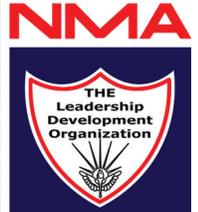




Boeing Aerospace Leadership Chapter

New Horizons

Mar-Apr 2012



An Embarrassing Encounter of the Astronaut Kind

Long after their harrowing ordeal, the Apollo 13 astronaut crew finally made its way to Rockwell's Downey Facility.

Months earlier, the Apollo 13 mission started smoothly without a hitch. There were the usual delays but no significant issues arose and finally the third moon landing mission was off the ground. Following a successful earth orbit insertion the crew made preparations for its next major milestone, firing the S-IVB engine for ~5 minutes for a Translunar Injection maneuver to send it on its way to the vicinity of the moon. Approximately 30 minutes after its final push out of earth orbit a critical Transposition and Docking maneuver was performed which involved separating the Command and Service Modules from its attachment to the S-IVB, pulling forward some distance, making a 180 degree rotational maneuver and gently returning to the S-IVB to dock with the awaiting Lunar Module. This assembly was then separated from the S-IVB and continued its trajectory towards the moon.

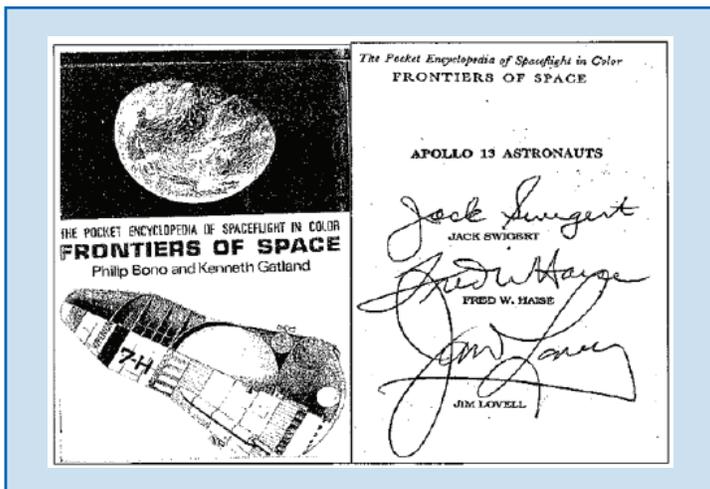
Everything appeared to be going well and the crew was settling down to an uneventful 3-day flight to the moon.

Suddenly, they were shaken by a near-catastrophic explosion. The event so startlingly reproduced later in the Tom Hanks' movie "Apollo 13" was about to ruin everything. The chilling phrase heard around the world "Houston, we've had a problem" still reverberates in my ears when I think of the events surrounding the failure. At ~ 56 hours into the mission, approximately 200,000 miles away from earth, Liquid Oxygen tank #2 that provides the reactants to the fuel cells that produce electrical power to the spacecraft suffered a violent explosion and within seconds left the crew in a life-threatening situation. The second of two tanks also was losing pressure due to damage sustained from the explosion of the first one. All power in the Command Module would soon be gone.

Someone came up with a brilliant idea, and just in time. It was decided to rely on the power available in the Lunar Module to sustain life until a plan could be developed to recover from this horrendous failure. Ultimately, the combined NASA-Contractor Team overcame the problems as they came up and enabled the crew to survive, though very uncomfortably (temperatures reached a low of 38 degrees F). They reached the moon but only for a one-half orbit look at the surface since the free-return trajectory that the successful firing of the Lunar Module Descent Engine (LMDE) placed them on a path to return to the earth rather than to establish an orbital altitude around the moon.

The whole world breathed a sigh of relief when it was confirmed that the LMDE firing was successful and the crew was returning to earth. Once they reached the vicinity of the earth they fired my attitude control rocket engines to position the vehicle for a final mid-course correction firing of the LMDE to align the spacecraft for a normal entry. They were soon dangling over the Pacific Ocean on three good parachutes.

As was the custom after each flight, the astronaut crews would make a visit to each of the major contractors to thank them for their contribution toward the success of each mission. The Apollo 13 crew was no exception.



Frontiers of Space and Flyleaf

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Preparations for the crew's triumphant return to Downey were under way. The red "carpet" was painted near the site of their helicopter landing that directed them to the temporary stage and podium erected for their visit.

I saw this as my chance to forever enshrine my newly purchased book "Frontiers of Space", a short encyclopedia of spaceflight, by adding the Apollo 13 astronauts' signatures to its flyleaf. As the ceremonies drew to a close I positioned myself near the stage exit so that I may obtain the precious signatures. But, it was not to be! The cordon of Public Relations personnel and others of their entourage were very diligent in keeping away the public masses to avoid delaying their tightly scheduled visits they had planned throughout the facility that day.

I was very disappointed in not gaining access to these heroes and slowly made my way back to my office in Building 6. As I was in no rush to get back I stopped at the rest room on the first floor by the staircase before I proceeded up. As I was washing up at the sink I heard the door swing open and three people rushed in. Much to my surprise, and delight, here were the three Apollo astronauts with the same intention. Of course I delayed my departure slightly and patiently waited until all were through washing up before I sprung my trap! I made my case for their signatures and, much to my surprise, all obliged me without hesitation. SUCCESS !!! The awaiting entourage just outside the door (the astronaut's wives, company president, assorted vice-presidents and a whole slew of Public Relations personnel) was shocked to see me first exit the rest room to be followed by the Apollo crew.

This was my rather **embarrassing**, though rewarding, **encounter of the astronaut kind**.

Stan Barauskas (9-8-05)

GMM Article

"In the grandeur of the Bowers Museum rich cultural historic presence, our March General Membership Meeting was delighted to have the charismatic world traveler and National Geographic Society Fellow Chris Rainier to present his photographic journey into

the depths of endangered cultures and the enduring spirit to use modern technology to save ancient traditions. Interweaving a poetic dialog into his photographic memoir, Chris eloquently illustrated that the diversity of our humanity is bonding and transcends, even eclipses, our cultural differences into a unified spirit.

Chris began his journey by following his passion to learn and photographically document tattoo ink and origins of body markings. It lead him on a seven

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year six continent Pacific Ocean journey. During his presentation we were intrigued by unusual body marking photographic impressions that define cultural identity, society order, ancestral heritage and spiritual connections. Much of it is illustrated in his recently published book called *Ancient Marks: the Sacred Origins of Tattoos and Body Marking*, also sold at the Bowers Museum bookstore.

In his travels, Chris has the innate ability to be approachable and to build impeccable trust with different and sometimes very remote cultures to gain access to document their way of life. He was able to communicate with them and learn much through their stories which become the storyline of his presentation.

We are all leaders. The ability to learn and improve your leadership skills equates to more success. From Chris' message, "Leaders need passion in their purpose, the ability to connect with a diverse audience, approachability, adaptability, the skill to build and maintain trust, the capability to listen well and communicate clearly, the knack to tell stories about success, and the determination to follow through with their commitments."

May you always learn, grow and succeed in your life's journey. I encourage you to engage in BALC's leadership, networking and development opportunities for your personal, professional and business success.

Best Always,

Daniel Kaz

VP of Professional Development, BALC"



Denee Martel welcomes members and guests



Chris Rainier (guest speaker) gives an informative presentation

A Message From Our President

The first quarter of 2012 has come and gone and, as usual, BALC has had a very busy three months. We have had several outstanding GMM speakers in BR&T's Dr. Matt Ganz (Jan), the very moving gang reformation stories from Fr. Greg Boyle (Feb), and the fascinating world culture presentation from National Geographic photographer Chris Rainer (Mar). The April speaker was Dr. Rayman from JPL and anyone who saw his presentation two years ago will surely agree that it certainly was fascinating. All of the 2012 GMM's have been scheduled, so please visit the BALC web page to see all the great future speakers, including September's event with astronaut Story Musgrave. Steve Stakley and Elena Einstein deserve a million thanks for such outstanding planning.

The first quarter also included the annual speech contest coordinated by Jocelyn Messina. This year's winner, Teryn Carstens, presented her speech at the March GMM and represented BALC at the western region competition in early May. BALC also selected three junior engineers (Tiffany Heyd, Liz Lanzarone, and Daniel Wallman) to sponsor at this year's BTEC conference. We have also

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2012 BALC President Denee Martel

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continued our Tech Fellow lunch-n-learn series (thank you Bob Noel) and various professional development offerings (thank you Daniel Kaz.)

In case you have not yet heard (or looked at your latest paystub), the BALC Board of Directors approved a dues increase of \$1.00 per biweekly paycheck. The Board reviews the dues income every year and considers all options before deciding to raise dues. The last dues increase was over five years ago and the increasing cost of our GMMs and other services have finally caught up to us again.

In my first 2012 President's Message I committed to highlighting leadership development material readily available via internal Boeing resources. The first resource I would like to highlight is the Leadership Talent Management website (<http://hr.web.boeing.com/index.aspx?com=40&id=1>) offered by Human Resources. "Selecting Leadership Tools" and "Enterprise Resources/Development Resources" will bring you to a page with several excellent resources including "Harvard ManageMentor" which offers a variety of relevant management and leadership topics; "Recommended Reading" which provides several suggested leadership books; and "Leadership Waypoint" which offers 16 career events, or waypoints, and you can both prepare for and learn from them. Another leadership development tool is the "Genuine Leadership Curriculum" (http://leadersweb.web.boeing.com/leadership_today/) provided by Learning, Training, and Development. This resource offers about two dozen leadership and management online training modules.

(right) Elke and Stan Barauskas reached their goal: Machu Picchu

While reading and course work are excellent preparatory activities, there is no substitute for experiential learning. One excellent way to gain leadership experience is through volunteering in your community and through charitable organizations. A great example of this is Carrie Bollwinkle, Executive Director for the Employee Community Fund of California. Her current assignment with Boeing was the result of volunteering as a community leader. In her words, "I owe my current career at Boeing to getting involved in the community. I had a personal passion for a cause and put that passion to work through skills-based volunteering with a growing nonprofit. Through that, I gained community contacts, leadership skills, strategic planning skills and invaluable relationships that connected me to Boeing. The skills I gained through this effort were more valuable than any classroom experience and it felt great too!"

You can have the same experience as Carrie by volunteering in your community. Or, even simpler, you can volunteer for the Employees Community Fund at Boeing here in Southern California. They need leaders to help grow participation in the Pooled Fund through site awareness teams so that Boeing can make strong positive impacts in our communities.

[I hope you find these leadership development resources valuable. Thanks to all BALC members. You are what make this organization so rewarding and successful!](#)

MACHU PICCHU

November 25, 2008

Conquering the Inca Trail to Machu Picchu

(In two parts)

By Stan Barauskas

PART I

My wife, Elke and I are long time members of the Sierra Club and have hiked the local mountains, the Alps in Switzerland and Austria and even the Black Forest In Germany for 7 days. Of these, the 4-day Inca Trail to Machu Picchu was, by far, the most challenging. This adventure was my wife's idea-something we wanted to do since the hiking group we belong to, the Trail Trekkers, visited Machu Picchu a few years ago. Of course they took the train there, which she thought was not in the tradition of "trekking". My job was to plan the details for the hike.



After using the internet to find a company that provided this hiking service I selected Peru Treks, a company in Cusco, Peru. The variety of costs for different companies for the same service amazed me; the range of prices was from \$400 to \$6,500 for the same 4 days of hiking. I found Peru Treks had an excellent record of reliable, outstanding service and did significant community service in addition to providing an excellent salary and benefits to its staff. I signed on ~ 6 months in advance—a typical advance reservation period since the demand for the Inca Trail hike is very high. The main reason for the early reservation requirement is the restriction placed by the Peru government to limit access to the Inca Trail to no more than 500 people per day— 200 tourists and 300 porters and guides. No one is allowed to do the trek without a guide. They are so protective that the walking sticks used by hikers must have rubber tips or they are not allowed. I selected August, Peru's winter, to go since it has minimal rain during that time—although I was warned to be prepared for rainy weather, just in case. After arranging all the travel, and hotels in Atlanta, Lima and Cusco we were ready to go on July 29, 2008.

LIMA

We spent 4 days exploring Lima before continuing to Cusco. Our Lima hotel, Hostal Torreblanca, was in the Miraflores section of Lima, a couple of blocks from the beach. As typical of Peru winters we found no sun for all the 4 days we spent there. The shore line had a wonderfully constructed walk-way along the beach with playgrounds for the children, concrete skate-board parks – even a hilly bicycle ride park. Interestingly, whereas we find our beaches lined with volley-ball courts and fire pits, theirs were sprinkled with concrete mini soccer courts – and a rare basketball court. We visited their main museum where we learned the history of Peru, a religious area (Huaca Pulcanna) and, most interesting, their Congressional Building. While on tour with a guide in the Congress we met an ex-congressman who gave us a very complete political history of Peru. One thing that impressed me during our Lima stay is the fact that we shared our hotel with a large group of U.S. volunteers representing World Vision that does missionary work at orphanages, hospitals and schools.

CUSCO

On to Cusco for a two-day stay before starting the trek. After checking in at the Peru Trek office for a final briefing before the hike we had an opportunity to do a guided city tour of Cusco the first day and the Sacred Valley on the second. We learned a massive amount of the culture and history of the Inca people—the invasion by the Spaniards and their ultimate assimilation into other nationalities in South America (Bolivia, Columbia, Argentina, and even the Philippines). The first impression one gets is that the Inca people were a hard-working, simple agrarian agriculture – based society. They worshipped the earth (Pacchamama) and the Sun God (Inti), the moon (Quilla), water, lightning, mountains and rainbows because they were the bases of all life. BUT, after visiting the various worship sites and important structures, it was evident the Incas were proficient in engineering, architecture, astronomy, medicine and other sciences. One example is in the construction of the sacred worship sites – the Incas used massive rocks for construction that came from a quarry miles away. Some of those rocks were in the order of 40 to 100 tons, or more, in weight. The Inca's moved these stones by a series of pulleys, ramps, incline planes, rollers and levers to put them in place. The design of their edifices took potential earthquakes into account (trapezoidal design and no mortar used in assembling the huge stones), as well as the seasons of the year (vernal equinox, for example). We learned that the Incas were hard-working, very intelligent and dedicated to their worship. Their demise was of their own doing. A major civil war broke out between the last two Inca kings, Huscar and Atahualpa. The war decimated the Incas and the Spanish took advantage of this during the Battle of Cajamarca in November, 1532 when they captured and ultimately killed the surviving king, Atahualpa, and the conquest of Peru began in earnest.



Hike Day 1

Finally, the first day of the hike begins. We were picked up at our hotel about 5:30 am Wednesday, August 6 and, along with 14 other hikers, were bussed to the trailhead at KM82 in Ollantaytambo. While on the way to the trailhead we introduced ourselves to the other hikers. The range in age of the group was from 18 years to 69 years old. Our fellow hikers were from England, Belgium, Canada, U.S. and Peru. We had an archeologist, several teachers, computer programmer, lawyer and other professions in our group. On our hike we were accompanied by a support group of porters, Cheskis (runners) as they prefer to be called, and two local guides, David and William. As we made progress along the trail we would find ancient ruins that were used either for worship or by the Incas as a residence. The guides filled in as much of the details for each that was known from archeological research. The first day was relatively mild, only 7.2 miles and ~6 hours of walking. One of the major benefits was the availability of bathrooms at each campsite. Of course, they were somewhat primitive (structure with a hole in the ground) but they did provide privacy and running water (though not drinkable).

At this point I must digress and spend a little time describing the role of the Cheskis. It is important to note that without the Cheskis this 4-day hike would be IMPOSSIBLE!. Our group of 16 was assigned 19 Cheskis and one cook who did the heavy lifting and cooking on this hike. The age range of the Cheskis was from about 18-20 yrs to the oldest at ~64 years. They were in such good shape I believe many of them could qualify for endurance events in the Olympics. They carried all of our supplies for breakfast, lunch and dinner – and an occasional hot tea and sandwich break (in addition to their own rations) for the entire 4 days. They also brought a dining and cooking tent complete with plastic stools, and 8, 4-man tents deployed each night. I was amazed they did not rely on the relatively light weight plastic dishes or silverware—all were aluminum: platters, bowls, dishes, cups and silverware. The Cheskis carried a stove and sufficient propane for cooking and to boil water for washing and to refill the hikers' water bottles. No fires were allowed in any campground. Before each meal they would provide hot water for washing up. The breakfasts consisted of pancakes, bagels, jam, butter, omelets, hot cereal, and a variety of hot teas. Lunch was chicken, mashed potatoes, vegetables, hot soup. Dinners included hot soup, beef, fish, spaghetti, rice, fried bananas, tomatoes (always peeled to avoid illness from the water used to wash them) fruit salad and avocados. Typically, the dishes were served very decoratively and fresh tablecloths were used for each meal. Some of the hikers had special diet needs, specifically the vegetarians in our group. Their dishes were prepared separately and close attention was paid to their demands. Don't ask me how, but one evening we were served a delicious Jell-O! Sometimes even the napkins were placed at each table setting with a decorative design. The Cheskis washed all the dishes, took down the dining, cooking and sleeping tents, bundled up everything and easily passed us (even with a ~1 hour lead) on the trail – occasionally breaking into an uphill run—impossible! By the time we arrived, everything was ready for our lunch. The food was cooked, the dining tent and place settings done and hot water was ready for our pre-meal wash-up. Pre-boiled water was provided to all the hikers that needed to replenish their water supply.

Part II

Hike Days 2, 3, & 4

On to the dreaded second day. This was described as the hardest of the 4 days. The elevation gain will be ~3,300 feet and we will reach 13,700 feet (4215 meters). The climb is the steepest of all the 4 days although the same miles distance (~7.2 miles) as the first day. To add insult to injury we were surprised by thunder and lightning accompanied by heavy rain about 1 or 2 am. Elke thought they would delay our hike by a day to avoid this downpour but NO SUCH LUCK. We were up right at 5:30 am, our typical wake-up time, and eating a hot breakfast by ~6:10 am (imagine, a HOT BREAKFAST with this deluge of a storm). We donned our rain ponchos and were on the trail by ~7am. Apparently the Incas never heard of switchbacks – it was a direct ascent. The hike was rarely on a dirt trail, it seemed ~90% was on knee-jarring stones and rocks of every description. Very frequently, the trail consisted of stone steps with ~1 to 2 foot elevation difference from one to the next. As we gained in elevation, there was evidence of snow on the ground – not very deep and melted quickly, but it showed the kind of temperatures we had to contend with as we reached the top (called “dead woman's pass”—no one knew why). After a short rest we were on our way to a very welcome hot meal – already waiting for us courtesy of the Cheskis. The rain finally subsided and off to our sleeping tents. But before we went to our tents, our guide William had a story to tell. I won't go into the details but the gist of the story was about a spirit he had witnessed on a previous hike and the possibility of women being attacked in the middle of the night in their tents. He strongly

advised everyone not to wander out to the bathrooms after midnight and to hide a knife under their sleeping bags to ward off intruders (some women actually did take their dinner knife with them to the tent). Elke and I concluded the story was made up to discourage getting up in the night to go to the bathroom because of the precarious position of all our tents at that location. Because of the altitude and wind we were exposed to the coldest night of all 3 nights we spent on the mountain (temperature dropped to the high 30's F). Elke and I brought thermal underwear and very warm sweaters just for this occasion. They served us well.

The third day was advertised as being fairly light because the majority of the hike was downhill – this sounded great, at first. Then we found out that this day was to be the longest, both in distance and time. It was a 9 mile hike and was the first time we experienced the original trail as constructed by the ancient Incas over 400 years ago. Once again, we were up at 5:30 am for breakfast and started our hike at 7 am. Although it was true that the trail was generally downhill, it still presented some really challenging and breathtaking uphill sections. Since this portion was to be so long, the Cheskis set up a dining tent part-way through the hike for a very welcome hot tea and sandwich break (and they still had lunch to set up a little later). As we continued on the hike our guide David described the challenge awaiting us. It was jokingly called the “gringo killer” – approximately 3 miles of knee-blasting downhill steps (estimated at ~ 2000) many of which were ~2 feet relative elevation with a minimum plateau for the foot to land on. The younger group (about 10) had little problem

with these conditions but us oldsters – and an injured young lady- made considerably slower progress. Of course, this being the Peru winter, sundown was relatively early (~6 pm). We were quite a distance away from camp when night fell and we had to resort to flashlights to help guide our way. Lucky for me, when my flashlight gave out, that I had a spare bulb – most times it's the battery that dies, in this case my back-up bulb did the trick. There is no way I would attempt walking on a strange trail in the Andes Mountains without visibility. With the aid of our guide that stayed back with the stragglers, we finally arrived at our campsite at ~7 pm, after hiking approximately 12 hours. We were exhausted and ready for our hot meal – it was a great relief and pleasure. This was to be the last dinner meal prepared by our faithful Cheskis and this was our opportunity, as a group, to show our appreciation for their untiring efforts. We assigned Maureen (Milwaukee, Wisconsin) of our group as the collector of tips – one collection to be divided among the 19 Cheskis and another just for Simon, our extraordinary cook. We also assigned Victoria (young lady from Surrey, England) as our spokesperson to give a short “thank you” talk which she



Elke and Stan celebrate reaching the highest point of the hike: 13,800 feet

accomplished like a polished speaker – we were all very proud of her. Then, our guide mentioned that tradition requires that we part with the Cheskis with a song. For a moment we were all non-plussed, staring at each other, wondering what song would be appropriate and known by all the nationalities represented in our group. Luckily, our quick-thinking archeologist from Michigan, Lisa Marie, daughter of Carl and Maureen, came up with a suggestion – why not “Roll Out the Barrel”? Although it is fairly common in the U.S. I was surprised when the Belgians, Canadians and England-ers all joined in the song with gusto. It was a moment to remember. Simon, the cook, prepared a special cake, complete with icing (a cake in the Andean wilderness – impossible you might say) for the occasion with the annotation “Feliz Viaje” (translates to “pleasant voyage”, I think). Finally, off to our tents for a relatively warm sleep and looking forward to our final day 4.

One aspect that was not welcome for day 4 was the early rising (~4am rather than our typical “late sleep-in” 5:30 am). The intent of the early start was to arrive at Machu Picchu, our destination, at the SUN GATE before the sun rises over the site. It is supposed to be very dramatic and a sight worth recording. No one minded. This was supposed to be our triumph over significant odds and everyone was anxious to finally reach our goal. One little thing did “dampen” our spirits, somewhat. It started to rain, a little light at first and ultimately, a deluge. Nevertheless, we trudged on hoping for a break in the weather as we approached our goal. ---- Alas, it did not come. This last portion was advertised as a relatively mild hike, taking about 2.5 hours and descending to the ruins most of the way. Although this was true, there were enough uphill portions to take my breath away and cause frequent stops. At last, we reached our initial goal—the SUN GATE---but NO SUN. The rain and accompanying clouds obscured the site to the degree that very little was visible. Our VERY EARLY rising did not provide us with the reward we were seeking. We were met by steady rain and heavy clouds obscuring the Machu Picchu site. How disappointing!! Also, we were still over ½ hour to the entrance to the ruins.

FINALLY!! We reached our destination – Machu Picchu. Of course, our small slower group of 6 was behind the 10 speedy “rabbits” and we thought our guided tour would be already ½ done. Not so. The guide and the larger group found a covered area protected from the rain to wait for our arrival. The tour started at ~8 am. And we thought our climbing was done – far from it. As it is obvious in the photos, Machu Picchu is built on a series of terraces. On our tour we, once again, climbed up and down numerous times as our guide pointed out important areas at the site. Several interesting facts were presented, among many, which stood out for me. One was that the Machu Picchu site was completed by the Incas in 1460 and was the official site for Inca rulers for ~100 years, abandoned after the Spanish conquest of Peru in the 1500’s. It is, by far, not the largest found that the ancient Incas built – it was just the most publicized. Another fact was that the discoverer, Hiram Bingham, had grossly overestimated the population, at the peak, in his book “The Lost City of the Incas” (published in the 1940’s), to be ~4000 people. In fact, only a little over 200 occupied the area. Quite an error. But Bingham was a professor of history and philosophy – not an archeologist, and made invalid assumptions. Both guides were very knowledgeable about Machu Picchu, as well as other historical sites along the Inca Trail.

Epilogue

I should briefly mention some of the adversities suffered by a few of our fellow hikers that added to the pain and strain of their hike. One young lady (Thea from England) suffered from food poisoning just 2 days before the hike and was hospitalized for a day just before the hike – she barely made it to the start but completed the hike in good shape. Another young lady, Lisa Marie, the archeologist from Michigan, endured headaches and colds preceding and throughout the 4-day ordeal but persevered. A third young lady, Samantha from England, suffered a relapse of a childhood bout with severe knee joint pain. It returned with a vengeance after her knees were exposed to the severe stress and shock of the 2nd day of hiking, rightfully described as the “worst day”. The guides provided someone to carry her

pack on the 3rd and 4th day but she refused the offer to assist her in hiking the last 2 days. She did it on her own – though every step was a painful experience. We all admired her persistence and strong determination. She was an inspiration to us all.

At the end of the tour of the site the hike group boarded a local bus that took everyone to Aguas Calientes, a nearby town with a train station. There we met at a restaurant for lunch and to make final travel arrangements. Of course, this get-together presented the hikers with an opportunity to tip the guides to show our appreciation for all the various help they provided “beyond the call of duty”. The guides distributed “I Survived the Inca Trail” certificates to all the hikers and we finally parted – some returning home, others to continue their vacations in other parts of the world.

What started as a challenge and an adventure ended with my increased understanding of the Peru culture and a very real appreciation for the spirit, endurance and fortitude of the ancient Inca people and their descendants. Rather than “conquer the trail” I, instead, learned to respect the people who had the imagination and will-power to construct such an amazing city of Machu Picchu-and the rigorous route to their venerated worship site. Truly,an experience of a lifetime.

Stan Barauskas
Inca Trail Survivor
 August, 2008