



# AMERICAN LIGHTHOUSE COORDINATING COMMITTEE

## SURVEY ON TOURISM AND VISITOR POLICIES

### **Finding a Balance**

Lighthouse Museums and the Public Perspectives on Access, Programming and Site Preservation

By

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### **Contents**

1. Introduction
2. Survey Methodology
3. Historic Lighthouses Today : educational and recreational issues
4. Heritage Tourism
5. Deconstructing Lighthouse Sites
6. Light Tower: Suggested Guidelines for Public Access and Footnote: Post September 11, 2001
7. Keepers' Quarters, Fog Signal Buildings and Other Out Buildings: Restoration and Adaptive Reuse, and Suggested Guidelines for Public Access.
8. Interagency Management and Administration of Historic Lighthouse Structures: Suggested Guidelines

Appendix: Light Stations Surveyed for this Research

\*Published in magazine format in The Keepers Log, Vol. XX, No. 4, 2004

### **1.0 Introduction**

As a member of the American Lighthouse Coordinating Committee (ALCC) I was asked to research the issue of public access and programming at historic light stations. I'm no stranger to this subject, having been director of Chicago's suburban Lighthouse Park District and the District-operated Grosse Point Lighthouse National Landmark for the last 21 years. Also, I have previously performed research on this topic in 1997 that was published in The Keepers Log (Vol. XIV, No. 1, Fall Edition), publication of The United States Lighthouse Society. Since that time interest and visitation at lighthouses has increased unabated and the issues surrounding public access to historic lighthouses has become somewhat problematic as more tourism causes additional wear and tear on facilities, and stress on the management. The growing popularity of lighthouses has made them a valuable marketing tool used to lure more people, and their money, to communities. While managers of historic lighthouse sites are here to serve the public, the increased tourism in recent years has created a situation that potentially threatens to jeopardize visitor security and safety as well as preservation and interpretation at these facilities. In addition to lighthouses, this issue is relative to other cultural and natural resources. The National Park Service, for example, has had an on-going struggle to balance issues of visitor use and access with preservation of its public resources and in some circumstances this has led to controversial restrictions on visitation in favor of preservation.

The following report expands on some of the information presented in my original 1997 research and presents new data that provides an update on public access and programming issues as they relate to historic lighthouse sites. At the end of each section, suggestions are made that can be used as guidelines by organizations that administer these irreplaceable symbols of our maritime history.

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## 2.0 Survey Methodology

The methodology used in putting together this report was to select a cross-section of historic lighthouse sites from different geographic regions around the United States that are open to the public and which have different types of management (For example, some might be controlled by the National Park Service, others by state and local government, and still others by small non-profit organizations). I then created a survey designed to address issues about public access and programming and personally visited a particular lighthouse site or obtained the desired information by phone from an individual representing the managing authority of the light station. If at all possible, I obtained information from the director of the resource, individual(s) responsible for public programming, or others involved with making general policy decisions. A partial listing of the lighthouses surveyed in this study is contained in an Appendix at the end of this report.

## 3.0 Historic Lighthouses Today: Educational and Recreational Issues

When looking at public access issues, one is inevitably drawn to the question of what attracts people to lighthouses and in putting together this report, it became apparent that there are some identifiable “camps” of lighthouse visitors that include the following:

1. People who are interested in an educational experience.  
Historic lighthouses today that are accessible to the public have, for the most part, become centers for visitor education. The preservation movement in this country is education based and the preservation of historic lighthouses permits their use as educational tools so that future generations will understand the important role they have played in our country’s maritime history.
2. Individuals who visit a lighthouse as more of a recreational outing.  
Historic lighthouses are many times located in areas that are primarily used for non-education based recreation. Access to beaches, sand dunes, lakeshores, seashores, and forests, attracts a broad range of people who might not have any particular interest in lighthouse history but who would simply like to photograph a lighthouse and document their visit; climb the tower (if possible); and maybe purchase something from a gift shop.
3. People who have no particular interest in lighthouses or maritime history.  
Individuals in this category might consider visiting a lighthouse site simply because it represents an activity that is out of the ordinary—they might just be looking to do something to get out of the house. This is most common in more heavily populated areas.

## 4.0 Heritage Tourism

At this juncture I’d like to briefly address heritage tourism and the role that it has played in promoting lighthouse visitation. Despite the ups and downs in the economy over the last few years, people—particularly an aging baby boomer population—seem to have more discretionary income and this has led to a tremendous increase in tourism. The fact of the matter is that the clamor for tourist dollars has reached new levels and local units of government have often found it useful to ride the coattails of what’s popular to get people into their community to spend money.

In response, the tourism business has created yet another niche by developing tours that specialize in catering to people’s interest in the heritage of lighthouses, a niche that has become a popular focal area in the industry. Chambers of commerce and bureaus of tourism seem to be tripping over each other to get the word out that their community has a historic lighthouse site that is open to the public. Indeed, promotional copy I’ve seen and the zeal with which some of these marketing people do business would surely have spread a grin across the faces of Barnum and Bailey. One survey respondent indicated that a director of tourism under authority of a local chamber of commerce actually tried to dictate policy about lighthouse visitation to a publicly elected head of government. Most of the time, however, community leaders are more than happy to accommodate the needs of the tourism industry. Is there anything wrong with this situation? Yes and no.

Many historic lighthouse sites have benefited from this kind of organized tourism. Others have not. Unfortunately, the constraints of this paper don’t permit a full evaluation of the issue. However, the people I talked to while performing research for this report did indicate that there was a fine line to walk between the positive and negative impact of heritage tourism. On one hand, the budget of a managing organization can be substantially increased from money obtained through admission fees, gift shop purchases, and food concession stands. But wear and tear on the

facilities, and staff, can be excessive to the long-term detriment of the site and its operation despite having more money required for extra maintenance and personnel.

It is important to remember that managers of historic lighthouse sites are there to preserve them for future generations and to educate people about lighthouses and their significant contribution to maritime history. But, these site administrators are also the guardians of resources that were not designed to accommodate unlimited numbers of visitors and some have created policies meant to control attendance. My research found that one of the most effective methods to regulate excessive visitation is by increasing admission fees.

Controversy over this policy, however, is focused on the issue that an inflated admission fee keeps some people from enjoying a learning experience that might have a positive impact on their lives. Some lighthouses, and many other types of historic sites, have gotten around this predicament by having specially designated days during the year when admission is free.

These kinds of issues, today, are more topical than ever. But the main concern with any public access attraction continues to lie in forging a system of management that balances visitor safety, site preservation, and educational or recreational programming. Juggling these priorities is difficult, and the following information is presented in an attempt to promote discussion and provide some guidelines on this somewhat controversial subject.

## **5.0 Deconstructing Lighthouse Sites**

The structural components of lighthouse sites and their architecture can be quite different. This is mainly the result of their respective date of construction, building skills at the time, geographic location, and other factors. As a form of technology, lighthouses developed in a manner consistent with the needs of maritime commerce to ensure the safety of ships, passengers, crews, and cargoes. The various designs of lighthouse sites are far too many to cover in this paper. But, generally speaking, a historic land-based light station would consist of keepers' quarters, light tower, fuel supply facility, and perhaps an array of so-called outbuildings that might include fog signal buildings, boat houses, a privy, and simple storage sheds. In some instances, the light tower might be connected to the keepers' quarters by an above-ground passageway. Less notable structures may also be present. Today, each historic structure at a lighthouse site represents a facility that might potentially be used adaptively for educational, recreational, marketing, retail, or other purposes. It is the development of this potential that requires careful consideration of consequent effects on visitor safety, preservation, interpretation, and administration of the site.

The following review of light towers, keepers' quarters, and outbuildings will provide a look at suggested ways to manage and balance these most important concerns.

### **Light Tower**

Climbing stairs to reach the top of a historic light tower is typically the peak visitor experience at a lighthouse site. It can, however, be the most hazardous part of any tour and it's not surprising that visitor safety and security were the most important priorities for light stations that do permit access to a light tower. In our increasingly litigious society, this can be a big problem. Also, in this era of undisciplined behavior (I don't exclude adults, here) the security of valuable equipment or artifacts that might be located in the tower is potentially threatened.

In discussing this issue with lighthouse site administrators, I've found that there are a few basic concerns involved when determining public safety and security in light towers that include: height of the tower; number of stairs; public access to an outer gallery; supervised vs. non-supervised tours; vandalism or theft; weather conditions; and, less frequently, coming into contact with hazardous materials such as lead-based paint or mercury (used as a bearing lubricant). In fact, visitation policies at many lighthouse sites exclude climbing the light tower because of these concerns. In some situations people are permitted to climb the tower stairs up to the watch room but cannot enter the lantern. This is almost universally the case if the light is still an active aid to navigation administered by the U.S. Coast Guard, or if the optic in use at the site is a historic Fresnel lens.

Access to an exterior gallery may or may not be allowed in accordance with the managing organization's risk tolerance for liability. Some people have a tendency to feel like they are going to lose control and jump or fall from the top of the lighthouse once they get out onto a gallery. Others with suicidal tendencies might find an outlet for their desires. In fact, suicides have occurred from people jumping off light tower galleries and public access to a gallery remains a serious health and liability issue.

Indeed, lighthouse site administrators cited public access to a light tower as the single biggest problem area. I've heard accounts of people trying to negotiate the stairs of a light tower with a baby stroller and numerous stories of visitors ascending the tower stairs while looking through the viewfinder of a video camera. These are not only potentially dangerous activities to the person engaged in them, but also threaten the safety of other people in their vicinity.

Another problem is that some people simply do not know their own limitations, and the desire to climb to the top of a light tower can override an individual's consideration of serious medical conditions such as heart problems or asthma. Also, a few survey respondents reported that they had a number of people tour the light tower to actually test their fear of heights or closed spaces. In fact, I discussed this issue with mental health professionals at a local university and was informed that some therapists recommend that their patients confront fears in such a way that will bring them into contact with other people's "normal" reactions under the same circumstances. Practicing this type of therapy in the confines of a light tower is clearly outside the bounds of safety.

It was also noted that a parent's desire to have his or her child climb the tower stairs might completely override consideration of whether the child can actually do it, or even wants to. This potentially could place the parent, child, and others at risk of injury. In response to this problem, many light stations have policies restricting children in the light tower that are based on age (anywhere from 3 to 8 years) or height (anywhere from 42 to 49 inches). At St. Augustine Lighthouse in Florida, for example, children must be 38 inches tall to tour the light tower. At Cape Hatteras, access to America's tallest lighthouse is limited to children over 43 inches in height and one must be half a foot taller at 49 inches to tour the tower at Boston's Harbor Light. In contrast to these policies Big Sable Lighthouse, located at Ludington State Park in Michigan, doesn't have restrictions on tower access based on height or age.

From a preservation standpoint, unrestricted public access brings all kinds of people to a lighthouse site and their numbers and range of behaviors will, ultimately, take a physical toll on the grounds and structures. In general, consideration for visitor safety on the light tower stairs was usually expressed in placing a restriction on the number of people who could tour the facility at any one time. This varied greatly in relation to the structure's architecture and, once again, the managing organization's tolerance in matters of liability. There are light stations that permit a free-flow of visitors through the tower and others that permitted no more than four or five people at any one time. Some light stations installed additional railing on the tower staircase for safety, and in one circumstance the managing organization was required by local government to have drills that would determine the best way to evacuate a person should they become immobilized at the tower's top.

At Cape Hatteras, they currently have a relatively liberal policy of permitting 100 people in the light tower at any one time. With an inside diameter of only 12-feet, this would seem to be a dangerously high figure. In fact, the instability of a portion of the tower stairs was reportedly due in large part because too many people have accessed the facility over the years, creating a burden that the stairs were not designed to handle. The National Park Service recently paid \$844,000.00 to repair this damage. At the other end of the spectrum is Sandy Hook Lighthouse, where guided tours are offered on weekends by sign-up registration (a practice mirrored by the Au Sable Lighthouse in Michigan, among others).

There is a maximum limit of ten people per tour and access to the light tower is denied to anyone less than 48 inches. Clearly, building preservation and public access are thought of in much different terms at these two National Historic Landmarks. Falling between them would be Fire Island Light in New York., offering five guided tours of the light tower on a daily basis with a limit of 15 people per tour. An interesting variation on public access is practiced at the Charlotte-Genesee light near Rochester, NY, on Lake Ontario, open seasonally on weekends. Here tours of the museum and light tower are performed separately, with guides stationed at each location. Public access to the 40-foot high light tower is controlled by staff located at the base of the tower, where a maximum of four people are permitted to tour the facility at any one time. There currently are no age or height restrictions here.

Interpreting the Americans with Disabilities Act can also be a problem. Short of an elevator, there is no way an individual in a wheelchair can access the tower. However, people who are physically challenged with other forms of disabilities, but not bound by a wheelchair, can pose a hazard to themselves and others when they attempt to climb the stairs of a tower. One incident was cited where a mildly retarded adult successfully climbed to the top of the light tower but was unable to come down without special assistance. Another account cited an instance when an individual with a motor function disability and behavior disorder arrived to tour a light tower under the guardianship of a brother. When the tour guide questioned the guardian about the ability of the disabled individual to climb stairs in the light tower, a legal threat was made using the ADA as a weapon. Both circumstances required special intervention by administrative staff concerned with safeguarding the health and interests of others waiting to tour the

tower, while at the same time balancing those same factors and applying them to the disabled individual—who received a private tour. This is a very tricky matter with no standard acceptable way to properly handle such situations.

It is also important to recognize that one of the overriding factors governing public access is weather, and it's not surprising to find that many historic lighthouse sites close their doors to the public with a seasonal shift toward winter. This is particularly the case in New England and across the Great Lakes where it's not unusual to find a lighthouse tour season that lasts from Memorial Day through Labor Day. Despite this, visitation can still be overwhelming "in season" and no better example exists than that of Split Rock Lighthouse just north of Duluth, Minnesota. Split Rock is located on a towering cliff, adding to an already spectacular natural setting at the doorstep to some of this country's most pristine wilderness areas. Even with a weather-shortened season that begins in mid-May and ends in mid-October, this light station has an annual average visitation that exceeds 150,000 people. So, while cold weather in the north does bring a break in the tourism cycle, when historic lighthouse sites are open they experience the same kind of public access problems evident in geographic areas with more moderate climates.

*Footnote: Post September 11, 2001 Comments*

*Finally, it should not be overlooked that light towers hold a powerful attraction to people and can be the dominant physical feature in an area. For these reasons, they might be considered as potential targets for the more extreme elements in our society. In many parts of the country, lighthouses have been adopted as symbols for local communities and might be viewed by certain individuals or groups as tools to get a political or other kind of message across to society. Razing a light tower by whatever means, or commandeering one for whatever reason by whatever person(s), is a possibility in this day and age and would certainly create the kind of sensationalist exposure such people are after. I've been to many kinds of museums and historic sites since the 2001 terrorist attacks in New York City, and some have added extra security measures that include having an armed guard accompany tour groups. This is, perhaps, going a bit too far. But it should be acknowledged that some lighthouses—particularly those located in areas close to a beach, in large metropolitan areas, or where there is a lot of public activity—might be seriously threatened by the more extreme elements in our own society and the world at large. Hopefully, awareness of this potential will, at the very least, lead to a more alert and responsive staff where security measures are concerned.*

*Under any circumstances, it is in the best interests of those organizations that manage historic lighthouse sites to adopt guidelines providing for the best possible visitor experience without sacrificing safety, preservation and interpretation.*

## **6.0 Suggested Guidelines**

If an organization decides to consider public access to a light tower, serious thought should be given to the following in addressing visitor safety, avoiding potential litigation, and making the visit a pleasant experience.

- a. **Number of People in Tower**  
This would vary with the design of each light tower, but consideration should be given to having a limit on the number of people in the tower at any one time. An unrestricted steady stream of visitors up and down the stairs of a light tower does nothing but increase the potential for an accident and puts added stress on a facility not designed to accommodate scores of people. Also, a light tower with a smaller interior diameter—and correspondingly small step width and length—adds to the potential for an accident, particularly if access is not controlled in some way.
- b. **Age of Visitors**  
Consideration should be given to setting a baseline age limit. For example, it is generally accepted by the medical community that children under age 8 have not developed to the point where they will respond in an appropriate manner to adult commands in emergency situations. This provides an objective guideline for potential use by the lighthouse community in setting an age limitation on light tower access.
- c. **Guided Tours**  
The best guaranty for visitor safety and quality in educational interpretation is to have supervised or guided tours of the light tower. When this is not possible, staff or volunteers should be stationed at certain points in the tower for security and to answer questions.

- d. **Accessibility (ADA) Issues**  
Compliance with the ADA and making historic lighthouse sites accessible for physically or developmentally challenged people is a very difficult area to address with no across the board suggestions. The best way to start, is for administrators of each lighthouse site to be familiar with the Act and to set standards for compliance—I've yet to see an elevator attached to a light tower.
- e. **Proper Dress and Footwear**  
To further increase visitor safety, organizations sponsoring tower tours might want to consider having rules prohibiting dress that would cause difficulty in ascending and descending the stairs of a tall tower e.g. high heels, flip-flop sandals, etc.
- f. **Visitor Warnings**  
Using international orange or bright yellow markings is a good way to warn visitors where there is a potential hazard, such as on the last stair before landings, or to mark low ceilings. And, there are organizations that use waivers of liability to protect themselves in the event of a lawsuit arising from an accident in a light tower. This might be an option others would like to consider.
- g. **Access to Lantern**  
Public access to the lantern is best only when the light is not in service. There is too much potential for damage to an operational optic with constant visitor traffic.
- h. **Access to Gallery**  
A fall (or jump) off the gallery of a lighthouse is one of the most serious liabilities a managing organization can face. If gallery access is permitted, it is recommended that the safe way to permit gallery access should be under the supervision of a guide(s).
- i. **Emergency Health Issues**  
Lighthouse sites permitting access to a tall light tower should consider having staff trained in cardiopulmonary resuscitation and administering oxygen. Climbing many stairs in hot and humid weather can trigger a host of medical problems, and it's best to be prepared. Some lighthouses cancel tower tours in extreme weather conditions.
- j. **Communications**  
It is strongly recommended that there be a communications link at the top of a tall tower. This can take the form of either a hard-wired telephone for emergency use or wireless personal two-way communication devices, or preferably both.
- k. **Admission Fees**  
The use of admission fees to limit access is controversial, but it does work. The higher the admission fee, the fewer people there are that will be inclined to want to climb the light tower. The downside of this tactic has been discussed earlier. Again, assessment needs to be done on an individual basis. It's also important to note that some managing organizations only have the light tower open for visitation on special occasions, developing other areas of the site to compensate for the lack of a climb up the tower during regular programming. This strategy decreases the chances of accidents and the amount of wear and tear on the tower's interior, and makes it a special occasion when the tower is open for tours (Useful, perhaps, for a fund raising or other event).

## **7.0 Keepers' Quarters, Fog Signal Buildings and other Outbuildings:**

### **Restoration and Adaptive Use**

Restoration refers to the process that returns the architectural integrity to a building so that it can be seen as it was originally designed, whereas, adaptive use restoration refers to re-using historic buildings for other purposes. For example, the exterior of a historic structure might be restored to look the same as it originally did when first constructed while the inside is being adaptively used for interpretive exhibits or other purposes. This is in contrast to a structure that has been carefully researched and restored both inside and out to provide a complete "type specimen" representative of the vernacular of the period.

My survey results indicated a strong desire on behalf of administrators to totally restore the exterior and interior of some buildings on site for use as a type specimen exhibit, possibly incorporating a living history component to visitor interpretation. Others were interested in restoration but were aware that building modifications had to be made for interpretive exhibits and visitor access and safety. Again, handicapped accessibility becomes an issue, and providing access might mean installation of a handicapped accessible lift or wheelchair ramp—the latter is certainly a less desirable alternative. Low intensity lighting and controlling temperature and humidity levels with a HVAC system would be necessary to protect artifacts on exhibit and original interior details of the structure. So, is the total restoration of the historic structures comprising a lighthouse site, inside and out, possible in this day and age?

Those I've talked with have indicated that it is possible but only in a very limited range of options, and respondents to this survey have stated that the most relevant question is whether it was practical. There is very little practical use to having a "type specimen" when the law requires that every possible means be taken to make it publicly accessible to everyone, if it is accessible at all. This means changing the structure in some way so that it is no longer original in its architectural and historic character.

Some light stations do maintain buildings that are observable but not accessible, keeping as much structural integrity as possible, but these were few in number.

Most historic site managers responsible for lighthouses chose adaptive use restoration as a tried and true means of saving historic structures, realizing this meant changing some of the original design of a building. Most light stations surveyed for this report had transformed one or more original buildings to suite a purpose for which it was not designed. Fuel supply houses became places for visitors to purchase soft drinks and candy. Assistant keepers' dwellings have become gift shops and small interpretive centers. Fog signal buildings became lecture and/or video presentation centers. Head keepers quarters were often occupied by an on-site manager, used for administrative offices, or were restored as much as possible and exhibited as an example of the way keepers lived.

In fact, there are many ways that historic light station buildings can be adaptively used and those mentioned represent only a sampling.

### **Suggested Guidelines**

There is a need to balance the desires of the administrative organization with its mission to restore and preserve the buildings and interpret them, and it's important that this be determined through long-range or strategic planning. Frankly, many of the respondents to this survey did not have the funding available to consider some of the alternative uses mentioned above. They simply do the best they can with the resources they have. Nevertheless, when considering an adaptive use preservation plan on any scale, it is important to be aware of the impact some development projects will have on the individual structures and the site. How will adaptive use affect historic site interpretation? Will adaptive use become more important to the managing organization than the structure and its history? What will its impact be on the environment, both social and natural? Site aesthetics are an important part of re-creating a sense of being, in time, and can add an extra dimension to visitors' understanding of history. This is one of the criteria used to judge properties nominated for inclusion in the National Register or as National Historic Landmarks, and it is important to preserve a sense of the past even when a historic structure is being adaptively used as a gift shop, or when part of the landscape has been made into a parking lot.

Restoration of a building to preserve it as a "type specimen" representing a specific architectural vernacular, might best be considered when structures are physically intact and when enough original artifacts (ideally, with provenance) are available to accurately represent the building and social systems that articulated within it at a certain point in its historical past. Such a structure becomes a model, an imprint in time, containing valuable information on the human condition that is important for site interpretation, education, and for research purposes.

## **8.0 Interagency Management and Administration of Historic Lighthouse Structures**

There is no question that the lighthouse preservation movement has outpaced the movement to transform these historic structures into educational facilities. While there has been money for bricks and mortar projects, most public granting agencies do not fund operational costs associated with exhibit development and other interpretive media. Lighthouse preservation groups who were successful in obtaining funding from sources like the 3-year 1989 Bicentennial Lighthouse Grant Program, or the more recent Department of Transportation's ISTEA or TEA-21 enhancement programs, or possibly applicable state grant programs, found themselves with upgraded facilities and

little or no money for interpretive aids and general everyday maintenance. Because of this situation and others, management of some historic light stations has become complicated due to awkward interagency agreements designed to alleviate the problem. An example exists in Evanston, IL, at Grosse Point Light Station, a National Historic Landmark on the shore of Lake Michigan just north of Chicago.

In brief, Grosse Point Light Station was transferred from federal control to the City of Evanston by an Act of Congress in 1935. Evanston then leased the property to the Lighthouse Park District—a separate governmental unit within the State of Illinois—to administer the facility. Publicly elected commissioners of the District, over time, openly joined hands with local historical, horticultural, and other groups to aid interpretation and maintenance of the property. As a result, today there are four organizations that operate in an effort to care for and interpret the site. This scenario makes it a difficult task for the ranking administrative organization to maintain unity (or, at least a sense of it) among these groups and manage the lighthouse site as an educational and recreational resource.

This complex management scenario led to a difficult situation when the Lighthouse Park District proposed developing a former fog signal building into a maritime museum at Grosse Point. In fact, a restoration plan previously adopted by both Evanston and the District called for adaptive use of this building for just such a purpose. However, with the necessary funding in limbo, Evanston began using the facility for day camp programming and when the Lighthouse Park District obtained a grant to jump start the maritime museum project, Evanston objected. Indeed, the city threatened termination of its lease with the District and plans for a maritime museum were tabled.

Finally, this topic would not be complete without mentioning attempts made by some community city councils to acquire historic lighthouse properties within their boundaries from organizations that have proved to be able managers and responsible stewards for many years. The dispute that developed in Georgia between the Tybee Island Historical Society and City of Tybee Island is a case in point that resulted in a battle for control of the Tybee Island Lighthouse—a move that threatened to undermine the Lighthouse Preservation Act of 2000. Fortunately, this situation has been resolved in favor of the historical society which has had a very successful track record of stewardship in administering this lighthouse.

A variation on this theme was also played out at Currituck Beach Lighthouse in North Carolina where the Outer Banks Conservationists, long-time caretakers of this lighthouse, became involved in a bitter dispute with local officials over administration of the structure after it had been awarded to them by federal authorities.

Local government contested the transfer and through the aid of their congressional representative made a serious attempt to reverse stewardship and take control of the lighthouse—again undermining the Lighthouse Preservation Act of 2000. Fortunately, they were not successful but as of this writing there are still several roadblocks for the Conservationists to overcome.

In fact, many administrators of historic lighthouse sites around the country find themselves in multi-tiered management situations, and it seems as though problems exist even in the best of these arrangements. Management scenarios that seem to work best are those where the hierarchy is centralized in the hands of one organization. Examples would include those light stations that are under the control of federal or state government, or a state or local historical agency with adequate financial reserves to operate the site independently.

### **Some Suggested Guidelines**

Multi-tiered administrative networks are generally the result of fiscal constraints and the “If we can’t do it, let’s get someone else to do it” mentality, and its counterpart, “Let’s sit down and work together in managing the needs of this historic property” have definite upside and downside potential. Each situation should be evaluated independently and carefully examined from different perspectives before an agreement is reached to form a cooperative operational scheme. In some instances an informal working partnership can be put together that functions quite well. But organizations, like people, change over time and the most reliable way to establish continuity and effectiveness of site management involving more than one group is to provide an operational Agreement with responsibilities of the parties involved clearly defined. This Agreement can then be revisited on an intermittent basis for better clarity in determining whether organizational contributions need to be modified or can remain status quo.

On a more serious level, the interest that some local governments have in turning historic lighthouse properties into their personal ATM machine should serve as a warning to existing and potential non-profit stewards of such historic sites. Caution should be used when entering into a management agreement, or even considering one, with any organization. Without adequate planning, the trailblazing successful stewards of historic lighthouse properties are in

jeopardy of being pushed aside by a bureaucracy that doesn't understand the complexities involved with administration of these unique historic and cultural resources.

Respectfully submitted,

Donald J. Terras

## Appendix: Light Stations Surveyed For Research

I'd like to thank personnel from the following lighthouses for their willingness to provide information helpful to this paper.

*Au Sable Lighthouse, MI	*Big Sable Point Lighthouse, MI
Boston Harbor Lighthouse, MA	Cape Hatteras Lighthouse, NC
*Cape Henry Lighthouse (old), VA	Cap May Lighthouse, NJ
*Cana Island Lighthouse, WI	Charlotte-Genesee, NY
*Eagle Bluff Lighthouse, WI	Fire Island Lighthouse, NY
*Grosse Point Lighthouse, IL	Hooper Straits Lighthouse, MD
*Key West Lighthouse, FL	South Manitou Island Lighthouse, MI
Montauk Point Lighthouse, NY	*Navesink Lighthouse, NJ
*Owls Head Lighthouse, ME	*Point Loma Lighthouse (Old), CA
*Point Iroquois Lighthouse, MI	*Pigeon Point Lighthouse, CA
Point Isabel Lighthouse, TX	*Point Bonita, CA
*Ponce De Leon Lighthouse, FL	*Portland Head Lighthouse, ME
Raspberry Island Lighthouse, WI	*Rose Island Lighthouse, RI
*Sandy Hook Lighthouse, NJ	*St. Augustine Lighthouse, FL
*St. Helene, MI	*St. Simon's Island Lighthouse, GA
*Split Rock Lighthouse, MN	*Tybee Island Lighthouse, GA
*Wind Point Lighthouse, WI	*Whitefish Point Lighthouse, MI

*\*Indicates a personal visit. Survey information from others was obtained by phone.*