alamos Historical Society and Linda Matteson, Los Alamos County on Wednesday morning, May 23, 2018. The purpose was to look at all spaces in the building and discuss potential locations for new interpretation. With the framework of the best and highest use of the building in mind, we also discussed the current occupancy of the entire building and the spaces needed for proper stewardship and public use, including storage of building furnishings and supplies. The following notes reflect our observations:

1. Organize the table storage room. Make it efficient and map it (labels where everything goes permanently) so it's always stored the same and access to the Green Room is always open. [Added in section on maximizing storage in the building]
2. Display cases in Pajarito Room are rather useless as they are behind the pianos. Make them into "big windows," perhaps outdoor scenes from the Ranch School era. [Added this as an option to plan]
3. Put big photos around the walls in the Throne Room illustrating the buildings history [Noted that we said this should be MP era so that all eras are represented on second floor]
4. Door to 3<sup>rd</sup> floor: Have a sign that includes a picture of AJ Connell's Room that includes "No Public Access" rather than a torn, taped paper sign. [Added into the plan]
5. Room 233 is a disaster. Why are ice melt and snow shovels stored there? Why are the old 8-foot tables that are no longer in use stored there? What is a better use for the room than storage? Where can the items in there be stored? [Included a comment about this in section about better storage]
6. Display window currently in use by the Los Alamos Arts Council needs to be used to display interpretation of the building [Added into plan]
7. Add historic photographs to the bathroom walls (such as in the museum) [Added into plan]
8. Perhaps use Kiva Room (currently Arts Council office!) for digital displays/orientation [added into plan]
9. Just because a room is used for one purpose now does not mean that purpose/use cannot change. Be willing to be creative, to think about the needs that need to be met (visitors, community, etc.), and how the building can help meet those needs. Don't leave anything off the table when it comes to change. [These comments incorporated into last section on best and highest use of building]

### Appendix 3: Sources and Endnotes for the History Summary

Gibson, Toni Michnovicz, and Jon Michnovicz. *Images of America: Los Alamos, 1944-47*. Charleston, SC: Arcadia Publishing, 2005.

*Contains bits of information and images related to Fuller Lodge during the Manhattan Project era.*

"Historic Treasure Fuller Lodge: Social Gathering Place for Los Alamos since 1928." Brochure published by the Fuller Lodge Historic Districts/Advisory Board, the Art in Public Places Board, and Los Alamos County Communications and Public Relations Division.

*A brief summary of Fuller Lodge highlights from the Ranch School era to contemporary times.*

Hunner, Jon. *Inventing Los Alamos: The Growth of an Atomic Community*. Norman, OK: University of Oklahoma Press, 2004.

*Includes a little Fuller Lodge history related to the Ranch School years, the Manhattan Project-era town council, its use at the end of the war, and the hotel era.*

Kelly, Cynthia C. *A Guide to the Manhattan Project in New Mexico*. Washington, D.C.: Atomic Heritage Foundation, n.d.

*A bit of Fuller Lodge history on p. 31.*

*Los Alamos 1943-1945: Beginning of an Era*. Los Alamos, NM: Los Alamos Historical Society, 2007.

*Despite the title, the first several pages are on the area, prehistory, early historic era, and Ranch School era; after p. 15, Manhattan Project history contains no more information relevant to Fuller Lodge.*

Martin, Craig, and Heather McClenahan. *Of Logs and Stone: The Buildings of the Los Alamos Ranch School*. Los Alamos: All Seasons Pub., 2008.

*The best historical overview of Fuller Lodge, pp. 15-34.*

Snyder, Sharon, Toni Michnovicz Gibson, and the Los Alamos Historical Society. *Images of America: Los Alamos and the Pajarito Plateau*. Charleston, SC: Arcadia Publishing, 2011.

*Good though fragmented overview of Los Alamos from early days to late 20<sup>th</sup> century – contains some rare images and occasional information on Fuller Lodge and some information on what existed on the land on which Fuller Lodge was built.*

Wilson, Chris. *Facing Southwest: The Life & Houses of John Gaw Meem*. New York: W.W. Norton, 2001.

*Great background on Meem's experience, work, and personality though no specific references to Fuller Lodge.*

Wilson, Jane S., and Charlotte Serber, eds. *Standing By & Making Do: Women of Wartime Los Alamos*. 2<sup>nd</sup> ed., Los Alamos: Los Alamos Historical Society, 2008.

*Fascinating personal accounts of women in Los Alamos during the Manhattan Project – occasional references to Fuller Lodge*

Wirth, John D., and Linda Harvey Aldrich. *Los Alamos: The Ranch School Years, 1917-1943*. Albuquerque, NM: University of New Mexico Press, 2003.  
*The most in-depth descriptions of Fuller Lodge during the Ranch School years, along with a few personal accounts of Fuller Lodge during the Ranch School years as well as later reunions and preservation.*

<sup>1</sup> Craig Martin and Heather McClenahan, *Of Logs and Stone: The Buildings of the Los Alamos Ranch School* (Los Alamos: All Seasons Pub., 2008), 17.

<sup>2</sup> John D. Wirth and Linda Harvey Aldrich, *Los Alamos: The Ranch School Years, 1917-1943* (Albuquerque, NM: University of New Mexico Press, 2003), 111-12.

<sup>3</sup> Wirth and Aldrich, *Los Alamos: The Ranch School Years*, 111.

<sup>4</sup> Wirth and Aldrich, *Los Alamos: The Ranch School Years*, 112.

<sup>5</sup> Martin and McClenahan, *Of Logs and Stone*, 28.

<sup>6</sup> Martin and McClenahan, *Of Logs and Stone*, 3.

<sup>7</sup> Wirth and Aldrich, *Los Alamos: The Ranch School Years*, 111.

<sup>8</sup> Martin and McClenahan, *Of Logs and Stone*, 29.

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<sup>9</sup> Jane S. Wilson and Charlotte Serber, eds. *Standing By and Making Do: Women of Wartime Los Alamos*, 2<sup>nd</sup> ed. (Los Alamos: Los Alamos Historical Society, 2008), 134.

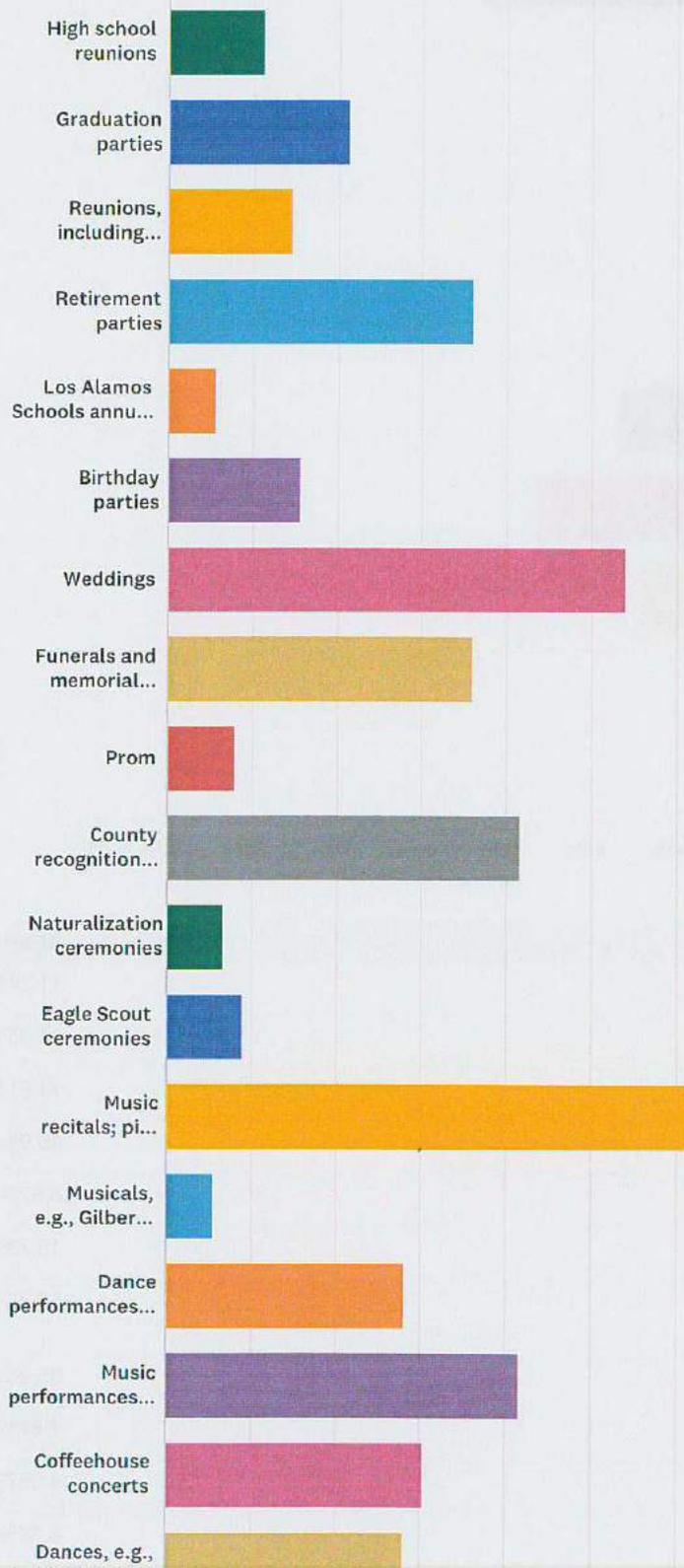
<sup>10</sup> Wilson and Serber, *Standing By and Making Do*, 137.

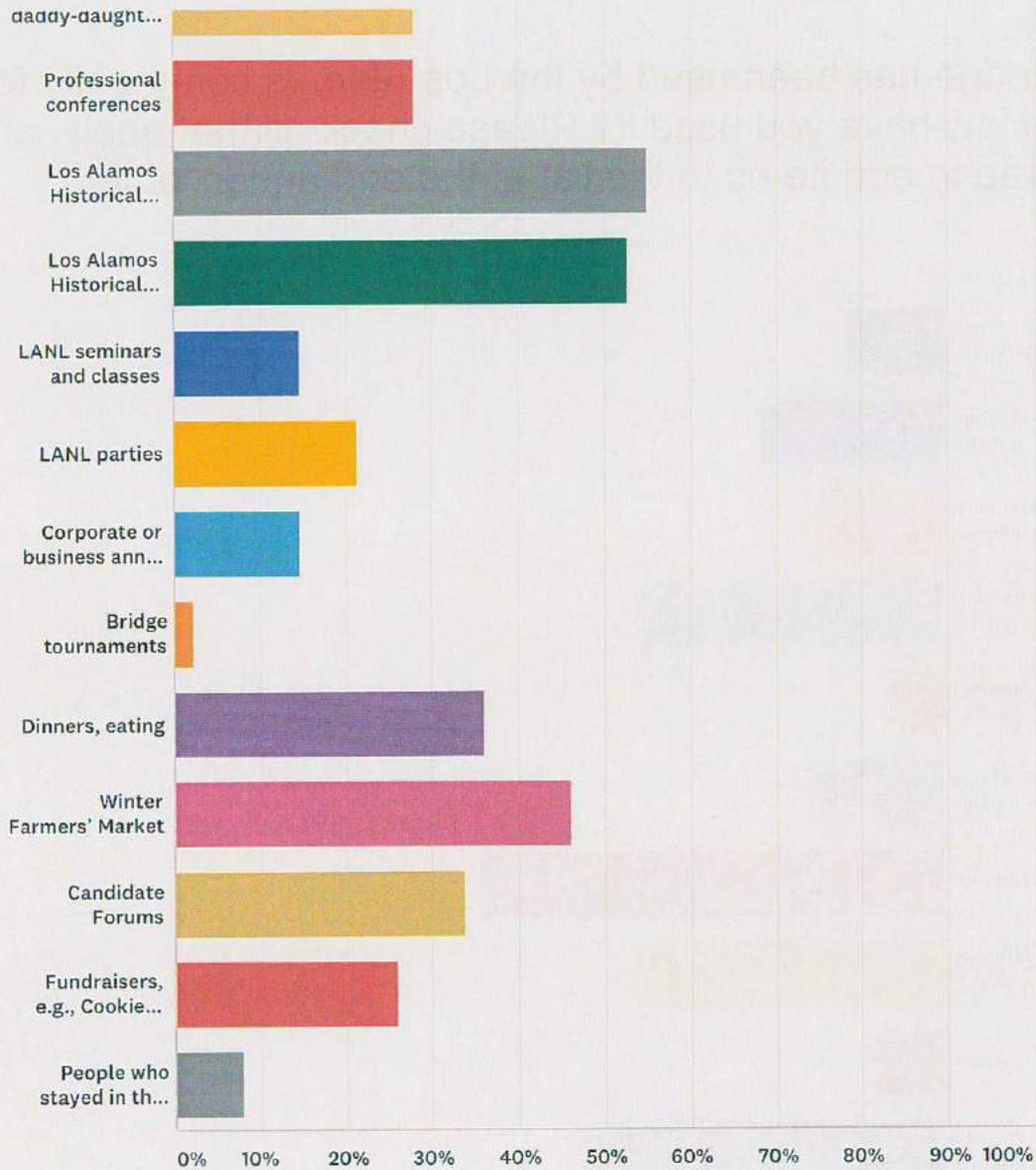
<sup>11</sup> Wilson and Serber, *Standing By and Making Do*, 31.

<sup>12</sup> Toni Michnovicz Gibson and Jon Michnovicz, *Images of America: Los Alamos, 1944-47* (Charleston, SC: Arcadia Publishing, 2005), 102.

# Q1 Fuller Lodge has been used by the Los Alamos community for many activities. How have you used it? Please check all that apply, and feel free to add items to the list at the end under "other."

Answered: 89 Skipped: 4





ANSWER CHOICES	RESPONSES	
High school reunions	11.24%	10
Graduation parties	21.35%	19
Reunions, including Manhattan Project veterans	14.61%	13
Retirement parties	35.96%	32
Los Alamos Schools annual retirement party	5.62%	5
Birthday parties	15.73%	14
Weddings	53.93%	48
Funerals and memorial services	35.96%	32
Prom	7.87%	7
County recognition events	41.57%	37
Naturalization ceremonies	6.74%	6

## Fuller Lodge Community Input

SurveyMonkey

Eagle Scout ceremonies	8.99%	8
Music recitals; piano recitals	61.80%	55
Musicals, e.g., Gilbert & Sullivan	5.62%	5
Dance performances, e.g., Scottish Country dancers, Kolymeka Folk dancers	28.09%	25
Music performances, e.g., "Roaring Jelly" Irish band	41.57%	37
Coffeehouse concerts	30.34%	27
Dances, e.g., daddy-daughter dances, mixers	28.09%	25
Professional conferences	28.09%	25
Los Alamos Historical Society special events	55.06%	49
Los Alamos Historical Society lectures	52.81%	47
LANL seminars and classes	14.61%	13
LANL parties	21.35%	19
Corporate or business annual parties	14.61%	13
Bridge tournaments	2.25%	2
Dinners, eating	35.96%	32
Winter Farmers' Market	46.07%	41
Candidate Forums	33.71%	30
Fundraisers, e.g., Cookie Walk	25.84%	23
People who stayed in the hotel	7.87%	7
Total Respondents: 89		

## Q2 Fuller Lodge has long been thought of as the heart and soul of the Los Alamos community. Why do you think Fuller Lodge is so important?

Answered: 87 Skipped: 6

#	RESPONSES	DATE
1	Fuller lodge is a visual reminder of the varied history of LA. We're not just the lab.	2/3/2018 3:45 PM
2	Historical	2/3/2018 2:24 PM
3	History.	2/3/2018 1:22 PM
4	One of the few remaining, relatively intact buildings from the early years of the Atomic Age.	2/3/2018 12:43 PM
5	It's a beautiful, intimate space.	2/3/2018 12:01 PM
6	Its historical significance as well as the welcoming atmosphere	2/3/2018 9:55 AM
7	One of the few structures that has been a vital part of Los Alamos from the very beginning (pre-WII to current)	2/3/2018 9:53 AM
8	Because it ties the Manhattan project era "Los Alamos" to the current Los Alamos and future Los Alamos	2/3/2018 9:39 AM
9	It's beautiful, centrally located, open most of the time.	2/2/2018 1:00 PM
10	It is a central recognized landmark in Los Alamos. It has been central in every era of the town's history	1/29/2018 5:54 AM
11	The main original building still standing.	1/27/2018 9:16 PM
12	It represents the history of Los Alamos from the ranch school to present day, and it fullfills this function a vibrant and functional part of our community.	1/27/2018 3:46 PM
13	History of the town. Lodge and Bathtub Row only buildings that give the town character.	1/27/2018 3:23 PM
14	History	1/27/2018 10:05 AM
15	It feels like the historic center of Los Alamos, keeping the history alive for future generations.	1/26/2018 7:34 PM
16	I love that Fuller Lodge is in the center of the community literally, and that figuratively, it's a location that can house so many events that are life changing--from celebrations of graduation to celebrations of new beginnings to celebrations of life--especially with the Rose Garden!	1/26/2018 7:23 PM
17	The history behind it. It has been important since the 1920's.	1/26/2018 5:28 PM
18	There is no comparable venue for events in the county.	1/26/2018 5:03 PM
19	I don't think it is in the way you claim.	1/26/2018 5:00 PM
20	historical significance, one of the few places in town for larger events	1/26/2018 3:51 PM
21	It's the central location that has long been used to teach!!	1/26/2018 12:42 AM
22	Original Boy's School. Garden Club meetings. Photo of Costume Party held there in 1946.46.	1/25/2018 2:10 PM
23	Well preserved and inviting.	1/25/2018 11:40 AM
24	Historic recognition and centralization of the townsite.	1/25/2018 11:05 AM
25	Because it IS the heart and soul of our community, and because of its significance to the history of Los Alamos.	1/25/2018 10:44 AM
26	It's role in history	1/25/2018 7:48 AM
27	It has neet history and it is pretty	1/25/2018 7:32 AM
28	THE gathering place in the heart of town.	1/24/2018 10:41 PM
29	It is in it's original form in the heart of town.	1/24/2018 7:55 PM

30	Civic center. Craftsmanship and architecture	1/24/2018 7:46 PM
31	It is a beautiful grand lodge in the center of town with historical significance	1/24/2018 6:37 PM
32	Historical background	1/24/2018 6:09 PM
33	I think the sentence above says it well. Not many communities have a building that historical that is still so suitable and available for events.	1/24/2018 5:14 PM
34	It is beautiful in a way that a new building could never be.	1/24/2018 4:52 PM
35	Beautiful, historic building that is a pleasure to spend time in	1/24/2018 4:38 PM
36	It's part of what is left from the Ranch school	1/24/2018 4:12 PM
37	It is indeed our heart and soul, and its historical significance is critical.	1/24/2018 2:22 PM
38	It is true that the Lodge is the iconic heart & soul of our community we call Los Alamos. The importance includes a crosscut of the heritage that brought most of us to this place.	1/24/2018 7:24 AM
39	The history of the building extends to far before the use of the area by the government. A key and essential component of the town.	1/23/2018 9:55 PM
40	It's a very special place.	1/23/2018 8:59 PM
41	Significant reminder of LA history; beautiful building designed by famous NM architect John Gaw Meem	1/23/2018 3:20 PM
42	History and location in center of downtown by Ashley Pond	1/23/2018 1:35 PM
43	Centrally located large space with green space adjacent with a long local history.	1/23/2018 11:12 AM
44	The historical background of the lodge as it pertains to the school and the Manhattan Project.	1/23/2018 10:40 AM
45	It's one of the oldest building in Los Alamos	1/23/2018 10:16 AM
46	It is a part of our history. We have few historical buildings in Los Alamos.	1/23/2018 9:24 AM
47	Because I enjoy history.	1/23/2018 9:19 AM
48	Its heritage encompasses much of the history of this place and it is there for the community to use.	1/23/2018 8:54 AM
49	Built in 1925 it was the place where fun happened, into the Manhattan era...parties...until today. It is the place where parties and happiness resides.	1/23/2018 8:19 AM
50	Historic value	1/22/2018 10:38 PM
51	It's elegance, beauty, amazing architecture, size, and historical memories of famous scientists eating meals in the Pajarito Room. Lectures, meetings, centrally located.	1/22/2018 10:28 PM
52	Historic; nice structure	1/22/2018 9:42 PM
53	It's historical value and it's value as a place for people to come together today.	1/22/2018 7:05 PM
54	History, beauty, uniqueness, large space that isn't overly huge and doesn't feel like a "convention center" venue	1/22/2018 6:37 PM
55	Unique and iconic architecture, connecting history boys ranch thru Manhattan Project-era	1/22/2018 6:04 PM
56	Historical significance, a focal point for community life.	1/22/2018 5:54 PM
57	Fuller Lodge is THE iconic structure in this community and it represents the Ranch School, was extremely useful during the Manhattan Project years, and has retained its immense status in the hearts of our residents because it is still a functional historic structure not just something to look at.	1/22/2018 4:27 PM
58	I think it's important because of its historical significance; its location, and its architectural beauty	1/22/2018 4:24 PM
59	Historic architecture from Ranch School days by a famed architect; so many community events held here.	1/22/2018 4:16 PM
60	It represents our foundation. We're proud of our heritage & this building represents that.	1/22/2018 4:06 PM
61	Because of its historical significance and the importance to the community as a gathering place.	1/22/2018 4:05 PM
62	Nice space with a great history.	1/22/2018 3:55 PM
63	It is one of the only pieces of history left in the town prior to the Manhattan Project.	1/22/2018 3:54 PM

64	principal remaining structure of the Ranch School and WWII lab. Architectural treasure.	1/18/2018 4:04 PM
65	It is in the center of town and a beautiful place to have special events.	1/14/2018 8:43 AM
66	John Gaw Meem design	1/10/2018 5:01 PM
67	As a historic and fancy-seeming building in downtown, it is a valuable community space, usable for a lot of different types of events.	1/9/2018 3:43 PM
68	Ranch history	1/8/2018 8:16 AM
69	Continuity - oldest "large" structure in LA	1/7/2018 4:30 PM
70	I agree with the first sentence.	1/7/2018 10:53 AM
71	It is a historic gathering place.	1/7/2018 9:44 AM
72	It is an iconic representation of the town and its history. My wife stayed there as a hotel when we first moved to Los Alamos.	1/6/2018 4:01 PM
73	Historical centerpiece of Los Alamos. Gathering place for the community.	1/5/2018 3:12 PM
74	Our most significant historical building	1/5/2018 1:40 PM
75	I think it is the heart and soul of the community - it housed and fed the people who made up the Manhattan Project which is why our community exists	1/5/2018 12:59 PM
76	It is the gathering place for the community.	1/5/2018 12:21 PM
77	Its historical and functional link to the past, present, AND future!	1/5/2018 12:14 PM
78	It is important architecturally, historically, and as a much-needed Venue for community events	1/5/2018 10:19 AM
79	It takes us back to a simpler time of life.	1/5/2018 8:33 AM
80	It is a beautiful and historic building.	1/5/2018 8:26 AM
81	It's historical role (Manhattan project, boys school)	1/5/2018 8:25 AM
82	Fuller Lodge is the the place that is consistent; it has not changed (barely). It is the building that holds our community together.	1/5/2018 8:23 AM
83	Aside from above, it is an architectural treasure.	1/5/2018 7:30 AM
84	Historical value	1/5/2018 7:00 AM
85	Because it is the heart and soul of LA. When there, one can feel a sense of history is our "new" city.	1/5/2018 6:57 AM
86	It is both old and majestic.	1/5/2018 6:45 AM
87	part of many eras of Los Alamos	8/28/2017 8:00 AM

### Q3 How has Fuller Lodge been an important part of your life? Please share your stories/memories.

Answered: 75 Skipped: 18

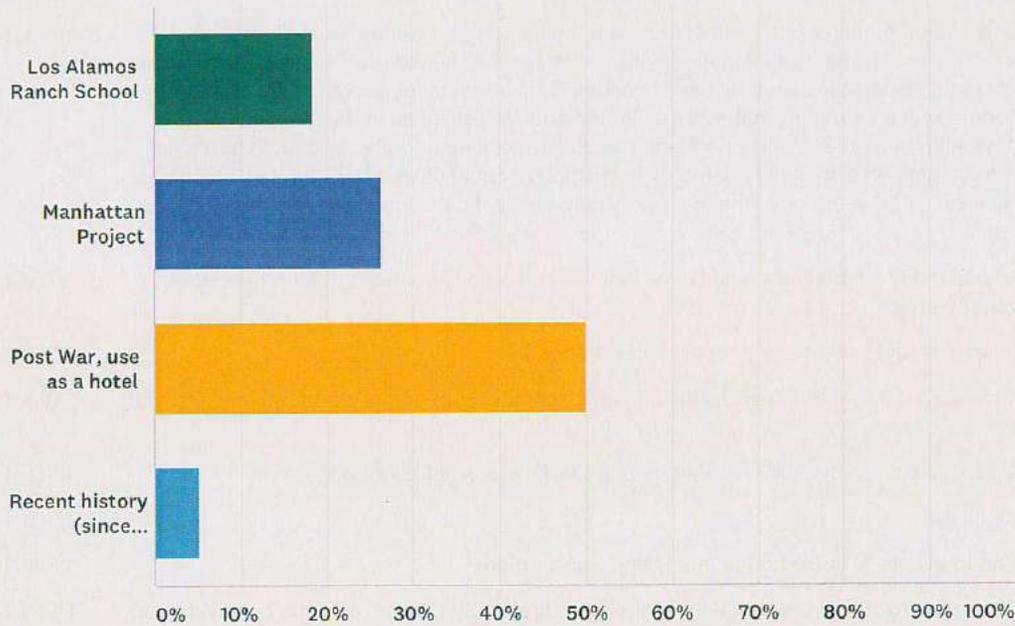
#	RESPONSES	DATE
1	It was always where I dreamed of getting married and it happened	2/3/2018 3:45 PM
2	Historical symbol of Los Alamos, one wedding, two wedding receptions, ate there when it was a restaurant	2/3/2018 2:24 PM
3	Enjoy all the performances, lectures, meetings, activities that take place there. My husband stayed there when they still had boarding. I am in favor of historical preservation.	2/3/2018 12:43 PM
4	It provided an inspiring environment for our museum conference.	2/3/2018 12:01 PM
5	Seeing my friend perform at a recital as well as being on a panel with the Hiroshima director after my study abroad in Japan	2/3/2018 9:55 AM
6	Friday night Folkdancing, first with my parents, later as an adult. Eating lunch on the patio during the summers. Always there -- sometimes busy, sometimes silent. A place unlike any other in Los Alamos.	2/3/2018 9:53 AM
7	I played a recital in there, I remember it being larger than it really is, childhood perspective!	2/3/2018 9:39 AM
8	I have attended a wedding and memorial services there as well as many interesting forums.	2/2/2018 1:00 PM
9	Dances for our children	1/27/2018 9:16 PM
10	Dined there growing up. Relatives stayed at the hotel. Parties, concerts, performances, crafts fairs, sitting on the lawn to sketch and paint, art classes, Art center shop and gallery shows.	1/27/2018 3:23 PM
11	Weddings and county issues.	1/27/2018 10:05 AM
12	I haven't lived here long enough for it to become an important part of my life, unfortunately (just 2 years).	1/26/2018 7:34 PM
13	Memories of my own wedding reception, many other weddings and consequent receptions, graduation parties, community gatherings	1/26/2018 7:23 PM
14	Many celebrations are held there. My daughter had a music recital there. Many Senior photos are taken there - very beautiful!	1/26/2018 5:28 PM
15	Nothing noteworthy for me.	1/26/2018 5:03 PM
16	Not especially. Interesting construction.	1/26/2018 5:00 PM
17	Our son and daughter-in-law's wedding receptions	1/26/2018 3:51 PM
18	Grew up having piano recitals, prom, father/daughter dances, funerals and weddings in the building.	1/26/2018 12:42 AM
19	Daughters wedding. Garden Club bell ringing. Old Costume party in 1946.	1/25/2018 2:10 PM
20	There used to be an annual NYE party. I was too young to afford a ticket ( let alone get a date ) but we always got tice tips catering this fun event.	1/25/2018 11:40 AM
21	It is an anchor to the community.	1/25/2018 11:05 AM
22	Too many to share; Fuller Lodge has been a major and vitally important part of our lives for 50 years now.	1/25/2018 10:44 AM
23	I bring my out of town guests here	1/25/2018 7:48 AM
24	Taken people there, taken pictures there, enjoyed functions there,	1/25/2018 7:32 AM
25	I've had many memories made there. Good location.	1/24/2018 7:55 PM
26	Discovery of the history	1/24/2018 7:46 PM

27	All major events and occasions have happened here	1/24/2018 6:37 PM
28	Nice to look at/I appreciate its history	1/24/2018 6:09 PM
29	Fuller Lodge is one of the places I bring visitors that's (usually) not programmed, so they can "soak up" LOS Alamos	1/24/2018 5:14 PM
30	I took photos of the Navajo Code Talkers there.	1/24/2018 4:52 PM
31	I'm only ever there for special events so it's always enjoyable.	1/24/2018 4:38 PM
32	My parents and grandparents and our memories of gatherings there.	1/24/2018 4:12 PM
33	It's the heart and soul of our community, which I consider to be paradise!	1/24/2018 2:22 PM
34	Absolutely given my 46 years as a member of this special community.	1/24/2018 7:24 AM
35	The list of uses is a list of our uses of the FL. Highly important to us.	1/23/2018 9:55 PM
36	too many to mention	1/23/2018 8:59 PM
37	A great place to bring visitors	1/23/2018 3:20 PM
38	I have Many great memories of fuller lodge through the years. From Gordon's concerts to performing weddings there to attending weddings and many community functions. Shopping at the winters farmers market. The lodge has always been a central pillar of goings on in town.	1/23/2018 11:12 AM
39	Community activities	1/23/2018 10:40 AM
40	Always grew up passing Fuller Lodge, sister got married at Fuller	1/23/2018 10:16 AM
41	I have attended several weddings there and lots of musical events	1/23/2018 9:24 AM
42	Every event held there is special.	1/23/2018 9:19 AM
43	I had the pleasure to use it for a professional conference last year. It was a true delight for the attendees to be within the walls of such a place of memory.	1/23/2018 8:54 AM
44	Many happy memories have been in Fuller Lodge, from weddings to VIP parties for ScienceFest	1/23/2018 8:19 AM
45	It's ties back to the Ranch School and Manhattan Project	1/22/2018 10:38 PM
46	My memories won't fit in this space. Our daughter was married in the Rose Garden with the reception in the Pajarito Room. The Green Room was used by the bride and her attendants. Our son has performed in a musical group and concert. As past program chair and President of the Los Alamos Historical Society I organized, introduced, and took care of 36 speakers (9 events/4 years). I have attended innumerable meetings and conferences, book fairs, Garden Club events, promoted the Rose Garden activities and thanked the Club members for taking care of the gardens.	1/22/2018 10:28 PM
47	I was married in the rose garden and had my reception there. My brother was married in Fuller Lodge. We've been to many meaningful events there as well. Our parents also spent time there in the 50s.	1/22/2018 7:05 PM
48	Lovely place to gather, great place to hear small music	1/22/2018 6:37 PM
49	I came to Los Alamos in 1950, as a kid, with my family. I have attended countless functions at the Lodge. I played in the east yard as a kid and ate apricots from those beautiful trees every year (until the county got tired of cleaning up the mess, I'm sure). Long before the museum, it was the place our family took visitors where we shared stories about the community. Our friends stayed in the Lodge when it was a hotel. I've stayed in the Lodge a few times over the years.	1/22/2018 4:27 PM
50	I've attended many, many events there. See answers to Question #1.	1/22/2018 4:24 PM
51	Our daughter's wedding reception was here in 1992; I've loved Scottish dancing and Kolomeyka Dancers here. The League of Women Voters' candidate forums are the essence of democracy.	1/22/2018 4:16 PM
52	I have so many memories in Fuller Lodge... being nervous for piano & flute recitals, attending dances, weddings, my high school reunion. As an adult I have attended retirement parties, graduation parties, employee recognition events, and so many others! It's such an amazing & special place.	1/22/2018 4:06 PM
53	NA Fairly new to LA	1/22/2018 4:05 PM

54	In addition to all the ways I've been there for the events listed in Question 1, I was also part of the New Year's Eve party planning committee back in the late 1990s, and went to 3 or 4 of those parties. I miss them.	1/22/2018 3:55 PM
55	Attended many community functions there.	1/18/2018 4:04 PM
56	It brought the community together after Cerro Grande- the prom that year!	1/14/2018 8:43 AM
57	I worked there for 20 years	1/10/2018 5:01 PM
58	I went to and helped organize high school dances in Fuller Lodge, I worked at the Historical Society Archive when it was located in the Lodge in the late 1990s and grew to deeply appreciate its historical roots, especially as one of the few extant Ranch School buildings. I was also married at Fuller Lodge, with a ceremony in the Rose Garden and our reception in the main hall of the Lodge. I have attended other family and friend wedding receptions at Fuller Lodge. I know a lot about how the Lodge was constructed and used in Ranch School days. I think the fact that it has changed so little in 100 years or so makes history come alive. I can almost still see the students eating there.	1/9/2018 3:43 PM
59	I have attended many events there and I think that this community comes together there more than any other venue.	1/7/2018 10:53 AM
60	Events are special and I see many people I know at them.	1/7/2018 9:44 AM
61	As above, we stayed there. We know its history, and it continues to be an important venue for our town	1/6/2018 4:01 PM
62	I have attended Music events and Los Alamos Big Band dances at Fuller Lodge.	1/5/2018 3:12 PM
63	Take visitors there	1/5/2018 1:40 PM
64	I enjoy going to events at Fuller Lodge and taking visitors there	1/5/2018 12:59 PM
65	My introduction to Los Alamos was staying at Fuller Lodge in 1953. It was also the only restaurant.	1/5/2018 12:21 PM
66	On August 16, 2008 Joan McClelland and I (Steve Glick) married in the Rose Garden and had our two family's merge for a wonderful gathering and reunion. We note that still today, all the nephews and neices talk about the wedding, especially the cool site, and want to have a wedding at the Fuller Lodge just like ours. Aside from the personal story, we see the Fuller Lodge as a "must see and visit" place whenever we have out of town guests visiting. Invariably, the conversations drift to the history of the town, the Boys Ranch, etc. It's simply a great place!	1/5/2018 12:14 PM
67	In 1951-58 enjoyed dates over Lodges Chef, Corky's candlelit talian dinners ending in marrying my soulmate, Doug Lier dinner	1/5/2018 11:12 AM
68	We were married there more than 42 years ago and held ou reception there.	1/5/2018 10:19 AM
69	I was Married and had our reception in the great hall, nothing but good memories in that building	1/5/2018 8:33 AM
70	It is a beautiful and historic building.	1/5/2018 8:26 AM
71	NA	1/5/2018 8:25 AM
72	Back in the early 1960s, I had a Sunday lunch there, and I still recall the elegance and warmth of the experience.	1/5/2018 7:30 AM
73	my father stayed at the lodge for a short time upon his arrival in Los Alamos at the beginning of the Manhattan project. We appreciated being able to hold his memorial service there.	1/5/2018 7:00 AM
74	We have attended/had many circle of life events at the Lodge including our daughter's wedding.	1/5/2018 6:57 AM
75	I love Fuller Lodge!	1/5/2018 6:45 AM

### Q4 Are there aspects of the Lodge's history that you would enjoy learning more about?

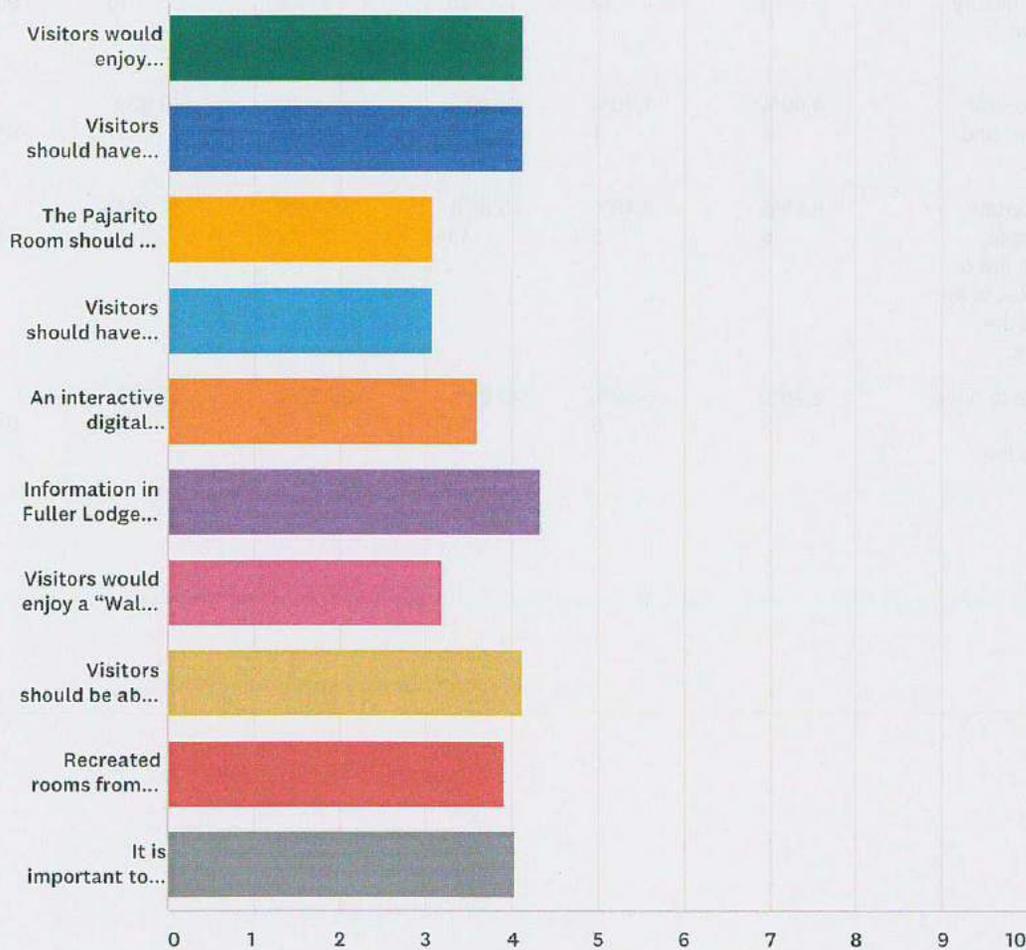
Answered: 76 Skipped: 17



ANSWER CHOICES	RESPONSES	
Los Alamos Ranch School	18.42%	14
Manhattan Project	26.32%	20
Post War, use as a hotel	50.00%	38
Recent history (since administered by Los Alamos County )	5.26%	4
<b>TOTAL</b>		<b>76</b>

### Q5 Please share your opinion about the following statements (Indicate your choice on the following scale):

Answered: 91 Skipped: 2



	NOT IMPORTANT	SOMEWHAT IMPORTANT	NEUTRAL	IMPORTANT	VERY IMPORTANT	TOTAL	WEIGHTED AVERAGE
Visitors would enjoy photographs of activities in Fuller Lodge throughout its history.	1.12% 1	3.37% 3	12.36% 11	48.31% 43	34.83% 31	89	4.12
Visitors should have access to Fuller Lodge on the weekends.	2.25% 2	2.25% 2	12.36% 11	46.07% 41	37.08% 33	89	4.13
The Pajarito Room should not contain any interpretive exhibits about the building.	17.98% 16	7.87% 7	43.82% 39	8.99% 8	21.35% 19	89	3.08
Visitors should have access to some part of the building even during facility rentals.	17.05% 15	14.77% 13	23.86% 21	31.82% 28	12.50% 11	88	3.08
An interactive digital presentation, available in the building lobby, is an effective way to interpret the Lodge's history to visitors.	12.09% 11	2.20% 2	16.48% 15	51.65% 47	17.58% 16	91	3.60

Information in Fuller Lodge should direct visitors to learn more at the History Museum, the Bradbury Science Museum, and the Manhattan Project National Historic Park Visitor Center.	4.40% 4	1.10% 1	3.30% 3	38.46% 35	52.75% 48	91	4.34
Visitors would enjoy a "Walls that Talk" approach with oral history listening posts around the building.	17.78% 16	11.11% 10	22.22% 20	32.22% 29	16.67% 15	90	3.19
Visitors should be able to visit Fuller Lodge on their own, and not have to be on a tour.	4.40% 4	1.10% 1	13.19% 12	40.66% 37	40.66% 37	91	4.12
Recreated rooms from certain periods of time, for example, during the Ranch School era or the Lodge's use as a hotel, is an effective way to interpret the Lodge's history to visitors.	6.59% 6	5.49% 5	15.38% 14	35.16% 32	37.36% 34	91	3.91
It is important to continue to have a Fuller Lodge oversight committee sponsored by the County.	2.20% 2	6.59% 6	20.88% 19	26.37% 24	43.96% 40	91	4.03

**Q6 Are you interested in being interviewed about your experience(s) at Fuller Lodge? If so, please leave give us your e-mail address (we will not share this information with third parties).**

Answered: 24 Skipped: 69

#	RESPONSES	DATE
1	hcdove@gmail.com	2/3/2018 9:53 AM
2	No thank you	1/28/2018 7:16 PM
3	I'm not--but I wanted to clarify an answer on #5--I think there should be an oversight committee of Fuller Lodge, but I think it needs to be bigger than LAC employees	1/26/2018 7:23 PM
4	I have several scrapbooks during years gone by and would be glad to share them.	1/25/2018 2:10 PM
5	No.	1/25/2018 11:05 AM
6	No	1/25/2018 7:32 AM
7	No	1/24/2018 4:52 PM
8	The county and the council should return Fuller Lodge to the community, and keep their money grubbing finger out!	1/24/2018 4:12 PM
9	Sure. erickson.djml@comcast.net.	1/24/2018 7:24 AM
10	d.r.machen@ieee.org	1/23/2018 9:55 PM
11	no	1/23/2018 8:59 PM
12	No	1/23/2018 11:12 AM
13	No	1/23/2018 9:24 AM
14	I still think there should be a hologram of a ranch student, and Oppie talk about the history	1/23/2018 8:19 AM
15	Yes. I served on the Fuller Lodge/Historic Districts Advisory Board for 10 years while serving at the Los Alamos Historical Society President.	1/22/2018 10:28 PM
16	No thank you	1/22/2018 6:37 PM
17	shankland@post.harvard.edu	1/22/2018 4:16 PM
18	orthf@yahoo.com	1/22/2018 3:55 PM
19	ecampbell@newmexico.com	1/5/2018 12:21 PM
20	Steve Glick la2la@att.net	1/5/2018 12:14 PM
21	rlier@juno.com	1/5/2018 11:12 AM
22	mikekatko@msn.com	1/5/2018 8:33 AM
23	no	1/5/2018 8:26 AM
24	I don't think that I have anything unique to share but I'm willing to participate. jfavorite.ne93@gtalumni.org	1/5/2018 6:45 AM

