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Wayne Landrum
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Interview conducted by Lu Ann Jones
Transcribed by Teresa Bergen
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ANPR Oral History Project

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This final draft contains clarifications and corrections made by the narrator.

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[START OF TRACK 1]

Lu Ann Jones: So, we'll get started. Let me just say that this is Lu Ann Jones. And I'm here with Wayne Landrum. We're at Ranger Rendezvous in 2014 at Estes Park. This is our interview for the ANPR Oral History Project. Do I have your permission to record the interview?

Wayne Landrum: Yes, I'm Wayne Landrum and you do.

Lu Ann Jones: Thank you. Thank you. So, I just started out, like I said yesterday, I started out just kind of wanting to know where people grew up. And when you were born and where you were born and some of those early influences on you.

Wayne Landrum: I was born in 1943, in Portales, New Mexico. Southeastern New Mexico, close to the Texas border. I grew up on a farm for the first five years. We moved into Portales, and then in the fifth grade I moved to Carlsbad and stayed there through high school at Carlsbad, New Mexico.

Lu Ann Jones: You were telling me a little bit yesterday in our conversation about the industry there and what your father did.

Wayne Landrum: Yeah, yeah. My father, he was a farmer, he enjoyed farming, but it wasn't a good time to do dry land farming. He owned a service station in Portales, and then when we moved to Carlsbad, he went to work at the potash mines, which was a big industry at that time. That's where everybody wanted to work because it was union jobs, well paying. So, we grew up there, him working at the mines, me going to school there. And my brother and sister.

Lu Ann Jones: And what did your mom do?

Wayne Landrum: My mom was a homemaker. That's what women did in those days. Occasionally she'd get a part-time job and he would say he didn't want her to work. So, she would quit. (laughs)

Lu Ann Jones: And were both of them from New Mexico?

Wayne Landrum: No. She was from Texas. She moved to New Mexico 12 years after it became a state, when her family moved over. And my dad was an Oklahoma Okie. And he's just like *The Grapes of Wrath.* He rode the freight trains out to work in the fields in California. Rode the freight trains back. His father disappeared and left his mother with seven kids. So he grew up in the Depression and riding his freight train back. And those stories could go on forever.

Wayne Landrum: Then the rest of the family, a lot of them moved to California later, like the Okies did, and better opportunities and better money and jobs. But he stayed in New Mexico.

Lu Ann Jones: Well, what were some of your interests as a kid?

Wayne Landrum: Well, growing up, I was always out. We had the Pecos River there. We were swimming in the river all summer. And we were close to the Guadalupe Mountains. There were caves within a few miles of town. In fact, right on the outskirts there are limestone caves. So, growing up, I was always out in the woods and in the caves and in the rocks, and climbing and exploring caves. I had a set of friends that they liked to do that just as well as I did. So that's, it was an outdoor life for me.

Lu Ann Jones: And are you pretty self-taught in terms of exploring caves? Or were there older people who were there kind of teaching you?

Wayne Landrum: No. We went by trial and error. And it's amazing when I think back. If my kids tried some of the things we did, I would never get a good night's sleep. We went down in a 300-foot vertical cave on a barbed wire ladder made out of fence barbed wire, and mesquite rungs dangling 300 feet into deep cave. And half the rungs were gone. Come to find out the ladder was probably put in by Jim White in the 1930s or '20s, or way back when he was exploring caves all over. Of course, that was on the boundary inside the park, but it was so remote nobody was going up there. If we'd have gotten lost, we would still be there, probably. (laughs) But we had fun. Almost anytime we went out in good weather, we went caving.

Lu Ann Jones: Wow. Well, were you aware of the National Park Service when you were growing up?

Wayne Landrum: Yeah, I was aware. We went to Carlsbad Caverns, actually, when I still lived at Portales with the school. It was a school trip. Once I moved to Carlsbad, one of the instructors in grade school, one of the speakers that came in, was Colonel Bowles, who's a classic character in the National Park Service from those days. He had retired from the Park Service at Carlsbad. He worked at Carlsbad for years, and retired from Hawaii. He came and gave our fifth grade class a talk and a slide show on volcanoes. So right early on, I was exposed to Park Service. Plus, Carlsbad is only 23 miles away from the cave. So, we would go out there, too. That was too formal for us. (laughs) "Stay on the trail!"

Lu Ann Jones: (laughs) You didn't want to stay on the trail?

Wayne Landrum: No, we wanted to explore caves.

Lu Ann Jones: Now when did, you said that when you went to college you majored in both, what, biology and anthropology?

Wayne Landrum: Biology and anthropology.

Lu Ann Jones: That was an interesting combination. How did that come about?

Wayne Landrum: Well, it started out because I started out as a biochem major. I got to organic chemistry and I liked anthropology a whole lot better (laughs) after that. I looked at the jobs as a biological technician, working in the lab or lab, and I thought you know, I don't really want a job in my life that's indoors, in a lab, inside. I went to the University of New Mexico. We had

some of the best archeologists for the Southwest in the Southwest teaching there. I had some very famous, for the Southwest, archeologists that were still teaching. Dr. Ellis, she was a leading expert on pottery in the Southwest. And Dr. Hill and Dr. Hibbin. A big game hunter, but he was an instructor. Those classes were fascinating. So, yeah, that was a much better fit for me, and so I stuck with it.

Lu Ann Jones: Remind me how you got started with the Park Service.

Wayne Landrum: When I was in high school, it must have been 1959, the summer of 1959. It could have been '60. I graduated in '61. I was 16 or 17 and they had a flash flood at Carlsbad Caverns and it washed out the road in Walnut Canyon, just like the roads here. It happens periodically, and they forget about it, rebuild it and fix it again. They had emergency hire, and my next-door neighbor was working out there rebuilding the road. He said, "They need some more people." So, he brought me an application, took it in, and they said, "Bring him to work with you." So, at 16 I was working along the washed out road in Walnut Canyon and riding around in Park Service pickups and trucks and the equipment, and mixing cement in one of those old hand mixers. Taking it over and dumping it in the cracks for the riprap. It was just a maintenance labor-intensive job. So, I did that all summer. I think my first government paycheck then dates back to about 1959, (laughs) and it wasn't a very big paycheck.

Wayne Landrum: Then after I went to college and I came back looking for a job. I told you, I lacked a few hours finishing college. I didn't graduate. I was going to go back. Anyway, I went to work back at the mines for a while. And then when they offered me a permanent job and laid the other temporary hires off, I'd been offered a seasonal job. The same week, a ranger job. So, I took that. My dad was going to shoot me. I mean, the difference in pay. A seasonal job was three months at that time. The other was a full-time job, and it probably paid 10 times more than the Park Service job.

Lu Ann Jones: Do you remember what those paychecks would have been?

Wayne Landrum: I could look it up. But I know when I started as a seasonal ranger, I was a GS-4 and it was $4,000 a year, right in that range, and I had money left over, because things were cheaper then. I worked my first season as a seasonal ranger. I liked it really well. I had good supervisors, and we got along well. At that time, more and more people were retirees and traveling after school season. They used to, it was just dead as soon as school starts, everybody quit coming. And it was getting to be a wider and wider season. So, they needed to extend. Since I was local they asked me to stay on an extra three months. So, I was working nine months a year for three years. Nine months was perfect. That's all I ever wanted. Three months off to travel, and nine months to work.

Wayne Landrum: I found out that when it was my days off, I told you, I think, that I was disappointed it was my day off and I didn't get to go to work, because I

had so much fun working with the people there. It was all guided tours at that time. Real personal interpretation. And I just had fun every day.

Lu Ann Jones: What exactly were you doing during that period? You were in interpretation. What were you actually doing on any given day?

Wayne Landrum: Well, on any given day, they had it divided up. We were taking guided tours in the summer. Seven o'clock was the first one in the morning, and every 45 minutes. They were a million people a year going through Carlsbad then. Now there are only a half million, roughly. And it's going up again a little bit. But they've changed all their price structure and all the different types of tours, so it's not the same.

Wayne Landrum: We would take a tour. In the wintertime, we might have 25 people on a tour. Then we'd only have four tours a day, all the way through the cave, walking three miles and come up on the elevator. We'd give talks all along the way, and depending on the size of your group, you had to adjust your talks. If you had a seating area that would only hold 50, you'd keep on going inside the cave. I don't know if you're familiar with Carlsbad. You walk in this huge natural entrance. There's an amphitheater there where the bats fly out every summer, and they have bat flight programs. Then you wind your way down – it's a deep cave – to, let's see, it's 750 feet deep, or 780, to the, not the deepest point of the cave, but on the tour to the scenic rims. So, you're leading this trail of people through the cave. Then there's somebody that goes along that goes up and down in the group to answer people's questions. Then somebody's filling in the rear. You turn on the lights as you go. It's completely dark when you walk in. You turn the lights on. They breathe a sigh of relief. Then the one behind them turns the lights off and they look back, you know. They can't do that anymore, because they've got self-guiding tours. So, they leave the lights on all the time. It's causing all kinds of problems. Migrating birds moving in, cave swallows.

Lu Ann Jones: Oh, interesting.

Wayne Landrum: But anyway, that's what we were doing. Dealing personal, one-on-one interpretation. Giving programs on history, geology, and how the cave was formed. What's real fun about it is completely different story from what we were telling, and they've changed it since I left. It was based on one theory, and then there was another theory, and now it's a combination of the two. We were telling them a little story and didn't know it. (laughs)

Lu Ann Jones: That happens.

Wayne Landrum: They probably don't remember anyway. But anyway.

Lu Ann Jones: Were you given any instruction? Or how you were trained?

Wayne Landrum: We were assigned to a; we had a regular training program. In fact, Ken Maberry, who's here, his father was a chief ranger at the time. He gave us a demonstration of fire extinguishers and all this. We all had our new Stetson hats on, the felt hats, and it went off and he sprayed everybody's

hats and everything. I had a hat with chemicals on it for a long time. We had a regular training course. But then we would go along with them on the tour, just tag along. And had the information to learn about the geology and the history. We would put that together; we had time to put it together, some on the job. But mostly you go on tours and you listen to the other guys. And everyone was a little different. They all had their own ideas and ways of speaking, so you kind of picked out the one you liked the best, and that's how you learned your programs.

Wayne Landrum: Then there was the bat flight program in the summers. In the evening, you'd sit down and talk about bats until they'd fly out. Sometimes they'd fly in 15 minutes. Sometimes they'd be an hour. So, you had to be able to say, "Oh, yeah, by the way…" And sometimes you'd just start your talk and they would come out.

Wayne Landrum: So, it was a fun place to work. You'd have a thousand people down at the amphitheater at night in the summer, watching the bats come out.

Wayne Landrum: But we just kind of learned that way, through training. Then they'd say, "Are you ready to give your talk yet, on the geology?"

Wayne Landrum: And I'd say, "No, I think I'll wait a little while." Finally, they said, "We've waited long enough. Get up on that podium and talk."

Wayne Landrum: I wasn't a public speaker. I was nervous about it. But after a month or two it got really easy, and it's never been a problem since.

Wayne Landrum: Carlsbad was kind of a training program early on for all rangers. A lot of rangers coming in when they'd hire them right off the registers. Bring them in, because they learned what rangers do, even though they called them tour guides. They were interpreters, basically. So, they were given programs. Then got to be the back door, they said. Because then they were hiring people that weren't college graduates and everything, which I wasn't at the time. But anyway, I eventually got on permanent, after I got married there.

Wayne Landrum: Another little thing for the change of the times, my wife that I married was also a ranger there, a guide, a seasonal from Chicago. We worked, about 40 or 50 seasonals every summer, because it was really busy. So, she worked and I worked. We knew each other, and we got together eventually in, I think, the second season. At the end of the third season, they asked us, asked me, if I'd stay on again. They say, "You'll stay on again for three months like always."

Wayne Landrum: And I said, "Yeah, I will." I said, "Judy wants to work as a seasonal, too," because they were shorthanded and they couldn't find people. The schoolteacher seasonals were back in school. The college kids were back in school.

Wayne Landrum: They said, "Well, we're shorthanded."

Wayne Landrum: Then the supervisor, who was a strange guy, and I probably caused him an early heart attack, some of the things we were doing, but it was fun. (laughs) He said, "Yeah, we can use her. Just have her fill out the paperwork."

Wayne Landrum: I said, "You know, we're getting married next week." He said, "Nope. We've never had a married couple here. We're not going to hire a married couple. It won't work out."

Wayne Landrum: So, I said, "Well, I'm not staying. We're leaving."

Wayne Landrum: At the end of our appointments, we took off for three weeks, and when we came back, they were still shorthanded. So, I called up Phil VanCleat, who was the naturalist and acting superintendent at that time, in between superintendents or something. I said, "I'm ready to come back to work. I'll go ahead and work the three months if you want."

Wayne Landrum: He says, "I'll bring the paperwork by tonight. To your house." He lived in Carlsbad, and he brought the paperwork right to our house. He said, "Judy, here's yours. Fill it out. You're going to work, too."

Wayne Landrum: The other supervisor never got over that. (laughter) But fortunately I had Johnnie Johnson, who was one of the few women in uniform there or anywhere in the Park Service in the '50s. She was a supervisor under him. But she thought it was super. And we got along great, too. So other than that, that was just a little glitch. That was the evolution, when they were starting to hire a lot of young college women and men, and integrating them into the workforce. It was the man's world at that point. Still. But starting to change.

Lu Ann Jones: So, what was the theory that a married couple couldn't work there at the same time?

Wayne Landrum: His theory that they wouldn't listen to the supervisor, and they would insist on having the same days off and insist on having the same schedule and the same shifts. Of course, that wasn't true. We didn't care if we worked together or not. If we had the same day off, or if we didn't. And that wasn't an issue. But that was his issue that we were going to be wanting special privileges as a married couple. And the young single guys and girls were chasing themselves all over the cave anyway, you know? (laughs) But that was his reasoning. He had just never dealt with that, and he thought it would be a problem.

Lu Ann Jones: Well, maybe mentioning that, were there lots of romances among the seasonal workers?

Wayne Landrum: Oh, yeah, yeah. Fifty college kids, 40, whatever, and schoolteachers mixed in between those. Yeah, it was a summer. Sometimes, on our schedule, when we weren't in the cave, we'd go half a tour, a mile and three quarters, down to the underground lunchroom. Then we'd go up on the elevator. Someone else would come down and take the big room, the second mile and a quarter around the cave. It's a huge cave. It's huge. The

big room is 14 acres. I mean, it's huge. It averages 150 feet high. And it's got a trail all around it.

Wayne Landrum: So, we'd have different schedules. One day you'd be doing this, and one day you'd be working the desk half a day and doing one half of a tour. The next day if we had people, we'd go out in the parking lot and park cars, especially on busy times. Two or three of us would be out there in uniform parking cars. And so, it's a variety of things.

Wayne Landrum: We'd get into the back country once in a while and do some back-country stuff, but not much, then. They've expanded on that a lot now. But basically, as a cave guide and walking people through.

Wayne Landrum: Eventually they started doing self-guided tours through the big room. They thought that saved them so much money, they didn't have to hire as many people to let them wander around. Then they opened up the self-guiding tour into the scenic rooms, which are really delicate, small rooms full of formations. And the cave increased in size immediately. They were breaking everything out of it. They may have saved a little money, but they lost a good percentage of the formations. It's just because when you're all together in a line and everybody's watching everybody, and you explain, these are thousands of years old. Don't break them, don't touch them. Then they're in here and they don't see anybody, and the seasonals and the people down there got real bored on slow days, standing on this spot, and then move for an hour into another spot. And so, they wander around, migrate and talk to each other and forget about guarding the cave. It was just a bad situation. We complained about it, but it was all economics. They thought it was going to save them money, but it cost them some of the resource.

Lu Ann Jones: How do you think that you were, became, or maybe you already were when you became a seasonal, but deeply appreciative of the resource? Yes, saw that as a resource to preserve and protect and kind of understand the mission of the Park Service.

Wayne Landrum: They got in it with the training, too. But I felt that way already as a caver. I knew if you break a formation, it's never coming back. So, we were really careful. The other nice thing about working there is a few of us had, at that time, permission to take some of the other employees on some of the side places that visitors don't get to, to do a little exploring and seeing. Go down to the Lake of the Clouds, which is the deepest. But at that time, you had to go through a little bit more, a lot more training – where to go and not to go, and how to deal with the resource. So, we did get to take some trips into the cave.

Wayne Landrum: A few times we would go in the cave at the end of our work shift after we had had something to eat and get back out in the morning in time to take the first tour. So, we a few times spent the entire night exploring some of these side passageways. Then I'm sure that they've got the Cave Research Foundation and other groups now, and I don't think that they just let

employees, even trained, do that. But I don't know anymore. That was 1960s, and it was different.

Wayne Landrum: Things were still being discovered there. Rooms and chambers, and rediscovered. And other caves in the park. We also got to go in some of the other caves. All we'd have to do is tell them where we were going to go on our days off, and they'd say, "Yeah, no problem."

Lu Ann Jones: Well, you said that you liked the nine months on and three months off, and travel.

Wayne Landrum: Yeah.

Lu Ann Jones: So where were you traveling? What were you doing at that time?

Wayne Landrum: Oh, well, I'd go back out to the Grand Canyon, hiking. I'd go around the national parks, all around. Guadalupe was a brand-new national park that was locked up and this rancher donated his land to the national park because his kids started fighting over it. So, he just, "I'll give this million acres to the National Park Service. I'm not putting up with this."[1] While they were getting the other ranchers and buying some of them out over a period of ten years, it was just locked up, as that particular private land. The ranger there just lived back there by himself. He kept the fences fixed and checked the roads. If employees did come in, they'd talk to him, tell them where they could and couldn't go. So, we worked there, and he would come to the staff meetings once in a while, and the meetings and the trainings and potlucks. We'd just say, "Hey, we're coming out this weekend. We want to go hike up into the Bowl."

Wayne Landrum: "Yeah, no problem. I'll leave the gate unlocked."

Wayne Landrum: So, I just did outdoorsy stuff like that. A lot of trips to the Southwest – Arizona, New Mexico, Colorado; Mesa Verde, one of my favorite parks in the world.

Lu Ann Jones: Well, you mentioned a potluck. Were there kind of community activities that you would do together as a workforce?

Wayne Landrum: That's the other big change that's happened since I started in the Park Service. Carlsbad Caverns had its headquarters, 27 miles from Carlsbad, at the cave. All the superintendents drove out there. The administrative people had administrative office. Everyone went from Carlsbad or lived at Carlsbad Caverns in the park. So that's where the center was. Then as happened not only there but at Glen Canyon, other places, because of communications and administrative stuff, they gradually migrated back into the towns with their administrative staff. While I was there, the superintendents didn't live in the park, necessarily, but their office was there. Employees were able to talk to the superintendent. His office was right down the hill by the cave entrance. It was a much more cohesive

[1] During review, Landrum speculated that the park was probably smaller than a million acres.

group. They would have potlucks. We'd go down to Rattlesnake Springs. Have big cookouts. And it was a mingling of all the employees.

Wayne Landrum: That happened at most of the parks, especially the small ones that I worked at. It was little communities. They lived in the park or they drove from close by into the park to work. And that changed.

Lu Ann Jones: Were those communities different between parks? Or would those communities be very similar from park to park?

Wayne Landrum: Oh, they were basically pretty similar and doing the same types of things. Yeah. For the size of the park. A park with 15 to 20 employees in one place is just like a park with 15 to 20 employees, where they mostly live in the park or have their offices and workspaces in the park. They were much more of, like they say the Park Service family. Then when they started moving into the towns and moving out of what was at that time cheap government housing, so it kept people in the parks. So, we had people in the parks 24 hours a day.

Wayne Landrum: Then they would move into town and start working in town. So, they wouldn't want to drive that distance. Then their spouse, usually the wife, would get another job and start their own career and then after five or six years in that job, they'd say, "Well, it's time to move, transfer."

Wayne Landrum: She'd say, "I'm not leaving, because this is my career now." So, people stopped over the years, a decline in moving every three to five years, like I liked to do, about every five years. Because they would get involved, once they moved to town, in the community, and not the Park Service community. They would have two-career jobs going, and so they would stay longer and longer on those jobs. Sometimes a teacher or a nurse was considered the best person to have for a wife, because they could get a job wherever your career happened to take you. I know a lot of people did that as careers. But once they got settled into town and started buying a house they said oh, we're here, and stayed. So that's one gradual shift that I've seen over the years – a shift out of the parks for a lot of people, and settling in the nearby communities, and not moving to get your promotions.

Lu Ann Jones: Mm hmm. So, when did you get permanent status?

Wayne Landrum: I got on permanent. I worked for nine months as a permanent at Carlsbad doing what I'd been doing as a seasonal all the years. I got a permanent job after four seasons at Carlsbad. I'd been there going on four years doing that same job. I walked two thousand miles in Carlsbad Caverns on guided tours. I figured it out once. (laughs) So I decided I wanted to move. A job came up in Glen Canyon, so I put in for that, as a supervisory position. It was one of the technician series. It was supervising the interpretive sub district at Wahweap near the headquarters at Lake Powell.

Lu Ann Jones: How do you spell that?

Wayne Landrum: W-a—oh. (laughter) I mean, I lived there. W-u-p-a-k. W, well, w-p-a-k. W-a-h-w-e-a-p. That's it.

Lu Ann Jones: Okay.

Wayne Landrum: I get Wahweap and the others all mixed up. They have all those Native American names. Anyway, I was running the visitors center at Glen Canyon Dam, which was right on the highway. Had thousands and thousands of visitors. I had in the summer, 15 to 18 employees.

Wayne Landrum: A funny story about that is I was on a tour on a Friday at Carlsbad Caverns. They were so shorthanded they asked me if I would drive all the way – 800 miles – over the weekend and report to work on Monday morning at the Glen Canyon visitors' center. We didn't have a lot of things. So, we packed it up in a small U-Haul. We drove Saturday, we drove Sunday. I went in Monday, put my uniform on, and the supervisor was there to show me around.

Wayne Landrum: We were standing at the information desk and a woman walks in and said, "How did you get here? (laughs) I was on your tour at Carlsbad, two days ago, three days." I couldn't believe it. So that was a real coincidence. So, I went right straight to work, just to fill in because they were so short.

Lu Ann Jones: Was that, if not typical, not atypical? That you would be asked to report so quickly?

Wayne Landrum: That was the only time I ever didn't have two or three weeks, four weeks, five weeks' notice to report a month from now, on this date. But that was just unusual. I guess they were in dire straits for somebody to be there. The other supervisor just quit. They had a guy acting that I think they had very little confidence in. Anyway, I went straight to that job over the weekend.

Lu Ann Jones: Well, what was it like to be in a supervisory position now?

Wayne Landrum: Well, it was an easy fix for me, because I like dealing with people and working with people. I had such a good rapport with people. At this time, and it happens a lot when you go in, there's somebody there that wanted that job. So, you have an obstacle, oftentimes, just to deal with getting over that, because they've been there and they know the job and didn't get it. I had one of those. But after six months working with me, he said, "I'm glad I didn't get this job. You've got the headache," and it wasn't a headache. (laughter) So, I don't know. I just always enjoyed working with people. Whether I was supervisor or, and I was not a—

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Wayne Landrum: —supervisor who says, "You do this, and you do this, and I want it done this way." We'd say, "What do we need to do today?" That's just the way I've always been. They said, "You're really easy going." Then something would go wrong. They'd forget to fill the patrol car up with gas or

something and leave it empty, or almost, the night before. The next day I'd get in it, and I wasn't an easy supervisor to live with then. Or they'd come in at the boat at Lee's Ferry, tie it off, leave it empty with gas. We'd get an emergency callouts at any time of the night, and you can't go fumbling around looking for gasoline when somebody's life is at risk. So those kinds of things, I cut nobody any slack. But the day to day, dealing with visitors, I'd say, "Well, maybe you ought to think about this. This is the way they perceive the way you're talking to them." I enjoyed being a supervisor. I was a supervisor all my career.

Lu Ann Jones: Well, you said when you started as a seasonal there was some orientation there? Were you getting some formal training along the way from the Park Service or other—

Wayne Landrum: At Carlsbad as a seasonal, there was not much formal training. It was mostly on-the-job. When I got to Glen Canyon, then we started getting supervisor training. The Albright Training Center was just over at the Grand Canyon. So, I'd do a week course, a couple of times a year. "Introduction to Park Operations" was a 15-week course. It says what a park ranger is. They don't do that anymore. It's all because there are a lot of different things park rangers are. Of course, we wore all the different hats most of the time. I didn't do law enforcement when I went to Lake Powell. It was an interpretive position. But they did start the formal training. So, we would have in-house training. We had fire training, structural fire training. We had things that we needed to learn, because we lived in the park. We had our own fire department. We had land, wild fire training, because we could be called down on wild fires anywhere in that whole region. So, it was a combination of all types of training, just not how to give presentations and talks. It's what we do as a ranger who can do ranging stuff. That's what I always – (laughter)

Wayne Landrum: So, a ranger is supposed to range. I tell rangers that nowadays and they say, "This guys' weird. (laughter) Can't range too far from my computer. I've got work to do." Of course, they use it for work, and it's a tool, but it's something we didn't have. There were no computers in any office in any park I ever worked at until I got to Biscayne. At that point I had, I was the chief ranger, and I had a secretary. So, I'd never learned computers. I was out in the boats. I was a ranger. (laughter)

Wayne Landrum: And superintendent said, "What are you going to do today?"

Wayne Landrum: I said, "I'm going out in the boat. We're shorthanded. Somebody's off. I'm going to do boat patrol." I stayed active as I could. I never put in for a job where I couldn't do all those things after I started, because I didn't want to lock myself into a big park as a law enforcement ranger, or a big park as a naturalist. I just like to be a jack of all trades. That's kind of gone by the wayside, except in some of the smaller, western parks. They have to do some of the stuff because they're not staffed, or it doesn't get done.

Lu Ann Jones: Well, that 15-week course at the Grand Canyon, were you in residence there that whole—

Wayne Landrum: The Albright Training Center had a place, a dormitory place. You stayed there for the entire length. Part of that, we flew to San Francisco and looked at California state parks, and we looked at federal parks, that two-week field trip. We stayed in San Francisco, and then we went to L.A. They paid for all of our travel. So that was part of the training, to look at the way other agencies managed their parks. It was a good training session. Several of the people here were instructors at that, or had been over the years.

Wayne Landrum: The training center was a gem. Of course, they've got the Harper's Ferry training center now, which deals with a lot of interpretive and waysides and graphics issues. And so, I'd go to those, too. I was a park safety officer, after I got to see, where did I first get that? At Wupatki, I was a park safety, and at Channel Island. So, there's another hat I had to wear. They said, "Well, 20 percent of your time should be spent on safety and inspections." I never had more than 1 percent of my time to deal with safety, and now the big parks have their own safety officers. But that's just another hat you had to put on, and more training. Had to go through OSHA training, which is a book that thick. How big a gap you should have when you're grinding on the grinders. You have to go through the shops and say well, that fire extinguisher's not high enough. And so that's just another. But we got a lot of training in those days. Training was a lot easier to come by then, I think, than today.

Lu Ann Jones: Mm hmm. Well, and particularly face-to-face. I mean—

Wayne Landrum: Yeah, I had instructors.

Lu Ann Jones: Right.

Wayne Landrum: Some of those guys went on to be superintendents and managers and chief rangers in the National Park Service. Then many of them went through the Association of National Park Rangers at some point in time. Not all of them. But that was a good career path. Not because they were in here, but just because they were doing things for the parks and seeing it from two levels.

Lu Ann Jones: How did you make your choices about where you were going to move and kind of timing and that kind o—? Did you have a strategy, or did you just kind of take advantage of opportunities that presented themselves?

Wayne Landrum: Yeah, my strategy, you know, there wasn't much pay at the lower levels. We knew what we were making, and we stayed in our budget. But after four or five years, at Carlsbad, it gets repetitious. You don't want to do tours from now on. And if you move up to supervisor, then you're supervising the same thing. So, I wanted to leave Carlsbad. Of course, I grew up there, so I was ready to go. I looked at the jobs, and the ones I

liked. I said well that sounds like a fun job in a fun place, I'll put in for it. That's how I put in for Glen Canyon.

Wayne Landrum: One of the things in the back of my mind I wanted to do, they hadn't built the Glen Canyon Dam when I was in high school. They didn't close the gates on it until 1963. I wanted to run through Glen Canyon in a canoe, and I never got to do that before they built the dam. So, I knew that area. I had already looked at it, had been all around it. So, I went up there. From there, you know, I was living on the edge of the lake, and we'd go out to park boats and we'd go up to Rainbow Bridge, 100 miles round trip. I got detail assignments to do other jobs when I was there when they'd be shorthanded. So, I got lots of different experiences, and was in the place I wanted to be. It was a little bit more money and more responsibility. From that point on, I just looked—

Wayne Landrum: They went through a time period where you'd fill out your applications, they would keep them on file somewhere. You'd get this call out of the blue. Say, "We have a job for you, we want you to go to Grand Portage."

Wayne Landrum: I said, "Where is that?" They said, "It's up on Lake Michigan, or one of the Great Lakes." I'd look at it on the map. And then I'd call the guy back and said, "How cold is it there right now? He said, "What do you mean?" "Well, it's winter." He said, "It's 40 below." I said, "I'm not interested." (laughs) He says, "Oh!" Got mad at me.

Wayne Landrum: Then another call came from, and I don't know why they started doing that, instead of letting people apply for where they wanted to go. But anyway, at a time period, I got several offers. This was an assistant superintendent or something at a small park early on.

Wayne Landrum: Then they started the New York parks, and the urban parks. I got a call. He said, "You're going to get a call from Natural Bridges" or some other park. "Don't feel like you have to take it because I'm going to offer. They've got the first choice." I said, "Don't bother. I'm not going to New York." (laughs)

Wayne Landrum: So anyway, I went through those things. I could have followed a more direct path, you know, promotions, had that been my interest. But it wasn't. My interest was to enjoy where I was and enjoy the job I had. And that's how I picked my parks.

Lu Ann Jones: Was there any fear that people might stop calling you? Or did you feel confident in that—

Wayne Landrum: No, I felt fine with it; you take what you get, and if you're happy, I was happy at Glen Canyon. In fact, Glen Canyon, I did that job for four and a half years, and they let me go into law enforcement training. I told my supervisor, "I want to get law enforcement training so I can keep up with law enforcement." So, he sent me as an interpreter. That wasn't uncommon in the parks then, because they were so shorthanded. If you

had an extra trained law enforcement person, they would have an extra ranger in the park in case they had an emergency.

Wayne Landrum: So, they shipped me off to 15 weeks. At that time, it was in Washington, DC, right downtown. They would tell us, "This is one of the last training courses we're going to have in law enforcement here. After you guys get through living in Washington, DC, the next people are going down to Glynco, Georgia, where they've got all these facilities and it's nice and they've got—." (laughs) And I said, Thanks a lot," you know? So, we suffered through, I think that was a 15-week course at the time. It's longer now. But it was no place I wanted to ever see again. But you know, weekends I was in the Smithsonian. I was here. So, I took advantage.

Wayne Landrum: But when I came back, I had a new superintendent there. He said, "Well, you got your law enforcement. You can do ride-alongs on your own time with the patrol rangers at night, and daytime, when you're off." So, I did that for a while just to get more experience.

Wayne Landrum: Then they had a vacant position up at Rainbow Bridge, which is the marina 50 miles up Lake Powell. It's a 180-mile-long lake. It's huge. It's anchored in 200 feet of water with 200-foot cliffs behind it. You lived in that like houseboats. They said, "Do you want to go up there for a couple of weeks and fill in?" I said, "Yeah, I'll go up there."

Wayne Landrum: So, I was law enforcement trained. I went up, and the tour boat came by every day. The marina caught on fire, the marina, and it was burning. We spent the night putting the fire out. One guy had smoke inhalation. We had to take him down before daylight, back to the headquarters [50 miles] and hospital. They met us down there. That's a long ride in the dark, down that lake that goes like this. So, I got that kind of experience.

Wayne Landrum: A few weeks later, I went back up again or at some point and did another detail up there. And I was coming back up. The superintendent said, "Come in to see me when you get back." I went in and he knew I didn't want to be an interpreter the rest of my life, or stay there doing that job, because I'd been almost five years. He said, "I've got two positions open. One at Hall's Crossing. One at Lee's Ferry. Which one do you want?"

Wayne Landrum: So, I just moved right down river to Lees Ferry. Totally different job. After that, I just started looking again when I wanted to go somewhere.

Lu Ann Jones: So, were you law enforcement, primarily, at the second location?

Wayne Landrum: Yeah. When I moved to Lee's Ferry, it was a sub district law enforcement ranger. I had one person to supervise, another law enforcement ranger. I hired a person there that turned out to be a super ranger. He stayed 15 years there and he provided so much continuity after I left.

Wayne Landrum: But anyway, I was law enforcement. But I was, you know, a people person. So, I convinced him to help me build an amphitheater at the campground they had there. Then I'd give programs there a couple of nights a week and put them up on the board and go over, just on my own

time. And he started giving them. We'd do scorpion walks with the black light. And say, "Come watch this. We're going to go find scorpions." They'd say, "What?!" Say, "Well, they fluoresce under a black light." They'd say, "Yeah." (with skeptical tone)

Wayne Landrum: We'd go out there and here's this scorpion on the ground by the campground where they're camping. This long, big, black scorpion, and he'd just glow a bright green under a black light.

Lu Ann Jones: Wow.

Wayne Landrum: And they said, "That's not real!" And they'd poke it with a stick, and they'd run. (laughs) We did those kinds of things because we dealt with the full range of activities. They wanted something, we'd go down and give them a campfire program. If they had a group coming in, we'd give them something.

Wayne Landrum: One quick story. The only green spot is a real rocky campground right down in the Grand Canyon. It's where you start the raft trips through the Grand Canyon at Lee's Ferry. We had 15 miles of river up to the dam that we patrolled that. They had fishermen going down there, up and down all the time. But anyway, we had a group of high school girls on their senior trip, and they were staying in the campground. They said, "This is rocky over here." They said, "Can we put our sleeping bags over in the grass at your ranger station?" I said, "No, you can't do that, because everybody over there would want to sleep in the grass."

Wayne Landrum: Tom and I were setting out in my front yard that night. And from the campground, here they go, [sound of stealthy footsteps] sleeping bags [in tow]. Tom said, "Oh. I guess I better go run them off back to the campground." I said, "Don't do that." He says, "Why?" I said, "The sprinklers go off at three o'clock in the morning." (laughter) The next day, they caught us when we went through the campground, and they gave us fits. "Why didn't you tell us?"

Wayne Landrum: So, he and I drove the deposits for the campground into town that day. We got back and they had toilet papered the ranger house. (laughs) And I thought that was funny. Other people said, "You let them do that?" You've got to have a sense of humor. (laughter) But anyway.

Wayne Landrum: So, we kept doing the programs because I just think that's part of the job. If we didn't do it, nobody did. Nowadays they send people down to do programs. And they've got a little visitors center down at Marble Canyon. But those days, it was us or nothing.

Lu Ann Jones: What different did it make who your superintendent was? In that instance, the superintendent opened some options. But what did you hope for in a superintendent at the parks you were at?

Wayne Landrum: Well, I wanted out a little before I ever got this offer. I got no help at all from my supervisor. Then I got a new supervisor, and he had a real positive outlook on the work I did and appreciated it. The other guy was

just there, and he wasn't worried about it. He didn't recommend me. In fact, I don't know if he didn't dislike me. But he had some tragedy in his family with his kid. I had two little kids and I think at that time, by then, and I think that had something to do with it. But anyway, I got no support from the superintendent for any job I put in for. Or my supervisor.

Wayne Landrum: The next one was great. That's why he sent me to the training. He said, "We'll get you trained. You can do that, easy."

Wayne Landrum: Then the new superintendent came in and said, "Well, I've heard some things about you." I was hardheaded about the housing issue. We went through a housing issue. A former superintendent had been a superintendent forever and is an older guy, and it's the old way or no way. He said, "I'm not going to recommend you for anything right now. But I'm going to see how it goes in a few months." Then he did, and he offered me the job at Lees Ferry. He became a good friend from then on. Real supportive, especially on the river, because I had such a good rapport with the river companies. He really enjoyed the river people. So, we'd go to all these meetings together and we worked well together.

Lu Ann Jones: So, what had you been hardheaded about, as you said, on the housing issue?

Wayne Landrum: Well, I don't know if this, I guess this could be on the record, I guess, I don't know. But anyway, I'll let you decide. When we moved, we had a required occupancy. It was really high to live in Page, Arizona, because there's only so much land and so many houses. By the time we got there, everything was full. You'd have to get a cheap trailer that would cost you a whole lot of money. So, we lived in the park housing. It was a one-bedroom apartment. We had one kid at the time, and we had another one on the way. They had a house, a three-bedroom house, down the road that was empty for a year. I just said, "Well, how about giving us a two-bedroom apartment, or let us move into that house and pay rent on that one?" They said no, they were saving that for the district ranger or something, or chief ranger or something. But they never put anybody in it for over a year.

Wayne Landrum: It just happened that my wife at the time, whose mother was from Chicago, went in to see her lawyer and got to talking about her daughter living in the park, and how do they like the park service? "They like it really well, but the housing is really messed up." And he said, "Oh, really?" He said, "Well, my roommate in college was Ron Walker. He just got to be director of the National Park Service."

Wayne Landrum: He picked up the phone and called the regional director. And said, "What's going with the housing at Glen Canyon? Why aren't they helping people out?"

Wayne Landrum: It went to him, to the regional director, to the superintendent. And boy, it was not a happy man to get a call on that. So that's what it was. It was a

housing issue. But housing has always been an issue from one standpoint or another in the parks. When they were trying to put everybody in the park or have them go out at much higher cost.

Wayne Landrum: They solved that problem by raising the rent on all the houses in the park to comparable levels in the communities. So that was the point. You'd say, I can pay the same thing for a house and buy it and be paying for it, and get something back. So again, that started part of that migration out of the park housing. Because they raised the rents so high.

Lu Ann Jones: About when was that happening?

Wayne Landrum: Well, it started when I got to Lee's Ferry. This was 1968 or so. When I got there, when they showed me the paperwork, when I was deciding which place I wanted, it was just 30 dollars a pay period for a three-bedroom house. And a nice old, one of the Mission 66 houses, nice, overlooking the cliff down into the Colorado River. Beautiful.

Wayne Landrum: Then I got down there, and they said, "Oh, by the way, we just went up to 60 dollars." Now it's like, I think, last I heard, close to a thousand dollars a month for a house. Of course, there, they've got no choice. They're not going to live anywhere else, unless they go out on private land on Marble Canyon. So that was another thing that drove people out of park housing and changed things.

Lu Ann Jones: Well, did you end up getting that three-bedroom house?

Wayne Landrum: No. I never got anything from them. In fact, that superintendent's the one I took a leave of absence for six months to go back to finish college. They had a training thing that they encouraged people to further their education. He couldn't tell me no, and he wasn't going to tell me no. So, I took six months leave of absence. He said, "Well, you've got two choices. You can move all your stuff out of your apartment into storage. Or you can pay rent while you're gone for six months." Thank you very much. So, I'm paying rent over in Cedar City, 150 miles away, while I'm going to college, and I'm paying rent over here to keep this place so I don't have to empty it and try to get something back again. So that wasn't helpful. But I got my degree, and I came back happy.

Lu Ann Jones: Uh huh. (laughter) It's really fascinating to hear these. And I feel like this is interesting for younger people in the Park Service to hear now, because on the one hand, there have always been struggles with the Park Service.

Wayne Landrum: Oh, yeah. It's always been going on, and it gets to be a personality thing. You can have a superintendent that's super with people and a good manager and can do everything. You can get somebody who's just a micromanager and has got to control everything, and that never works. But it's that old military style from the beginning. It was kind of based on the uniform, even, was kind of military. And it's like you follow orders the way I say, or no way.

Wayne Landrum: Evolution, the '60s and '70s were when a lot of changes were taking place. Not just in the Park Service, but in people's rights to do this and rights for that. When I started in the Park Service, the hair could not touch your collar. You could not have sideburns below your ear. You could have no beard. Then some of them, at Carlsbad, filed suit there, and that's when that started changing. Said, you can make us wear the uniform and it has to look nice, but you can't tell us we can't have a beard. And so that started. When they started filing suits, then those walls tumbled down. So that was in the '60s. So, yeah.

Lu Ann Jones: So where did you go from Glen Canyon? Take me along with you.

Wayne Landrum: Yeah. Well, from Glen Canyon, I'd been in that whole area long enough. And then a job came up. And I'd also had boat training, and dive training. They gave me all those things. So, I was a safety officer, a boat operator, a scuba diver, a search and rescue, a firefighter. They had all these skills you had to build up in order to be competitive.

Wayne Landrum: Channel Islands came up. It was a national monument then. I got an offer for an assistant, basically a supervisory park ranger under the chief ranger. I supervised all the rangers in the park and the visitor center operations, the interpretation and law enforcement and resource management. All three of those. I liked that. So, I took that job and I went to Channel Islands. And it was exciting. Yeah. I lived in Ventura. I was the supervisory ranger. We had rangers on each island. When they'd go off on their leave or vacation, I'd go out to the island, stay on the island. Run it while they were gone. Then come back in and do my stuff around the headquarters and run the visitors center there and hire the people. So that was a fun job. And I stayed there.

Lu Ann Jones: Well, was it different, kind of managing these different divisions within the Park Service? I mean, you're overseeing different kinds of interpretation, resource protection, etcetera. I mean, were they sort of different kinds of personalities to deal with, almost?

Wayne Landrum: When I first started, most rangers were hired with some kind of background that relates to national park, whether it be historical, scientific, biology, history. That's the backgrounds they were hiring for. As they got more focused, this is only in the last, after, probably a little before 9/11, but especially after then, the focus became different on the types of law enforcement people they hired. They wanted someone who was interested in doing law enforcement as a career, and not as a Park Service ranger. The big discussion that will go on forever, is a ranger a cop? Or when is a ranger a cop and not a cop? That goes on continually. But that's where the changes came, started coming back to differentiate between a law enforcement person now, and they even gave them their own different kind of badge, which I have. (laughs) Had got one of those.

Wayne Landrum: It separates psychologically to me, and, I think, the older guys here would probably say, well, some of this change was great because it was the

Association of National Park Rangers that pushed for 20-year retirement for law enforcement and firefighters. We pushed for this and we pushed for that. Then all of a sudden we got pushed to the point that we said, wait, they're not hiring the same kind of guys that want to learn the park. They want to patrol the park and, there is a difference.

Wayne Landrum: Of course, that's again is personality. Some of them are happy to talk to people. And some of them don't want to deal with it. They say, "What kind of flower is that?"

Wayne Landrum: Said, "I'm sorry, I'm a law enforcement ranger. I don't know what that flower is." They won't go home and look it up when they see it tomorrow. It's just a different attitude because they came from a different, a law enforcement background desire. I've talked to some of them that say, "Yeah, I'm going to do this job 20 years. Then I'm going to quit this job, draw my retirement and get another job, and I'll make double the money." They lost interest in working on up to be a manager or a superintendent or a regional office, because they're focused on 20-year retirement. And that's not everybody. But it's definitely been a change.

Lu Ann Jones: Well, this is very helpful, because I don't know that I understood that it's as recent as 9/11. That's 13 years ago now.

Wayne Landrum: Yeah. Yeah.

Lu Ann Jones: But that that was one of those markers there.

Wayne Landrum: Well, that was a marker because they all started sending all their law enforcement rangers, and wannabe rangers, and new seasonal hires. The ones that got hired, they sent them straight to Homeland Security training. They didn't send them to 15 weeks of what it's like to be a ranger – working with the maintenance people and all these other things. So, there's a subtle change, but a change. I have seen it in the parks I've gone into. They want more equipment. I did a short detail at the Everglades, six months, and I'd say, "You know, you guys are on your computers doing your reports and stuff. That shouldn't take more than an hour. The rest of the day, you should be out."

Wayne Landrum: They said, "Why?" I said, "We've got all these back-country trails back here. Have you been down and checked all of those?" "No. I think we'll go run radar on the highway."

Wayne Landrum: Oh. Okay. They wanted to do something other than go into the park. They wanted to enforce the law, and somebody got to do it. But some of them had a different attitude than the older rangers. Because we saw by necessity that we had to be versatile in dealing with everyone.

Wayne Landrum: Of course, then all the law enforcement gear that's available now. We had guns. We had high-powered rifles. We had a .38 six-shot in the glove compartment. If we needed it, we knew where it was. (laughs) Now you wear it and you wear your vest and you wear this. The whole thing has

changed. And out of necessity. We have Park Service problems, occasionally, from outside. But the attitude has also changed.

Wayne Landrum: I was shot at and survived, because he wasn't trying to shoot me, he was trying to scare me. (laughs)

Lu Ann Jones: Tell me that story.

Wayne Landrum: That's when I got to Wupatki. But at Channel Islands, I liked the boating. I liked the diving. So, I stayed there. I didn't like California because it's too crowded. But when I was living in Ventura and I'd go out to Anacapa and Santa Barbara and occasionally San Miguel, that was the three islands we had then, and I loved it out there. It was open, like the desert. You could see. And it was water. We would go spear fishing, catch our own food. Then I moved from there back to Wupatki for a chief ranger job. So that's when I went to Wupatki and Sunset Crater. That was a national monument with two parks. Even though Walnut Canyon was just across the highway, it was in a different park because of the Navajo Lands Group supervised all the parks on and around the Navajo reservation. Flagstaff was too far for Walnut Canyon. They put them in a different region. They've since combined those three into one management area. And have their headquarters in Flagstaff, instead of in the park.

Wayne Landrum: But when I first moved to Wupatki as a chief ranger, the superintendent was a great lady. Her husband had been the chief ranger in Yellowstone when they had the riots in Tuolumne Meadows and went through all that stuff. Then he retired and she was working, and she took the superintendency there at Wupatki. But anyway, that was a really good place to work. She had a really good reputation as a manager. It was my first chief ranger job. So that's why I put in for that. Plus, it took me back to where I really most want to be, which is the general Southwest region. So, I came into that park.

Lu Ann Jones: So, what is the scope of responsibility of a chief ranger?

Wayne Landrum: Well, it's all changed. At that time, I was the chief ranger. There was only one chief ranger. I supervised the law enforcement; I supervised the resource management and I supervised—

[END OF TRACK 2]

[START OF TRACK 3]

Wayne Landrum: —interpretation. And I got involved in all of those. I used to get up in the morning at five o'clock one day a week in the summer, drive 18 miles to Sunset Crater, go into the campground, build a fire, and have a campfire coffee with the chief ranger, and that was on my own time.

Wayne Landrum: Then the superintendent later came in. He started going up there and driving up there, even upped me one, he had coffee "with the superintendent." Sat around. Because somebody's always up early in campgrounds, and everybody else is sleeping in, so they'd wander over to

the campfire. The kids, we had hot chocolate and apple cider. They'd sit around; they'd be planning their day. They'd say, "Well, how about the Grand Canyon?" So just an interpretive thing. But I kept doing those kinds of things even though I didn't have to do any of it. And neither did he. So anyway, I just kept my hand in everything. I gave programs. I gave walks and talks if I needed to, if nobody was there to do it. Then I'd go out and pull somebody over for DUI. (laughter)

Wayne Landrum: If we had car wrecks, respond in the middle of the night. We had several fatalities while I was there. Not from cars running into each other, but coming down the windy road, going too fast and rolling over. We had that every year. A lot of times it was death. A lot of times it was because we were on the back side of the Navajo Reservation. The Navajo people can't take alcohol onto the reservation. They would drink in Flagstaff, and then they would drive home and run off the roads. They'd take the side road through our park to avoid the Highway Patrol. Not just the Navajo. But it was a tricky road to drive if you were impaired, especially at night, and we had a lot of wrecks. So, we were doing a lot of EMT. I was an EMT. I taught advanced first aid to all the employees there that wanted it. So, it was just a jack of all trades.

Wayne Landrum: But again, I had all three of the things that rangers do: interpretation, law enforcement and resource management. And I also had the safety officer job again.

Lu Ann Jones: And Steve says that that was where you were involved in a shooting incident.

Wayne Landrum: Oh, yeah. We had an overnight camping trip to Crack-in-Rock ruin. I imagine it's about five miles from the headquarters. Visitors would sign up for it – one month a year, in the spring, early summer – and we would backpack out with visitors for a weekend, I think about 15. Follow the old road out to the ruin. It's a pretty spectacular ruin up on this mesa. It's like fortified. Of course, the archeologists say no, they just like to build up high, but there was more to it than that, we were finding out.

Wayne Landrum: So, we would hike people on a backpacking trip out to this ruin. We had one of the rangers out there one afternoon said, "Hey, we just got out to Crack-in-Rock. We're going to set up our camp. But it sounds like somebody's digging up in the ruins." This is just after the big thing on the pot hunting and the big fines they could get. You know, passed new legislation. We thought they might be pot hunters.

Wayne Landrum: So, I said "Well, look around, see if you can see any cars or anybody. But don't go up to the ruin. Just stay away from it. Go on down to the next canyon, set your camp up."

Wayne Landrum: So, I wasn't thinking much about it. It's late afternoon. I call them out, and they said, "No, we looked around. We can't find any car and we haven't heard anybody." I said, "Well, whoever it was is probably gone."

Wayne Landrum: They said, "We haven't seen anybody." But they weren't up at the ruin. So, I said, "Well, I'll come out there just in case."

Wayne Landrum: One of the other seasonals said, "You want me to ride with you?" He wasn't law enforcement. And of course, I took my little .38 six-shooter, you know. Drove out there and got out there just after dark. You had to driveway around four-wheel-drive roads.

Wayne Landrum: They said, "We haven't heard anything, or any noise or anything since we talked to you on the radio."

Wayne Landrum: I said, "All right. I'll just walk up there and see what's going on." So, I start walking up to this cliff, this huge cliff, you know. And it's got rocks. And all of a sudden somebody says, "Get out of here! Get out of here! Who are you?" (laughter)

Wayne Landrum: I said, "It's National Park Service. This is a national park." "No, it's not a national park! Get out of here! Get out of here!"

Wayne Landrum: I was talking, and I said, "You need to come down and talk to us." I stood up and boom, boom! High-powered rifle right over my head.

Wayne Landrum: But anyway, here's my seasonal over there who's non-law enforcement, non-nothing. His eyes are like this. He says, "What do we do?"

Wayne Landrum: I said, "Hey! We're leaving. This is a national park. We're leaving. But we'll be back later and explain to you where you're at."

Wayne Landrum: I thought, who is it? I thought it was a pot hunter, and the penalties are severe now if they catch somebody actually really digging in the ruins. So, I said, "Start going back." I had my gun. I was behind a rock about this high. You couldn't see nothing but the top of my head. I said, "You ease back. Just go back to the pickup around the corner." He did. And I yell at the guy, "I'm leaving right now!" I backed away. I could, you know, have said, "You come down and I'm going to shoot you," or fired a shot or something. Then he would have shot me. (laughs) And I knew that. Because I couldn't see him, but he could see me from up there.

Wayne Landrum: So, we went back down and went back over to where the people were camping. They were saying, "What's going on?"

Wayne Landrum: I called the superintendent. He was the only other person in the park that night that answered the radio. I said, "Hey, we just had shots fired out here. We've got somebody up in Crack-in-Rock ruin." He said, "What do you want me to do?" I said, "Call the sheriff, and get the sheriff's officers out here. In the meantime, I'm going to look around and see if I can find a vehicle still here."

Wayne Landrum: It was two hours before they even got close. But they sent a helicopter. It flew over, about an hour and a half after I called him, you could hear it [makes helicopter noise] and I knew. Then they called me on the radio, said, "You've got a helicopter flying around and seeing what they can see."

Wayne Landrum: I said, "The guy's got a high-powered rifle."

Wayne Landrum: They were flying dark with night vision goggles. They flew around and around. They called back to their dispatcher, said, "There's two people in the ruin. It looks like they're laying down on sleeping bags." That's really weird. Here's a helicopter flying over.

Wayne Landrum: So finally, the sheriff got out there with about four deputies and a highway patrolman. They come up to where we were.

Wayne Landrum: In the meantime, I'd gone all around there and I found a pickup. I called in the license number and everything. Setting back in there and it had to be who was in it. So, I got between the pickup and Crack in the Rock, because I figured they'd be trying to sneak back to the truck, and then I would have the draw. (laughs) And they never came.

Wayne Landrum: And then so finally the sheriff showed up and said, "What do you want to do?" I said, "Well, let's go back around." And we had spotlights and everything then. We were equipped, like we should have been.

Wayne Landrum: We drove right up, and this guy starts yelling again. "Get out of here! I'm going to kill you! Get out of here!" We yelled back and forth.

Wayne Landrum: Finally, this one guy, sheriff's deputy says, "This is the Coconino County sheriff. You get your ass down here or we're going to blow you away."

Wayne Landrum: "What?! Coconino County?" Or something like that. And finally, he said, "Okay, I'm coming down." He stands up; we get him in the spotlight. He's got a high-powered rifle, he's got a side gun on, and he had a 12-gauge shotgun laying beside him.

Wayne Landrum: He walked down. We said, "Walk down the hill. Drop that gun." He starts to do this, and I could just feel those guys getting ready. I said, "Drop it!" He dropped it, and he walked down the hill. I looked at him. He's about six-two. And I said, "How old are you?" He says, "Seventeen." I said, "Who are you?"

Wayne Landrum: He said, "My dad's the foreman of the CO Bar cattle ranch." That's on our boundary, and in fact they ran cattle in our park, in the upper end. They'd have to run them back out, but it wasn't fenced. He said, "We're just camping out here."

Wayne Landrum: I said, "Who's with you?" He said, "My friend." And he gave me his name. I said, "How old is he?"

Wayne Landrum: He's 12. (laughs) So anyway, that's a long story. But we take him, shake him down, arrest him. We go up and get the other kid. He's scared to death. He thinks he's going to get killed by us, you know. So then after we got him handcuffed, the guy with the gun, he had a Bowie knife as long as his leg. His stepdad was a former military guy in the Vietnam. It was his stepdad. So, he had raised him to be tough, independent. But he thought he was in CO Bar Cattle Company. He was scared. He was paranoid.

Wayne Landrum: So anyway, we got him. So, I drove the other kid, and this kid's handcuffed in the back seat and everybody else left. (laughs) So there I am. It's almost morning now. So, I'm driving him back up and I take this other kid home. I just said, "I'm taking you home. Show me which dirt road to take, where your ranch house is." He showed me.

Wayne Landrum: I knocked on the door and the people said, "What's going on?" I said, "We've got your son here. He's been involved in an incident inside the park." They say, "Yeah, they were going camping out there somewhere." "Well, here he is. I'm taking the other kid to jail because he fired weapons and stuff." So, I got him all the way into town and locked him up. It's sunrise. Took him into the jail and drove back home in time to go back to work.

Wayne Landrum: That's not the end of the story, but basically what they did when it went to trial, and I said, if he would have wanted, he said, "If I wanted to kill him, I would have killed him, because I could see him in my—"

Wayne Landrum: And I said, "He's right. Because he shot well over my head."

Wayne Landrum: So, they did all this stuff. Put him on probation. Didn't ever give him any time because he promised to join the Marines after he got out of high school or something like that. But the part of that story, my two older kids at this time were the same age. I mean, younger than him, but as young as the other kid, who rode the school bus with them.

Wayne Landrum: Then much later, well, the dad came in to get all the weapons, eventually once we cleared the case, he said, "You guys mistreated my kid." I said, "Your kid nearly got killed. We were that close from doing that, and fortunately nobody got killed."

Wayne Landrum: So, he took the gun. He was a big guy. And he was stomping out. We come to find out later, months later, maybe six months or eight, I don't know how long, the kid's younger brother that rode the bus with them was still riding the bus, because the guy was still a foreman at the ranch. The young kid took a handgun and shot him and killed him.

Lu Ann Jones: Wow.

Wayne Landrum: Apparently, he had been a really abusive stepfather, his stepson shot his own mother. I never heard how that story played out. But I don't think they ever did anything to her son. She recovered. But a tragic story. So. But I guess he's in the Marines somewhere. (laughter) Probably out by now. Anyway, and that was just scary. Because you never know what you're going to, and there was just absolutely no backup in the park. We had one telephone line into the park – one number – and radio communication. That's all we had in those days.

Wayne Landrum: My rangers were instructed, if they stopped somebody at night on the road and everybody starts getting out of the truck, get the license number and leave. We'll get them later. Don't get in deeper than you can handle, because you ain't got nobody here to help you. So, I said, "Unless it's

something that's a life or death threatening situation to somebody, just go away." That's the way I trained them in that situation. So, I don't know how they do it now, but they have to do the same thing nowadays. Because if they had no help, you can't go in against that many people, if they decide to turn on you. They had some mean people around there.

Wayne Landrum: But anyway, that was the story. That's the only time I ever had to draw my weapon.

Lu Ann Jones: Well, that's a—I'm glad it turned out as well as it did. So, thinking a little bit about being a supervisor, and there must have been times when you did have to discipline people or to help them grow, I guess. So how did you go about doing that if you had an employee that was giving you some problems?

Wayne Landrum: Well, I dealt individually with, one-on-one with the problem. A lot of times, supervising someone in a specialty field like law enforcement, it's hard to, if you're a supervisor of a law enforcement, and you're not law enforcement or haven't been because they'll say, "No, we're required to do this. We have to do this." They don't want to respect the authority because they think they know more than you. Not just law enforcement. Resource managers are typical. They know the resource, and they may have a master's degree in resource. You come along with a degree in biology, and sometimes you just have to say, "No, this is not the direction we're going, and this is why." Just sit down and communicate with them and evaluate them, and I'd then keep it to myself. But it was between me and that person. They would change or their evaluation would suffer. If it changed, we all got along fine. And it usually did. A supervisory position, it's kind of like being a writer. It's not something, anybody can just write. You know, the creative writing instructors in the world that haven't published anything. All the supervisors in the world that supervise everybody but nobody likes them. (laughter) So it's an art form, dealing with people.

Wayne Landrum: Some people, you just can't supervise. I had some of those in my career.

Lu Ann Jones: And what would you do?

Wayne Landrum: Yeah, I'd call them in. But some of them went over the top. I mean, not necessarily with me, but with the superintendent of the parks I was in, we had two of the really wild, "we're not going to do anything anybody tells us." They had to take action. Then they would get fired, they'd get rehired, they'd get fired. It was an ongoing nightmare, and it can be. So, we had a couple of those. They were classics. They were really great people in their own way, and they wanted to do the job. They knew what the job was. But they didn't want somebody telling them what to do. Two instances, those two people would not be supervised. (laughs) So those were classic stories.

Lu Ann Jones: So where are we now in the journey?

Wayne Landrum: I guess I'm at Wupatki and I'm getting ready to move after, see, what else happened? Oh, Channel Islands, one thing we did at Channel Islands that was really unique for me, they started doing Santa Monica National Recreation Area planning, to make it a new national recreational area. The whole team came into Channel Islands. We did our meetings and all that stuff around. Right down the road, at Thousand Oaks, Horace Albright lived. Second director of the National Park Service. He came in, and my job that week was to pick him up every morning, take him to breakfast, get him on the helicopters to go here or go there, drive him here and go to all these meetings. Sat with him. So, I spent hours and hours with him that week.

Wayne Landrum: After he left, I got a six-page or five-page handwritten letter thanking me. So that was something that you don't see anymore. (laughs) He sat down [makes writing noise]. So, I got that from him.

Lu Ann Jones: Wow. That's nice. What was he like? What was your impression?

Wayne Landrum: He was just great. He was just great. He could remember 1916, riding through Yosemite, and the meadows, and the grass as high as horses' bellies. But he couldn't remember that he told you the same story the day before. He was pretty old then. But he got on the helicopters and flew out to Anacapa, and walked around and got back on. At the end of the session, I drove him back to Thousand Oaks.

Wayne Landrum: He talked a lot about the tradeoffs in the early days of the National Park Service. How they had to develop parks to get people into the parks or people lost interest and they said, "It's just for the rich people." And how we built on the rim of the Grand Canyon. We shouldn't have. But we had to do it, or people wouldn't come. We had to do it. They're talking about that now, the tradeoff, as we're going from that, and now we're trying to step back to where we should have been. But the parks wouldn't have been there if those guys hadn't have done what they did. Of course, Steven T. Mather paid his own salary. He was dedicated. If they needed a park and they couldn't get the money, he would buy it and donate it to the Park Service in small areas of land. So that's how it all got started. But Albright was the second director. And not wanting to be the director of the National Park Service. In fact, once he did his stint, he went into private practice for a while. But really an interesting guy.

Wayne Landrum: But now I'm at, going from Wupatki out to Biscayne National Park.

Lu Ann Jones: Wow. And what year was that?

Wayne Landrum: Okay. This was, I went to Biscayne, left Wupatki about 1988. So, about 1988, I went to Biscayne National Park as the chief ranger again.

Lu Ann Jones: Was there any thought about going from the Southwest to the now the hot and humid Southeast? Or what—

Wayne Landrum: There's a strategy there. Again, it comes back to family. My older two kids grew up in the national parks. Then my wife and I divorced. I

remarried later, much later, at Wupatki, and I had a young son. She's a veterinarian. She had a career, and she had to go back east for her career. She was educated at Auburn. So, we kind of took turns raising him back and forth, and it just didn't work.

Wayne Landrum: So anyway, he got older and older. By the time I left Wupatki, he was about five. She at that time had a practice in Alabama. So, she lived in Alabama. No, she had a practice in Kissimmee, Florida.

Lu Ann Jones: Like around the horse country?

Wayne Landrum: Yeah. Yeah. And she was a good veterinarian. She still is. Both ex-wives and I are, you know, no problems. The kids are what counts.

Wayne Landrum: So, he was back there part of the time and back here. So, when this job came open after almost 10 years, and Biscayne came open, and it was a high-graded chief ranger, and there were only three or four of them with that grade at the time. Now the district rangers make that grade. But anyway, so I said, "Well, it's ocean. It's water. It's south of Miami. It's not in the city." So, I put in for that job, and got that job. That put me a day's drive, if he was with me or with her. So that's the reason I went that way.

Wayne Landrum: It was an exciting park to work. Again, I supervised law enforcement, resource management and interpretation. Just like I always done. And I had a secretary, my own secretary, who knew more than I would ever know about administration. She'd give me these drafts. "What about this, this, this?"

Wayne Landrum: I said, "Just type it up, and I will sign it." She wrote perfectly. She was really smart. She'd been a military high-up aide to an officer or something.

Wayne Landrum: She said, "Why don't you do shorthand? I can do dictation, I can do—"

Wayne Landrum: I said, "I don't like to talk like that." Then finally, "Just do the letter, the finished product and I'll sign it." (laughter)

Wayne Landrum: She told me when I got there, she said, "You know," they had morale problems at the time. "You know, I've got my time in. I'm quitting in the next six months or so." About three months later she said, "You know, I think I'll stay a couple of years." She said, "How long are you going to be here?"

Wayne Landrum: I said, "Like two or three years." She said, "I think I'll stay a few more years." (laughs) So it worked out really well.

Lu Ann Jones: Well, in a situation like that I presume that part of your mission there was to improve morale.

Wayne Landrum: Yeah.

Lu Ann Jones: Kind of how did you go in a situation like that to—

Wayne Landrum: Well, it was a morale problem. But it was a personality-caused problem by one person, and they happened to be the boss. (laughs) And he was a nice guy. But he, well, I don't want to get into all this on this. But anyway, he did not know how to manage people. He did not want to make a decision on an issue, whether to issue a permit to a scientist or not. So, I would be delegated all those things. Or if he did it, he would sit on it and just not do it. The employees, they just never saw him. He just never came out of his office. He did, I don't know, paperwork, this and that. But he had been in a totally different job, never supervised anybody, and got slid into that job as a joke or something. Because he was a good friend of someone who retired.

Wayne Landrum: So that morale problem, there's nothing I could do about, except pick up the slack where he didn't do something. There's, "We need this," or "We need that." It worked out okay. The resource manager there was a really smart, bright guy. But he was, he knew that I didn't know marine environment stuff. So, he would try for things. (laughs)

Lu Ann Jones: He'd like try things to slip by you?

Wayne Landrum: Yeah, yeah. "Well, we need to do this, we need to do that."

Wayne Landrum: "Why do we need to do that?" We'd have these conversations. He did his job fine, but he just always resented having me as a boss. He had more education in resource management, but I had a whole lot of experience in archeology and resource management. That's what helped me at Wupatki and Sunset. I had the archeology background. So, we did the archeological survey through the whole park while I was there, and that was great. But I was right out there with them a lot of the times.

Lu Ann Jones: You're talking about—

Wayne Landrum: Wupatki. But when I got out there, then I had to do marine stuff. But we also had archeology there with shipwrecks and stuff. Archeology is archeology. You protect the scene, preserve it, and save it and record it. So, I had to do the same basic thing as a resource person. It's just a different resource and a different place. So, we worked it out. He was my hardest one to deal with, but we were friends. I mean, we'd go out and have a drink or something, or go to parties together and sometimes talk to each other. (laughter)

Lu Ann Jones: Well, what were some of the management challenges there? I mean there you're not in Miami, but you're so close to such an urban—

Wayne Landrum: It's an urban park, you're right. Right down to Key Biscayne, which confuses everybody. They think Key Biscayne is the Biscayne National Park, and it's totally separate. The cultural issues were really interesting to me, because when they'd made Biscayne National Park, there were landowners on the island. They had been there. And only two, they were still living there when the Park Service got the islands. They paid them off, gave them a lifetime right to live on the island. So, one woman whose

husband had been an Eastern Airline pilot had a house way up on the north end of Elliott Key, one of the islands just below Key Biscayne. At the other end, and across in Adams Key, it was Porgy Key, and there was a man who lived there, Sir Lancelot Jones. He was the second recorded birth in Key Biscayne, and the first recorded birth was his older brother King Arthur Jones. His dad was a black minister in Key Biscayne in 1898; he died at 99 after Hurricane Andrew.

Wayne Landrum: Of course, hurricanes were an issue, too. But the history that I alluded to a little bit that got lost down the tubes. There were Miami articles on him in the *Miami Herald* periodically, but he was really fluent. The tour boat dropped off the *Miami Herald* to him whenever it went by. He would read that. I'd come in there, out to the park or something and talk to him. He was just such a great person to talk to. He knew so much. He'd ask me, "What do you think about this war over here? And do you think we should be doing this?" He was up on world problems. And he was 90-something years old then. He walked around. He had a little putt-putt boat. He went all over.

Wayne Landrum: He disappeared one time. We hadn't seen him in five days. We searched all the islands. We figured he went out. He took sponges all the time. Because we signed him up as a volunteer to teach the school kids who came out and stayed, camped overnight at Adams Key. The teachers would try to teach them natural history and they'd (makes dismissive noise). He'd walk in and say one word.

Lu Ann Jones: Paid attention.

Wayne Landrum: Every word. So, he was our volunteer. Anyway, he was missing five days and we thought, where have you been? He finally showed up. I said, "Sir Lancelot, where have you been?" His name was Sir Lancelot Jones. I said, "Where have you been?"

Wayne Landrum: "Oh, I've been in Miami with my girlfriend." (laughter)

Wayne Landrum: But he was a rich man. He had money. He had a big house on Porgy, but it burned down, so he lived in what was at that time the kitchen, about the size of this room. And lived like a poor man. But he had known all these presidents from Coolidge all the way through. Sat in a boat with them. He described President Nixon, exactly how he was, and the words he used. And President Johnson. Just knowledge that is just lost.

Lu Ann Jones: How, what kind of fisherman did you describe him as?

Wayne Landrum: A sponger; go through and rake up the sponges out of the bay bottom, and then cure them up. Natural sponges. And so, he'd bring those into the classes and showed them how he cured them, dried them, what they were good for. He would just tell stories.

Lu Ann Jones: And then he would kind of go, take these people like presidents out as kind of a fishing guide?

Wayne Landrum: Before it was a national park, Adams Key was a fancy resort for rich people and politicians. Had a little ramp for seaplanes. They'd fly them down from Miami. They'd stay out there and go fishing. He lived right over on the next key. So, he would be their fishing guide. And he was the only fishing guide to go to that they ever used, that I know of. And he would take all these famous people out and just talk to them. He said, "His language was terrible! You should hear the way he was cussing, every other word! And this one was a real gentleman."

Wayne Landrum: But his memory was, he talked about growing up on Elliott. They had five black kids there in the families. They were raising pineapples and farming the islands way back. And then they had 10 white kids on the islands. The white kids got a school. The black kids had to take the boat across to Homestead, where they had to have at least six people to have a grade school. So, they'd have to ride across Biscayne Bay to go to school. And he said, "That's just the way it was."

Wayne Landrum: He ended up going to college in Jacksonville, which was, at that time, the only black college in Florida. At that time, when he was two or three years old, there was only six thousand people in Miami. (laughs) And there was 15,000 people in Key West, with no road. (laughs) But he knew all that stuff.

Wayne Landrum: The ranger on Adams Key was really good. He'd sit there, he said he just tells him stories. I said, "Start recording it." Of course, I didn't know you had to make it legal and all that.

Wayne Landrum: But he had money. He asked one of the maintenance guys, "Hey, I need some spark plugs."

Wayne Landrum: He'd say, "Okay, I'll bring you some spark plugs," for his little boat, the putt-putt. His name was Booky, and he brought the spark plugs out on the boat the next day when he made a supply run. He said, "Here's your spark plugs, Sir Lancelot." He was waiting at the dock for him.

Wayne Landrum: "Oh, thank you very much." He reached in and gives him a dollar. "There." Booky said, "Thank you." Cost him about 15 dollars for the spark plugs. He was a millionaire, you know. (laughs) But he lived just simple.

[END OF TRACK 3]

[START OF TRACK 4]

Wayne Landrum: That was what first tweaked my interest in oral history, and see what we lose, and some of the early ranchers around New Mexico and places that ranched outside of Guadalupe and inside of Guadalupe. And just, it's gone, you know? And his story is so rich.

Wayne Landrum: I asked him, "Why is your sister named Guinevere and you're Sir Lancelot and your brother is King Arthur?" He said, "My dad had great promise in us doing well. So, he named us after great people." (laughs) Just great.

Lu Ann Jones: That's fascinating.

Wayne Landrum: Yeah.

Lu Ann Jones: Well, how did you, I'm trying to look at the time, because I've got another interview coming at one.

Wayne Landrum: Okay, okay.

Lu Ann Jones: This is fascinating. But why don't we, we'd like for you to talk just a little bit about getting to Fort Jefferson and that stint there, if you don't mind.

Wayne Landrum: Oh, okay. Okay. Yeah, we're about done here. So anyway, we had a hurricane coming, and we knew it was going to turn north, like they always did. They'd come right this way and turn up and go along the coast.

Lu Ann Jones: Is this in 1992?

Wayne Landrum: This is 1992. I had finally bought my first house. I'd never owned a house, because I lived in government housing all my career. I liked it, because I liked living in the parks. I liked my boys growing up in national parks and around the people and kids and the little community.

Wayne Landrum: So anyway, I did that. And Hurricane Andrew was coming. This was the one that caught everybody, and it never turned. Then the decision was made by the superintendent to keep the park open and not start doing hurricane preparedness until two days before the hurricane should have hit. The last day, he would not let people go home, under the threat of being fired, or reprimanded, or written up, until we got all the boats and everything secured on the mainland, which we should have done three or four days before. I said, "We need to get ready," you know, "We need to close the park and get ready for this hurricane in case it comes."

Wayne Landrum: He said, "No. We can't afford to just do all that and close the park."

Wayne Landrum: He waited, Friday, on the day the hurricane hit at four o'clock in the afternoon, he finally, and I finally just told, "You people get out of here. Anything that's left, don't worry about it. Go home. Take care of your own houses."

Wayne Landrum: My secretary, me, and one of my older sons, who was in college then at the time, was there just before he went back to college. He went to college in Florida, and he grew up in Arizona. But anyway, I said, "You better get out of here." His name is Robyn. And the hurricane's coming.

Wayne Landrum: He says, "I've never been through a hurricane before."

Wayne Landrum: So, our plan was to go into Homestead and stay in the second floor of the Holiday Inn Motel and take a U-Haul truck with all of our paperwork and all of our finances and everything that we didn't want to leave in the park, in case it got destroyed.

Wayne Landrum: So, my secretary and I, and my son, headed off in the U-Haul truck and her car, she followed me. They evacuated Homestead. By the time we got up there, they said, "This is going to hit, and nobody can stay in Homestead. Get out of town or get in your houses and shut the doors."

Wayne Landrum: So, we went on over to Pine Island in the Everglades. Stayed in a concrete maintenance building. Went through the hurricane, and came out the next day. And everything, I mean, it took me four hours to do a 20-minute drive in a four-wheel-drive vehicle, trying to find our street and our house. Because stuff was just scattered. You'd get down a road, you'd have to backtrack and do this and do this. It was just a mess. So, we dealt with that hurricane. We set up our own incident command system.

Wayne Landrum: The Everglades didn't get hit as bad, but certain portions of it got hit. We started chain sawing our way back into the park, and the tour boats were upside down and in the mangroves. Most of the buildings were gone. Our brand-new visitor's center, which wasn't quite finished, had quite a bit of damage. So, we just started. I worked 18 hours a day for 30 days. But we did get an overhead team. Rick Gale brought in a big team to manage Everglades and Big Cypress and Biscayne. But Biscayne, it came ashore on Biscayne and it hit them the hardest. And Homestead.

Wayne Landrum: So, I just moved into a travel trailer. They brought travel trailers in. I moved in right at the headquarters and just stayed there. And I got a contractor into my house, which was totaled. He started working on my house. He was a real smart guy from Kansas, and he got people in there working, and started fixing it up real quick. We had no power for three weeks, and no phone. No cell phones, no nothing. Some hard line phones were still working in some places, and we figured out which of the employees had a phone. It's four days after the hurricane that I got to a phone; I could call my mother in New Mexico. (laughs)

Lu Ann Jones: Let her know you were still alive.

Wayne Landrum: Yeah. She knew I was dead because first thing she saw on TV, I told her just before the hurricane hit, "Don't worry about it. We're going to be up on the second floor of the Holiday Inn in Homestead. It's high. It's five miles inland. There will be no problem." The first thing she saw on the news two days later, the Holiday Inn just tore to pieces. (laughter) She said, "He's in there!" So that was that. But I stayed there.

Wayne Landrum: Then as we did hurricane recovery, because the personalities going on with the decisions made, a lack of decisions made, they had to make changes. They said, we've got to (this may not shouldn't be on the record) but we need to move this guy. They said, "We don't want it to look like it's all his fault for everything. So, we want you to move." The other maintenance chief, they said, "We want you to move."

Wayne Landrum: Because we went to them and said, "You've got to get this guy out of here." The two of us. And they knew that. But they insisted that we take

another job, or start looking. And Dry Tortugas was open. I loved it down there. Because I'd been down there, because we'd go down while I was at Biscayne.

Wayne Landrum: And then I got that offer from the assistant superintendent. Said, "Do you want the job down there?"

Wayne Landrum: I said, "Yeah, I'll take it." So, I got out of there after we had done most of the rebuilding. Sold my house. In those days, the insurance company paid for your house when you lost it. They don't do that anymore. So anyway, that's when I got blown away, I guess, to the Dry Tortugas. (Lu Ann Jones laughs)

Wayne Landrum: There again, I supervised everybody and this time, including the maintenance people. I know the superintendent came down from the Everglades one day, and we were unloading a truck, a boat of lumber, and using a great big forklift. And says, "What are you doing driving a forklift? You're not supposed to be up there."

Wayne Landrum: I said, "I worked for Texaco for two years. I'm a trained forklift operator, and somebody's got to do it." I did sheet metal for a while. I knew maintenance, I knew carpentry, I knew all that stuff. I wasn't going to sit there and say, "That's not my job." We had to get everybody involved unloading the boat to get it back into town.

Wayne Landrum: But anyway, that was a great place. By the time I left, everyone there I had hired. Every single person worked for me, and I picked them out. We had a lot of applicants at that time. After I left, they reorganized, as often they do, and they changed the line of supervision. Instead of everybody from the Everglades, all the different divisions up there, it being a big park, coming to me, if they wanted a resource project or wanted to do something with resource, they'd come to me, and I would get my resource person. Or if they wanted law enforcement, I would deal with, it all went through one person.

Wayne Landrum: After that, they started the division chiefs, interpretation, law enforcement, and resource management, were supervised by the different chiefs from the Everglades. They didn't even know him. Never met him. So, it got to be a morale problem after I left. They'd say, the law enforcement guy would say, just for an example that I heard, "When are you going to fix my boat? It's been broken three days, four days."

Wayne Landrum: He says, "Kiss my ass. You're not my boss. I've got other things to do." You got that kind of stuff, and you can't have that in a small area. But now they're really working and it's starting to come back together. But it took a while.

Lu Ann Jones: Well, one of the things you were telling me yesterday was about how you reformed or changed the scheduling systems, so people had more time off, and yet there was still very adequate coverage.

Wayne Landrum: Yeah. Again, that goes with changing times, flexible schedules. It just makes sense. Everyone worked five days a week, 40 hours a week. Once a month they were given an extra back-to-back two days off, so they'd have four days off. The supply boat came out on Tuesday and went in on Thursday, to Key West. So, you could go in once a month on a four-day, on a Thursday and come back the following Tuesday once a month. It's called shore leave. They had a condo, or before that, you just had to find a place to stay if you went into shore.

Wayne Landrum: That didn't work for me. So, I fiddled. It took me about, probably a year or two years, I don't know how long it was. I finally put together a schedule. I couldn't change the boat schedules, because they'd been doing Tuesday and Thursday for 50 years with the same captain. And one thing you don't change is a captain that's been doing his job 50 years. He was a great guy, and he was dependable. So, I had to adapt around his schedule, too. And the grocery store that delivered groceries to the boat every week.

Wayne Landrum: So, I finally said, "Hey, we can work 10 hours a day. We can have half of our staff work this schedule, the other half work that schedule. The boat comes in on Tuesday, brings you back from shore leave. Wednesday you're here, we're here. Thursday, this side leaves. You've got, the maintenance chief, you pick who you want when you're not here to be here who can take care of it. The law enforcement, one of you is here all the time. The other one's here the other time. Wednesday, we're all three here," because I was still law enforcement, too.

Wayne Landrum: The maintenance guys didn't want to do that, because they said, "We don't want to work 10 hours a day." I told them, "You're working 10 hours a day right now. Somebody's knocking on your door or we have to go pull a boat off the shallows. Or we have to do this or that." Said, "But if you don't want to do the schedule, I want you to just try it for one month and run through the cycle a couple of times."

Wayne Landrum: So, then we would work eight days on, six days off, eight days on, six days off. We'd go in, if you wanted to, and take a couple of hours annual leave, instead of waiting till Thursday to take the boat in, which was a day off, you could ride the tour boat in and get there Wednesday night. And not deal with the park boat. It would cost you money. You had to pay a little bit. But it wasn't—

Wayne Landrum: After a month I said, "Okay. Who wants to change back to the old schedule?" Nobody wanted to.

Wayne Landrum: The maintenance supervisor kind of wanted to because he was so used to that schedule. But I said, "No, if they don't want to, we're not going to do it." And it worked.

Wayne Landrum: After I left, the new maintenance chief come in. He said, "No, you've got to do it this way, this way, this way." Or they may have changed their mind themselves. But they don't have the Tuesday/Thursday boat. That

boat went away. They've got a supply boat, but it comes infrequently. So now the tour boat brings most of their supplies. But the Park Service has to pay for it. So, it's a different place now. The place is the same, but the management's different.

Lu Ann Jones: So, what year, again, did you retire?

Wayne Landrum: I retired in 2000. I had to retire in law enforcement at 57. So, on my 58th birthday I had to quit, or get out of law enforcement into another job. And they said, "We've got a job up at the Everglades if you want to transfer up there, put more time in."

Wayne Landrum: I said, "I've got 33 years in, and I'm not going to work at the Everglades." I did a detail up there for six months or so. I said, "I'm not going to work at the Everglades." So, I just quit. It was a job that absolutely I would not have wanted to do. It was managing the budgets for the two parks and goal setting and all this sit inside an office and do stuff. And it wasn't for me. I had enough time, so I quit. I was happy. The longer I was retired, the happier I was. (laughter) I still like the place and we still go out there. We go camping on a regular basis. My wife still works with the scientists on tagging the birds and research; she'd started that in 1994, working with the scientists, going out, tagging the sooty terns and monitoring the nesting sites once a year. She was doing the turtle nest monitoring. She got to do all kinds of outdoors stuff, even though she was the administrative person.

Wayne Landrum: In that case, she was supervised, since we were married, by the administrative officer of the Everglades, who was Chris Bernthal. She was a really good supervisor and a friend. Cathy had worked at the Everglades. So that was an easy fix. I couldn't supervise her. I couldn't, even if I could. So. (laughter)

Lu Ann Jones: Well, when you think about your career in the Park Service, I guess this is kind of a different kind of questioning. But in terms of like who the director was, or kind of policy that you had to carry out or adopt or adapt to, can you think of kind of particular changes in policy that you had to go along with or figure out how to implement?

Wayne Landrum: Well, yeah. If it's written up as a policy in something you're supposed to do, I would do it. If there was a way to do it that made it more palatable, I would do that. So, yeah. If it comes out that this is the way it is, yeah, you just have to go with it. Some things you could do that you knew they'd never catch you at. (laughter) I put the employees first, whenever I could. If you have happy employees, it makes you look good. If you've got a grumbling, fighting park, it makes everybody look bad. So, I always said, continuity. If you've got a problem, let's talk about it. We can talk about it somewhere where everybody else don't have to listen if you want.

Wayne Landrum: The other thing I did have that helped me as a supervisor, I had a law enforcement special event team. Six members, eight members, I think. Six members active and two standbys, that I hired all over the Southwest

region when I was at Wupatki. We went to Philadelphia, to the big ceremonies when the president or the interior [secretary] or somebody. We went all over the country, we had security details. We went to Saint Louis to the big arch every Fourth of July for the big celebrations. And then we had Chamizal, Pecos, anywhere that had something going on, they'd send a team.

Wayne Landrum: Sometimes, like Chaco in the harmonic convergence, they sent three teams. They put me in charge of all three teams of the law enforcement specialists. They said, "You supervise these teams and coordinate it."

Wayne Landrum: Their teams were totally different than mine. My team knew what I expected, and we did well. They had some people on some of the teams, and you could have a concert going on in Saint Louis and it happened, and you could say, "Everything's going great." They'd go back in there and start chasing people smoking pot out of the bushes. People over here would start getting mad, and start throwing beer bottles at each other, and they ignored them. They wanted to get the pot smokers. That was a learning experience.

Wayne Landrum: But I enjoyed it; I had such a good team. I made a point to have somebody who was fluent in Spanish, Navajo, at horsemanship, divers, search and rescue, trackers. We had such a diverse team. We could go anywhere in the country, and one of us had some skills that were hard to find.

Lu Ann Jones: Oh. Interesting.

Wayne Landrum: And I had really good experience doing that. So, Ken Maberry is here. He was on my team. So, he liked to do paperwork. So that's what he – I said, "All right."

Lu Ann Jones: We need those people. (laughter)

Wayne Landrum: "I'll be back. I'm going to climb Fajada Butte, look at the solstice marker." (laughs)

Lu Ann Jones: Oh, I wish we had more time.

Wayne Landrum: No, that's all I've got.

Lu Ann Jones: This has been great. I will say that maybe once we get this transcribed, or even before that, you suggested that people could be in touch by email. Is that part of a way to supplement a record? So, we might try doing something like that.

Wayne Landrum: We might want to look at some of this as, because some of the supervisors and some of the people that, if they don't know, they might imagine they know who I'm talking about. I don't want to put somebody, "Oh, he's talking about so and so." I don't want to create a he-said-she said, it must have been that person, must have been that person. There are people here at Biscayne and from Biscayne. And then the hurricane, they know who I'm talking about. I mean, I don't want to put anybody in any kind of spotlight at this, you know, that was years and years ago.

Lu Ann Jones: Mm hmm. Let me make sure. So, I'm going to ask you to fill out, sign the release form and your address. And if you could put in your—

Wayne Landrum: Email?

Lu Ann Jones: —your email address, that would be fabulous.

Wayne Landrum: Okay. I'm sorry to go on.

Lu Ann Jones: Oh, no. if I didn't have another appointment at one, we'd keep going. Don't worry, no. There's no problem about that.

Wayne Landrum: One regret in the National Park Service, from day one, is not keeping a journal. A day to day, and the people I met and worked with. I remember sitting around drinking beer and stuff, but to put it organized in form, like the dates. I can go back to an old application and know exactly when I left and went, but I kind of had to guess there.

Lu Ann Jones: Mm hmm.

Wayne Landrum: Yeah, I could write a book, if I'd have kept a good journal. If nothing else, just for me.

Lu Ann Jones: Mm hmm. Why don't you just put the state and the zip code down this line?

Wayne Landrum: Do what? Name?

Lu Ann Jones: Oh, no, yeah, you're right.

[*Personal mailing address removed from transcript by NPS History Collection staff*].

Lu Ann Jones: That's okay.

Wayne Landrum: See, I told you I was no good at paperwork. Today must be—

Lu Ann Jones: Twenty-fourth.

Wayne Landrum: Oops, that's a little "l." I guess, I don't know, you might want to make a note that's not a capital "L" on that email.

Lu Ann Jones: Okay. Okay. I'll just put a strike through it. That signifies lower case.

Wayne Landrum: Okay.

Lu Ann Jones: So, at a-t-t-

Wayne Landrum: At a-t-t-.net.

Lu Ann Jones: Okay. That sounds good. And what's your phone number?

[*Personal phone numbers removed from transcript by NPS History Collection staff*.]

Lu Ann Jones: Good. Well, thank you so much.

Wayne Landrum: I appreciate you listening to all that.

Lu Ann Jones: This has been—

[END OF TRACK 4]

[END OF INTERVIEW]