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Luis A. Gastellum
April 6, 1973

Interview conducted by S. Herbert Evison
Transcribed by Beverley A. Foltz
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ORAL HISTORY INTERVIEW
OF
LUIS A. GASTELLUM

INTERVIEWED BY S. HERBERT EVISON

April 6, 1973

Tape Numbers 174, 175

FINAL

TYPED BY: Beverley A. Foltz

October 15, 1982

[START OF INTERVIEW]

Herbert Evison: This is April 6, 1973. I'm Herb Evison, and this morning I am in the library of the beautiful headquarters building of the Southwest Region of the National Park Service. And with me is an old and longtime friend, Luis Gastellum, much more commonly known as Louie. But I like to give it the Spanish pronunciation.

Herbert Evison: Luis, let's start this off by admitting where and when you were born, and something about the family you were born into.

Luis A. Gastellum: Certainly, Herb, I'd be very happy to give you a thumbnail sketch of my family history. I was born on May 3, 1915, in the little village of Tubac. You probably know that Tubac, Arizona was the headquarters point from which the expedition to San Francisco began many, many, many years ago, of course.

Luis A. Gastellum: And it was - my mother's family was the Acuna family, and the Acunas settled in the Santa Cruz Valley even before then, and they had to move out of the valley to Tucson during the Apache wars.

Luis A. Gastellum: But they came back to the valley just prior to the time that my mother was born in 1885. My mother had a sister who was born in Tucson during the time that the Apaches were raiding in the valley. But my mother's family had a lot of cattle in the valley. And in 1890 or ‘91, I forget what the exact date was, my grandfather was one of those who filed a claim for a homestead and settled, and had papers and everything, in a homestead in Santa Cruz Valley.

Luis A. Gastellum: And it was one of these situations where many years later, the government claimed a mistake in opening those lands to homesteading, and eventually had to force the folks out of the valley and take the land over, which became Baca Float number three.

Luis A. Gastellum: This was not a very pleasant memory, of course, and not a very pleasant thing for the government to have done, since my family had already lived in the valley for - oh, more than 50 years. And they had the homestead for over 25.

Herbert Evison: Well, was there no compensation?

Luis A. Gastellum: Well, lieu lands were offered out in the desert. But in those days, as you well know, the desert was very inhospitable, and they refused to take the new lands. But finally, my father was able to obtain other lands in the valley so they could remain in the area. My father later also filed for a homestead north of Tubac.

Luis A. Gastellum: Now, my father himself was born in Tubutama, Sonora, Mexico. But in those days, families in the border country of Arizona lived sometimes on the Mexican side and sometimes on the American side. My grandfather had been born in or near Tucson, as I understand it. His father freighted between Tubutama and Tucson at that time. He became an American citizen shortly after the turn of the century.

Luis A. Gastellum: But they lived in the valley. He was a cattleman, too, and my dad had cattle until he passed on, at the age of 81 years. Now my dad was one of the individuals who loved that country and became interested - he was quite a cowboy. And in 1925 or 1926 he was chosen as the best all-around cowboy in the Fiesta de los Vaqueros in Tucson, Arizona.

Luis A. Gastellum: But throughout his life, Dad was interested in competing in rodeos. And as a matter of fact, at the age of 80 - when he celebrated his 80th birthday - the natives in the Santa Cruz Valley threw a barbecue and had my father put on a demonstration of team-tying. So, he was very, very active, and he actually passed away in his sleep the morning before he was scheduled to go out with my brother to attend a rodeo and perform in a rodeo at the age of 81.

Luis A. Gastellum: So that gives you some idea of the stock from which I came.

Herbert Evison: What a wonderful way to pass on.

Luis A. Gastellum: I went to school in Tubac, the little vil1age of Tubac; it was a one-room schoolhouse, a little old red schoolhouse, Herb. And when I finished school there, I went to high school in Nogales, Arizona. I had to board out with my sister, because in those days it was - although it was only 20 miles from Tubac to Nogales, it was difficult. In the late ‘20s when the roads were not in very good shape.

Luis A. Gastellum: So, we had to stay with my sister, my brother and I, to go to high school. During high school, I performed in all of the competitive athletics, football, basketball, and baseball. And I also had the privilege of being selected to the National Honor Society, and I won the Nationa1 Oratorical Contest in 1933, a contest that was held annually for the high school, on some phase of the Constitution of the United States.

Luis A. Gastellum: And then from there I was - it was about the time the Depression came on, and my dad lost quite a lot in the Depression. The bank where he had his money went broke, and he finally recovered some of the resources. Cattle prices went down, and he had - about the same time the lease on the land had expired, so he had to sell a lot of his cattle at rock-bottom prices, about 1930, ‘31, after the '29 crash.

Luis A. Gastellum: And so, we didn't have many resources, so that I could go to college. But nevertheless, I wanted to continue my schooling after high school. And although I wanted to study law, the next-best thing that I wanted to do was

perhaps become a public accountant, and maybe get close enough to the courthouse by being a reporter, a shorthand reporter.

Luis A. Gastellum: So, I enrolled in the Arizona College of Commerce and went to school there on a year-round basis and specialized in accounting and shorthand, so that - I had hoped to become, of course, as I indicated, a court reporter. But after I finished at the Arizona College of Commerce, I was looking around and I worked for about four months for the Wells Fargo Company of Arizona. I had a junior auditor job with them, and also used my bilingual ability, because we were dealing with the importation of tomatoes and other perishables from Mexico.

Luis A. Gastellum: But shortly after this job terminated, I went back to Tucson. And the business-school college professor received a call from Hugh Miller at Coolidge, Arizona, asking if he had any male stenographers. If so, he wanted him to come over to Casa Grande for an interview. And Mr. Dykes, who was the president of the college, said, "Yes, I happen to have one; he's very good, and I will send him over to you tomorrow, if you'd like to have him."

Luis A. Gastellum: And Hugh Miller says, "Yeah, I'd like for him to go to work tomorrow, if possible, but," he said, “I'll give him 'til Saturday to come to work." So, he said, "But I'd 1ike to give him some dictation, so send him over for a trial." So, I got on the bus and went to Casa Grande where he met me and gave me dictation for about an hour. And after I transcribed my notes, he asked if I could come back to work tomorrow? And I said, “Well, Mr. Miller, I have to go back home and get my belongings." And in those days, bus schedules were not too convenient.

Luis A. Gastellum: So, I said, "What about giving me at least until Saturday or Sunday?" This happened to be about Thursday. And he says, "Well, why don't you go ahead and go back and get your stuff and get back here just as soon as you possibly can?" So, I came back and was placed on the payroll, a 60-day appointment pending establishment of a register as a stenographer.

Luis A. Gastellum: And the day that I arrived, Hugh had on his desk a pile of papers about a foot high. And these were all letters from which he was going to dictate a reply to the various custodians of the Southwestern Monuments.

Luis A. Gastellum: I met the boss, of course, Boss Pinkley, who was a great guy, incidentally, - just terrific. And Boss says, “Well, Hugh Miller believes in the work ethic. And I think you’re going to find,” he says, “That he’s going to push you pretty hard.” I said, “Well, this is what I’m here for.” Of course, in those days, as you know, we didn’t mind work, because we had to work to survive.

Luis A. Gastellum: And so, I couldn’t figure out if this was a routine in the office, to have so much dictation. But Hugh dictated for a whole day. And he said, “Well, I have to leave on vacation. I’ve been here a couple of years now, and I

haven't taken my bride back home" – Chris Miller and Hugh had been married only a year or two at that time. They were going back to Nebraska.

Luis A. Gastellum: So, I had to get this pile of letters out in a couple of days so that Hugh could sign them and so he could go on his leave for two weeks. This was an interesting introduction to the Southwestern Monuments, to be able to get a picture of what was going on; and the subject matter that was covered in all of the correspondence was very interesting. But I soon was given other assignments in the accounting department there, in the procurement, contracting - all of these things which I had learned about from theory at business college were coming into practice about that time.

Luis A. Gustellum: So, after a few years there in the Southwestern Monuments, where I was exposed to all types of administrative work, one of the principal responsibilities that I had - and most of this was after work hours and during weekends and at night and so on - was writing the Southwestern Monuments monthly report. I think that this is a well-known document throughout the Service. I think that in the library here we have them bound in permanent copies.

Luis A. Gustellum: But I typed, I think, all of those for a period of about three years. And I always looked forward to the Boss's Ruminations for the month, because he always had some very, very interesting topic to talk about. And this really gave us, you know, a kind of point of inspiration to move forward from as we were the first recipients of what the Boss was thinking about ("Boss" Pinkley being, of course, Frank Pinkley, the General Superintendent of Southwestern Monuments.)

Luis A. Gustellum: The first field trip that I took out of Coolidge was to deliver a pickup truck at Gran Quivira National Monument. And Boss Pinkley says, "I want you to get a little flavor of the Southwest. Why don't you stop at White Sands National Monument en route to Gran Quivira." And at White Sands - this was about 1937 - Tom Charles was the nominal custodian not a full-time man, but a nominal custodian. I think he had gotten by that time to about $720 a year.

Luis A. Gustellum: And Tom Charles took me through the Sands. In those days they use to ride the pickups over the dunes. He gave me a real good time there, and the next morning I got up early and left for Gran Quivira National Monument. And the roads in those days were really nothing more than cow trails. And it took me all day to get to Gran Quivira National Monument to deliver the pickup there; and then Dr. Smith, who was the nominal custodian - I think he was a $240 per annum man at Gran Quivira National Monument - he drove me to Albuquerque and put me on the train to get back to Southwestern Monument headquarters.

Luis A. Gustellum: Those were the type of field trips that we had in those days, and it was a matter of travelling 24 hours a day.

Herbert Evison: Yes. Now, before we go ahead with your experiences with your experiences with the Park Service, let's get this little matter of matrimony on the record, too.

Luis A. Gastellum: Well, it was a little later.

Herbert Evison: Well, yes, but I don't take that necessarily as ordered. When were you married, and—

Luis A. Gustellum: My wife was born in Tumacácori which was within a stone's throw of Tumacácori National Monument. She was born out of the family of Frank and Lucinda Cota. And the Cotas were also longtime residents of the valley. They had also been people who had gotten homesteads in the Santa Cruz Valley and who themselves - they were a little smarter, I guess, than my folks were. They had actually sold the homestead prior to the time that the homesteads were declared invalid. And so, they were able to recover at least some of their investment.

Luis A. Gustellum: But they had moved up to Tucson and they were in Tucson at the time, when I had met my wife-to-be in my youth, when I was about six or seven. This was at the time that little boys didn't like girls, anyway, so I didn't pay much attention to her. But later on, about 1938, I met her. She happened to go to church at Tubac. They happened to be in Tubac that that day and I liked this attractive girl that sat right in front of me.

Luis A. Gustellum: And when she got out, I introduced myself and told her I understood that she was formerly from Tubac. And so, our romance began then. And we were married in 1939, on May 13, 1939, at Tumacácori National Monument, in the mission there.

Luis A. Gustellum: See, her mother had been baptized in the mission, and the priest, Father Duval, who had baptized her mother, had also baptized her. And we wanted to be sure that Father Duval conducted the ceremony. Tumacácori was not, of course, a church that was used regularly for any type of ceremony, so we had to get a dispensation to have the Mass said in the old church with the dirt floors and everything else. Because we were already associated with the Park Service, we wanted our married life to begin in a park environment.

Luis A. Gustellum: So, we got married at Tumacácori National Monument. And you may be interested, of course, that this was a rather fruitful and fertile marriage, as we have seven children. If you want a little bit of family life before I go into my career, I'll tell you that we have three daughters and four sons. Our three daughters are all married one of them is in Germany right now her husband is a captain in the Air Force – and has been in Germany about a year.

Herbert Evison: Her name is what?

Luis A. Gastellum: Her name is Frances. Frances has been a park brat all her life and she has worked for the Park Service in the Washington office. This is the youngest daughter. Our oldest is Marie. I think you probably have met Marie because she worked in Washington for a while. She's married to a young man from Massachusetts. She is in California now, and her husband was in the Air Force. And as a matter of fact, he's just recently completed college, so he'll just be getting started in his career.

Luis A. Gastellum: The other one is Gloria, the second daughter. And she's married to an Air Force man who is going to Taiwan, and she's living in Tucson right now. They have three children. And my oldest daughter as one child, so we are grandparents of four children at the present time.

Luis A. Gastellum: Eddie is our oldest boy and fourth member of the family, who is married, and he's married to Carolyn Binneweis. And he's getting his degree this year from NAU in Flagstaff. He hopes to make a career of the National Park Service. Then I have three other sons who are not yet out of college. Two of them are in school in Washington and Virginia, and then I have a senior in high school who is going to NAU next year.

Luis A. Gastellum: And the younger boys are Steven, Ben, and Richard.

Herbert Evison: Well, I haven't met all that family, but I've met your wife and I know and admire Marie. But I finally had the privilege of meeting your wife up at Yellowstone last fall. And she is one of the prettiest and most charming women I have ever met. And I think the fact that she has raised a family of seven and stayed so wonderful looking is quite miraculous.

Herbert Evison: Well, now, to your career. I think we left you as part of the Southwestern National Monuments organization and you had been there for several years.

Luis A. Gastellum: That's right. In 1942, Herb, after – I'd had a career then of seven years by that time. At the beginning of the war, as you'll recall, money was very scarce and many of the regional offices were threatened with extinction, let us say. One of the first threats was to abolish the regional offices – of course, as we had no resources. And the office of the Southwestern Monuments was – the resources of that office were used to be sure that we would continue the Southwest Regional Office. That office was abolished at Casa Grande and transferred to Santa Fe, and some of the positions that supported the general superintendent's office were used to support the regional organization.

Luis A. Gastellum: I came to Santa Fe at that time for a short period of time to help set the office. But it was at a time when I had already been selected to go as chief clerk of Kings Canyon National Park.

Herbert Evison: Oh, yes.

[END OF TAPE 174]

[START OF TAPE 175]

Herbert Evison: We were just about to pick up stakes and go to Kings Canyon.

Luis A. Gastellum: That's right. After we set the office in Santa Fe in late 1942, we went to Kings Canyon National Park where we joined Eivind Scoyen's staff at Kings Canyon National Park.

Herbert Evison: And in what capacity?

Luis A. Gastellum: I was chief clerk at that time. And then at the end of that year, towards the end of that year, it was necessary, again, to consolidate activities in the Service because the real pinch of the war was upon us. Sequoia and Kings Canyon were joined into a single administrative unit.

Luis A. Gastellum: At that time, I had the option of going to join the staff at Sequoia National Park or accepting a transfer to Grand Canyon National Park as the chief clerk, because at about the same time Gordon Cox, who was chief clerk at Grand Canyon, had been transferred to the Southwest Region. So, we decided to come to Grand Canyon. But just prior to coming to Grand Canyon people from the Civil Service Commission who were working along with me in the Fresno Office wanted me to take an assignment in South America and offered me a job, after I took the appropriate examination and qualified. They wanted me to go to South America as an associate administrative officer with the Food program so that I could make a contribution to the war effort. They knew that I had tried to volunteer for the Navy, because I had been offered a commission as a warrant officer. You know, with my accounting background, they felt, with all the Seabee construction going on in the Pacific, they needed people with my background to go there. And I volunteered for that service. Unfortunately, I happened to have had a perforated eardrum and they had just made the ruling that no one with perforated eardrums would be brought into the theater of war.

Luis A. Gastellum: So, I couldn’t go with the Navy, and I was offered this job. It was associate administrative officer in Paraguay, South America. But as red tape would have it, I could not be assigned until I was classified 4F but the draft board would not classify me 4F until they reached my name on the draft list. So, there was a lot of correspondence back and forth to see if I could be reclassified so I could accept this assignment abroad. And then after the Board rules that I could not, I put that behind me and accepted the transfer to Grand Canyon. And a year later, or several months later they did reclassify me, but since I had just spent Uncle Sam's money to transfer to Grand Canyon I decided, well, I'll stay here.

Luis A. Gastellum: So, I stayed at Grand Canyon for three years and have very pleasant memories of serving then with John Davis and Dr. Harold Bryant, assistant superintendent and superintendent, respectively.

Luis A. Gastellum: And at the end of that time, I was offered the position of regional administrative officer here in the Regional Office, so I joined Minor R. Tillotson's staff here in the Regional Office. I worked here as regional administrative officer for six years. And about that time - it was after the war and the need appeared to be evident that we reestablish the Southwestern National Monuments Headquarters as an independent organization because the Regional Office had broadened its responsibilities and couldn't give the attention that the small areas required.

Luis A. Gastellum: So, John Davis, who was then General Superintendent, asked if I would be interested in coming in as assistant general superintendent and I willingly accepted the assignment, a very pleasant assignment. We had acquired the property, the Gila Pueblo - Dr. Gladwin's laboratory of anthropology at Globe, Arizona - and we formed a new office there called the Headquarters of the Southwestern National Monuments.

Herbert Evison: Let me ask you a question. The Southwestern National Monuments organization was reestablished before you moved there. It was kind of a separate function here, was it?

Luis A. Gastellum: Well, here the Regional Office was trying to give guidance not only to small areas but also assistance to the larger parks. And there were some conflicts, you know, of our procedures and techniques in administering small areas and administering large national parks. So consequently, it was felt that it would be better to have a separate office to give service to the small areas.

Herbert Evison: Actually, though, it had been unorganized, disestablished, but it was reestablished here, I take it, before you moved to Globe?

Luis A. Gastellum: That's right. And I stayed there from 1952 until 1957, at which time I transferred to assistant personnel officer in the Washington Office. These were some of the times that you and I worked quite closely in Washington. And after a year in Washington, believe it or not, Lon Garrison came one day and offered me a transfer to Yellowstone. I'd been associated with Lon Garrison at Grand Canyon National Park and during the time I was regional administrative officer here. He had gone to Big Bend, and I had given service from the Regional Office to Big Bend. Lon had a vacancy at Yellowstone National Park in 1958 and he appealed to the Director to let me go to assume that post because he needed somebody with a strong administrative background to help with the reorganization of the whole park.

Luis A. Gastellum: And I was lucky enough to get the call to become the assistant superintendent for Yellowstone National Park. And there I spent six very grand years. We developed a very, very fine relationship, I think, with the local community in spite of the fact that we went through a period - a very trying period there in connection with trying to develop a method of

managing wildlife and also zoning the lake, the Arms of Yellowstone Lake. Because we felt that somewhere along the line, we had to establish that wilderness should be protected, and particularly water wilderness.

Luis A. Gastellum: We went through a period there of about two years where we had some very, very severe arguments, let us say, with many of our friends, because we considered that all people are friends of the national parks, you know. At the same time, we managed to get the Secretary of the Interior to finally approve zoning regulations for Yellowstone Lake.

Herbert Evison: Which limited—

Luis A. Gastellum: Powerboats. So, these were very educational years as far as I was concerned. And during this time, also I had the privilege of being selected to become a representative of the United States Government expedition to Antarctica. And that, of course, was also a very stimulating experience; it gave me an opportunity to finally get an assignment in South America, because I joined the Chilean Expedition to Antarctica. It was a resupply expedition, and I was on that expedition for a period of six months. We had the opportunity to travel through the Southwest Channels in Chile and then travel for three and a half months with the Chilean Navy and then visit, of course, Antarctica.

Luis A. Gastellum: After my return there was a great demand for lectures, as you see evidenced here in some of the newspaper articles, to civic, service and university groups. I lectured throughout Montana and Wyoming, perhaps 50 talks in all. Here's an article that appeared in the press in Santiago, Chile, where I'm giving a lecture to a group there at the university. And here's one that shows me as the final lecturer of the quarter at Montana State University.

Luis A. Gastellum: So that this was a real fine experience as far as I was concerned and, I thought, broadened my understanding of many problems that exist throughout the world. I could not help but learn something from an exposure, particularly to underdeveloped countries such as there are in South America. And I was really shocked, in Chile, for example, to see the influence the Communists were making in the community, the infiltration of Communism in the community. And as a matter of fact, when I came back, I reported on the dangers of Communism in Chile and just recently, as you know, it has finally succeeded in overthrowing the traditional democratic government in Chile.

Luis A. Gastellum: But this led to another rather interesting experience, and I think this is true of all of us, that sometimes we are not aware that right in our own country we have many of the same problems that I witnessed in Chile. I learned this when George Hartzog asked me to come to Washington and become the head of the Job Corps program for the Service. After I got into that program, I realized that in this country we have the identical problems that I witnessed in South America. But so many of us, you know, are so used

to seeing the facade of the country and do not realize that in the back alleys, in the ghettos of our country, we have situations that are ripe for such movements as the Communist movement. So, I was quite privileged, I thought, to have the opportunity to serve as the first Job Corps Director for the National Park Service. And after two years in the Job Corps program, as you remember, the Director asked me to serve as Deputy Assistant Director for Administration. And I served in that capacity for a period of six years in the Washington Office.

Herbert Evison: Now, did you maintain a degree of supervision over the Job Corps?

Luis A. Gastellum: Well, only in a supporting capacity because by that time, after it was well organized, it was then transferred organizationally. See, during the time that I was the Job Corps Center Director, I reported direct to the Director of the National Park Service. We had many, many external problems and political problems and many of the congressmen and senators were quite interested in the program. And I worked directly with the Secretary's office and the Director on many of the external affairs problems.

Luis A. Gastellum: But by the time I left the program it was well organized, the camps were established. It was a matter of operations. The Job Corps coordinator began reporting to the assistant director or associate director, as it was in those days, Associate Director for Operations, which was Ed Hummel. So that I retained an interest and through being Deputy Assistant Director of Administration, of course, lent support to the program and my experience in the program to those who remained in charge.

Luis A. Gastellum: But I will always retain interest, of course, in programs of that type. I think these programs are very, very necessary. Because I go back to the days of the CCC; when I was in the Southwestern Monuments, I had administrative supervision of all CCC camps and knew that in those days it was a matter of keeping our people employed and preserving many of the skills that our people already possessed until such time as the economic conditions of the country would improve to the point where these people could be placed back in a productive capacity.

Luis A. Gastellum: But the work of the CCC was quite different from the work of the Job Corps because the Job Corps tended to recruit most of its members from the ghetto, from people who were socially underprivileged, whereas in the CCC, it seemed to me that we drew most of our people from the rural areas who were underemployed. Well, not underemployed, they just did not work and needed to be on relief.

Luis A. Gastellum: So, the two programs are quite different but, in many respects, it still helped preserve the dignity of the individual to some extent, I think.

Herbert Evison: Now, I remember when you were in Washington and on this job, talking with you about the contrast between the two types of organization among the camps. Now, since I'm convinced that practically every bit of that was

vitally needed to meet the needs of the particular clientele that you were serving - these seriously underprivileged kids - I think it would be well to get on here something of the rationale of the organization that you established.

Luis A. Gastellum: Again, going back to the CCC, as you remember, the CCC - the National Park Service - was responsible only for the work projects. The Army was in charge of the residential part of the program. And they had a regular military type of organization.

Luis A. Gastellum: Now for the Job Corps, on the other hand, the National Park Service accepted the full responsibility for the 24-hour welfare of the enrollees. We had to feed them, we had to clothe them, we had to provide the housing for them. And then, this was also an attempt to get these people prepared to assume a role in society because they had no education. Most of the kids that were brought into the Job Corps had a second or third-grade educational level, in spite of the fact that many of these kids might have gone to school, eight, nine, ten, eleven years.

Luis A. Gastellum: The Job Corps program helped identify the serious nature, the serious deficiencies in the school system throughout the country. We had to employ teachers, we had to employ counselors, and then, of course, resident workers to look after the kids at night. So that the entire responsibility was much greater; it was serving as mother, advisers, and also teachers and then supervisors of work projects.

Luis A. Gastellum: It was a very necessary program, I think, and we would have liked to have achieved, you know 80 percent success or 90 percent success; but the way we felt in the Job Corps program, if we could rehabilitate one out of four, one out of five kids so he became a productive member of society, that was one less individual that would have to be subject to complete support by the Federal government, either in jails or institutions of various types in later years. So, from my standpoint, I think every dollar that was spent in that program was very much worthwhile.

Herbert Evison: Now, where were these located? As I remember, they were in quite a variety of locations?

Luis A. Gastellum: Oh, yes, that's right.

Herbert Evison: One in New Jersey, by contrast with Great Smokies?

Luis A. Gastellum: That's right. We had a couple of them in the Great Smokies. We had the Liberty Park Camp, right at Liberty Island. But they had to be in areas where they were close to cities, to some degree, because there we had one type of training and in the parks themselves, we had another type of training, you know, going on. Catoctin was a good center, Wellfleet over in Cape Cod was a very fine center, we had a couple in the Smokies, we had one over at Cumberland Gap and Mammoth Cave. And we still have, you know, three pretty good size camps in the National Park Service.

There's the one over at Harpers Ferry, we have one in the Smokies, and we have one at Mammoth Cave. So, we still have about five, six hundred boys, you know, in the national parks.

Herbert Evison: Wasn't there something special about this one in Mammoth Cave or was it just a typical one?

Luis A. Gastellum: Well, I think it was a typical one except that one of the things that we finally got around to at Mammoth Cave was to enter into a training agreement with the labor unions to develop carpentry and other trade skills. And they did quite a bit of building there. Actually, it was quite a bit similar to the CCC. Remember, in the CCC we developed many of the parks with CCC enrollees.

Luis A. Gastellum: At Mammoth Cave we signed a contract with the labor unions to develop carpentry skills. But still, better than 50 percent of the time of the boys is devoted to schoolwork, academic training. Because I think it's a disgrace for this country not to assume the responsibility to see that its citizens can at least communicate, you know, by the written word. And so many of these young people - disadvantaged people - could not do that at the time this program got started.

Luis A. Gastellum: So, I felt it a privilege to become a part of it. Well, at any rate, Herb, I stayed in Washington until 1970, when 1 accepted the transfer to be chief of the Office of Operations Evaluation here in the Southwest Region. And I've just about completed going around to all of the areas in the Southwest as the chief of the Office of Operations Evaluation. And recently I told Frank, this is just about the right time for me to retire and have told Frank that I plan to retire on June 15 of this year, even though I would only be 58 years of age in May.

Luis A. Gastellum: But I think the Park Service is one that has a wealth of qualified people and I think those young people should be given an opportunity for assignments such as the one I have here.

Luis A. Gastellum: Now, you might be interested in a few of the extracurricular activities that I had in the Service, just a very few. I have always, Herb, been very active in my community, wherever I have been, and tried to serve the community because I think this is the only way that we can really understand what's going on in the Service.

Luis A. Gastellum: And here is an example of some of the satisfactions that you get from being a member of an organization, you are selected by the Optimist Club as the man of the year. This happened while I was at Globe, Arizona. When I was in Santa Fe in the old days, the first assignment that I had, I was a member of the Jaycee organization and functioned as its vice president in charge of recreation programs for the city of Santa Fe. And it was during that time that we developed a program here, to the legislature, of getting a tax on cigarettes so we could have financing to develop

recreational programs and parks in the city of Santa Fe. Well, many of these parks that we have in Santa Fe, many of these recreational programs, are the direct result of a program that was begun here in Santa Fe when I was chairman, providing the leadership for that program. And at that time, I was also nominated by the Jaycees and selected as one of the outstanding men of the year in Santa Fe.

Luis A. Gastellum: I was also quite interested in Federal employee programs; you know, my coworkers in the Federal Service. And when I came to Grand Canyon in '43, I joined the National Federation of Federal Employees as a member and at that meeting l was selected as secretary of the local at Grand Canyon. Well, within a year after that I was selected as a delegate to the national convention in Denver, Colorado and I was so impressed by the work in an organization such as the NFFE provided its members, I began to realize that no group of individuals can exist without some type of organization. And all of us, of course, who work in government know the influence that organizations have on the legislatures, whether they be national or state legislatures.

Luis A. Gastellum: So, I was very much interested in the NFFE and went on to serve in many capacities. In the late 50s I was elected as the national vice president of one of the national conventions. Incidentally, I attended about 12 conventions during that time, just during the period I was growing up in NFFE. And I stayed as one of the national officers, I was reelected to national office at three subsequent conventions, and then in 1962, when the press of management responsibilities became too great and I felt might provide a certain conflict of interest, I retired from the office of third National Vice President with the National Federation of Federal Employees and withdrew, you know, from being an officer of the organization at that time.

Luis A. Gastellum: I think it is this kind of service that really gives an individual a total perspective of what goes on. Not only was this office so valuable to me because of the personal satisfaction that it brought to me, but also it provided for me, as an official of the National Park Service, a viewpoint as to what are some of things that employees think about, about their bosses, their organizations. Because I came in contact, you know, with people in the military, people in the Forest Service, people in the Bureau of Indian Affairs. And I got a pretty good cross-section view of attitudes of view of attitudes of employees towards their managers. So, it could not help but be of benefit to me in the way that I tried to manage those units for which I had responsibility.

Luis A. Gastellum: So, these are all valuable things, that I think we all become involved to make our careers very profitable.

Herbert Evison: You have given me on the tape so far just a bare introduction to this rather unusual job that you've been filling for the last three years. The establishment of such a job and giving help in improving administrative

practice and so on, is a thing that I have been interested in and hoped might be done for 30 years, anyway. It's a thing Oliver Taylor and I used to discuss from time to time, about the desirability of having men circulate around the field - knowledgeable men with backbone, not to go on to find fault but keeping an eye open, of course, for faults. And doing what could be done to correct them.

Herbert Evison: O. G. and I used to discuss that at great length, how desirable it was. We felt that maybe it was the job of the regional director, but after all, the regional director had a thousand duties to take care of, and this kind of thing needed more concentration. So, I'm interested personally in what you do. I think it's a proper subject for some discussion here on the tape.

Herbert Evison: Let's go through some kind of a routine. When you go to X National Park, what do you do?

Luis A. Gastellum: Well, this is something - you brought out a subject that is, of course, very difficult. Different people do it differently. Now, I happen to have had a great variety of experience, you know, all the way from a small area in management to medium parks to large parks, recreation areas. And also happen to have had the benefit of serving at both the regional and Washington office levels. And unfortunately, so many other people who are out in the field have not had exposure to all of these situations and quite often they do not know just how to tackle a problem and carry it on to conclusion.

Luis A. Gastellum: The main thing that I always like to look for when I go to a field area, well, you look, to some degree, to the morale of the organization, because the morale of the organization gives you signals as to whether things are going good or things are going bad. And you try to get down to what are some of the things that concern the employees of the national parks. Because I don't think that there's any area that can ever operate efficiently unless those who are going the task down the line are satisfied and know why they are doing the things they're doing.

Luis A. Gastellum: So, one of the things we are doing now more and more, is using the National Park Service Management System, which is management by objective. You'd be surprised, Herb, the advantage of this system in getting teamwork developed in the organization. One of the things that we tried to do is to be sure that people are applying the management system as a basis for managing. In other words, the superintendent can no longer get the job done in the park if only he know what he wants to accomplish. He must share that information with his chief ranger, his chief naturalist, with the chief of maintenance. He must share that with his district rangers, with the foreman and everybody down the line if he's going to be successful.

Luis A. Gastellum: So, this is one of the things we look for - is the organization working as an organizational team, or is it working as a top man who's bucking the orders without the people down the line knowing what's expected of him.

So, this is the first thing we look for, how effective is the organization, how well does the foreman down the line know why he is doing a certain job.

Herbert Evison: I'd say a basic question is, how well does the superintendent communicate?

Luis A. Gastellum: Communicate, that's right. As a matter of fact, in giving this training on the management system, we have four words that we use as the basis for - and if you can answer all those positively, you'll have a good organization. Communications, how well is the communication down the line? What is the understanding of what the Park Service is all about? Is there involvement in the management in his park and is there teamwork in this park? ls there respect for each other, you know. Is there recognition that the naturalist can perform one function, is there recognition that the chief ranger can perform another function, the chief of maintenance can perform another one, and that the administrative man there is backing them all, giving them support, to see that all of these things blend into common goals.

Luis A. Gastellum: So, the thing that we look for then is morale of the organization - the organization, is it functioning, is communication in the park good? Then we look at the quality of the work. We have standards now. We try to select the important elements of the organization and look at the quality of the work. Is there quality, you know. What does the public around the park think of what's happening in the park. How well are they informed and know what's going on in the park. And we get a lot of information just from a restaurant or talking to a manager of a motel, you know. Not asking about the superintendent but, ourselves, just wanting to find out, you know, what's going on in Carlsbad, you know. And what are its outstanding things. Without their knowing that we are people who are evaluating the park. So again, communication with the public is a very important thing we check on, you see. Communication with our friends, the conservation organizations. And how do they view the manager, you know, or the people in the park in relation to their own interest. And then if they complain about it, we try to find out if this is based on a vested interest or whether it's because our people have failed to really tell the story about what we're doing.

Luis A. Gastellum: So again, we follow right down the line that you have been a specialist in. How well does the superintendent communicate with his staff, how well does he communicate with his community and how well does he communicate with his friends, you know, who support him. These are very important elements.

Luis A. Gastellum: Then we try to look at the resources. What are the important resources of the park? Are they threatened in any way? And let me give you just one example. We went over to Carlsbad Caverns - and I have been associated in this region now for well over 30 years, as you know. And many, many

years ago, 25 or so, I visited Carlsbad Caverns. And the thing that impressed me at Carlsbad Caverns was the beauty of many of the pools in that cave, the water, the reflection in the pool, and so on, and the moisture that there was in the cave. And then I went down there a couple of years ago and it was pretty dry, you know. I mean, the thing that most appealed to me was the absence of moisture in the caves.

Luis A. Gastellum: So, I began to inquire, what are some of the problems here? We're losing moisture, aren't we? Isn't there something we can do to correct the situation? Lo and behold, yes. There was a project that had been proposed a year or two ago to seal the air from going out through the elevator shaft. And it had been placed in priority so that it would be done in 1974 or '75.

Luis A. Gastellum: So I came back and told Frank, said, "Frank," I said, "This is something, this is a resource," I said, "This would be very damaging to the National Park Service if some scientist discovered that there was something we could do to prevent the the moisture resource being lost, which is the thing that we must have at Carlsbad Caverns to retain its beauty." And, I said, "We should really not be drawing that air from the cave because it draws additional moisture to air condition the building. We must do something to preserve that moisture in the cave because that is one of the baste resources that we have here; and a basic resource is moisture, and a basic resource is the continued development of that cave to retain its beauty." And I said, "I think we must do something to call the attention of the Washington office to the need to get enough money to seal that opening so we can try to preserve some of the moisture in the cave." This is just one of the other things, you know, related things.

Luis A. Gastellum: And within a period of a couple months, we were able to restore the project and we have already completed that work, we have sealed the cave and we no longer use the air from the cave for air conditioning that cave.

Luis A. Gastellum: Now, this is just an example, Herb, of some of the things that we do in our revaluations. We not only look for the problem, but we propose the solution. I personally contacted Freeman in the Washington office, from Frank's office, and told him the story. And the people in budgeting in Washington, in programs, heard my story and said, "Well, we can do something to correct it."

Luis A. Gastellum: We had a situation up here at Bandelier recently where Bob Bent and I went over to the back country. We're not satisfied just going into an office and looking at paper. We like to look at the total resource. We went to the back country of Bandelier National Monument and one of the things that impressed us there was the fact that here was tremendous damage being caused by feral burros, trampling of the ruins, you know. The ecological resources of the area and up on the mesas we saw trails were about six to eight inches deep with nothing but dust, where burros had bedded down. There are whole areas completely bare, you know.

Luis A. Gastellum: So, we said, well, this is a very serious situation and the Service must do something to correct it. Because after all, we're in the business of protecting the basic resource which are the soil, and also the basic resources, archeological resources, which were being trampled down by burros bedding down on the archeological ruins.

Luis A. Gastellum: So, we made a report to Frank and told him that one of the things we needed to do was resolve this issue. So, Frank has since seen that the ecologists here and the archeologists and other developed a resource management plan which provides now for doing something about controlling the burros. He's either fencing the area or through some way finding a way to drive them out or reduce them to some extent. This is necessary. As a last resort, we're going to do it.

Luis A. Gastellum: Well, these are the things that we're interested in, Herb. We're not interested in finding fault with how they dot the i's or how they cross the t's. We're interested in finding out what we can do, you know, to preserve the resources and to see that we have a vital, communicating organization within the park.

Luis A. Gastellum: Another example of some of the things we do might be gained from the fact that over in Chamizal, we're just about to open the place and we have a very varied program. And the superintendent there had proposed a budget of something close to $800,000.00. Well, Frank didn't know how to cut this down and be fair to the individuals, because the individual superintendent there is one who has interest in doing everything that can be done to really make the Chamizal project come to life and at the same time become involved in all these urban programs.

Luis A. Gastellum: But we went up there about three weeks ago with the charge from Frank Kowski to look at the total operation, look at the standard, see what the program was like and what they proposed to do. And after we got through analyzing the total program, we came up with the conclusion that they could get by with a quarter million dollars less than they said as a minimum program to get us over the first year.

Luis A. Gastellum: And after we analyzed the whole thing, we prepared a model, you know, right on the blackboard, we illustrated to the superintendent how we felt he could carry out all his programs to a pretty good standard, and he and his staff accepted our analysis, you see. So, we do a kind of management analysis, based on our own personal experience, of the things that can be done in a park. Of course, quite often in a park today, as you know, we get brilliant young men, but brilliant young men sometimes have to make a lot of mistakes before they mature. And I think sometimes the old hands can come in and show them a few practical things before they waste a lot of money. So, basically, these are some of the things we do. Staffing sometimes is excessive in areas and we try to point out areas of staffing where it's too great, you know.

Luis A. Gastellum: We had a situation in at least one area where they had more permanent employees than they really needed. By the time we got through analyzing that total picture, we were able to demonstrate to the park superintendent that for the money that he was using to keep three permanent maintenance men, he could use that same amount of money during the summertime and have a much higher standard of service to the public than by tying those people up during that period when they were getting basically no production because of weather and other factors. And he has agreed wholeheartedly this is what should be done.

Luis A. Gastellum: This is what we do when we go out to a park. We don't do the same thing in every park because we have a way of detecting where problems exist. The superintendent himself sometimes tells us, you know, “I have these problems and I've been unable to resolve them: How do you propose that we resolve them?" Well, after we check into them, we get the whole story and we come and work with the regional staff. Quite often the regional staffs are to blame for some of the things that are wrong in the parks. They haven’t thoroughly analyzed the superintendent's problem. We bring new information to them and they’re able to see that may be the superintendent was right but failed to communicate properly to the Regional Office and consequently the Regional Office made the wrong decision. And we have restored programs or projects to some of the parks.

Luis A. Gastellum: Now, let me just give you one other example. This is what happens sometimes to a large organization such as the Park Service without intention. When I first came here about three years ago, I went on an evaluation to Coronado National Memorial. Of course, I had a personal interest in going to the national memorial because I was with Boss Pinkley and some of the other folks in the Southwest when this was first talked about, you know. The memorial was set up and we staffed it with the hope, you know, that someday we would have a kind of international type of building there where Mexico would recognize the value of using the Coronado Memorial as a basis for improvement of understanding between our two peoples.

Luis A. Gastellum: But Coronado National Memorial was staffed at the time we went up there with a superintendent, with what we called a supervisory technician and an administrative clerk and a chief maintenance man. Well, what was the qualifications of the staff? One of them, the superintendent was a biologist, the technician was a guy who had been a bus driver at Grand Canyon for the Fred Harvey Company, and when we went into this technician category, we wanted to get intelligent people without a college degree. So, they qualified him for a supervisory technician position to supervise the interpretive program on the basis that he had been on the Canyon rim. He knew no Spanish; had no history background, and was from Indiana and yet was in charge of the interpretive program for an area where you needed to interpret Spanish-American history; where you needed to really understand languages, you know, - understand the

Spanish language; where you needed to, in fact, try to somehow bring back to life that expedition coming up from Mexico. And this was the kind of people we had.

Luis A. Gastellum: So, I just told Frank, this is insipid, I said. Through the management system today, you see, we can discover a lot of these deficiencies in staff. In the first place, we looked at the interpretive prospectus. And the interpretive prospectus proposed that we do all of these things that would bring back to life that expedition. And who do we have trying to carry out that interpretive prospectus? It was a truck driver, see, with no sympathy at all for the bilingual requirements of his job, no sympathy at all for the history of the area. So that total thing was a failure, as a result of poor staff planning.

Luis A. Gastellum: We finally got back to an interpretive specialist with a history background, a bilingual ability, to be in charge of interpretation at Coronado National Memorial. But when the Service sometimes adopts, you see, or reorganizes and adopts such programs as technician programs or the new concept, sometimes we go overboard, and fail to analyze the goals.

Luis A. Gastellum: But quite often when these situations happen in a large organization, the people who are responsible for developing standards become over enthusiastic about making a record for themselves. At the time we went into this technician program, I think that it was a good program, Herb, but these things have to be thought out quite carefully, you know, and it is necessary to be sure that where you have technicians on duty, you also have professionally qualified people to carry out the basic objectives and goals of an area, you see.

Luis A. Gastellum: Again, it shows you the reason why sometimes we have to have a specialized organization such as the old Southwestern Monuments to protect the small area, the small superintendent, from getting orders from up above - from the personnel officer and the Regional Office or the Washington Office, and being told, “You've got to take this man,” you see. This when he still doesn't have experience or knowledge of how to get to the top man in the region, like the Regional Director, to protest as to why that man should not serve there.

Luis A. Gastellum: But these are the things that we're able to discover in our evaluations. When we start looking at the organization, when we start looking at the objectives and the goals of that area - the interpretive objectives - and we see there's no way for that area to ever achieve the interpretive objective by having that kind of technician, then we're able to correct these situations.

Herbert Evison: Now, you have repeatedly used the plural form of "we." This is a small team effort?

Luis A. Gastellum: That's right.

Herbert Evison: Who are your associates in this?

Luis A. Gastellum: Well, my associate in this is Bob Bent, you know, who is a man with some pretty good resource training. He has a degree in biology, wildlife management, from Oregon State. And he is on my team. He was a wildlifer for a number of years. Bob also served an internship in the U.S. Senate, you know, while he was in the Washington Office.

Herbert Evison: Oh, yes, I remember.

Luis A. Gastellum: Then he was assistant superintendent of Grand Canyon and Mt. Rainier and was superintendent of Mammoth Cave National Park before coming and joining my team.

Luis A. Gastellum: Then we have another fellow by the name of Bill Luftus, who is an engineer by background but has a lot of experience in maintenance. He came to the Service originally at Blue Ridge - no, Natchez Trace Parkway - and he served a number of years as the chief of maintenance and engineer at Great Smokies. Also served a number of years at Lake Mead and Crater Lake. He was selected for the team because of his experience in maintenance. As you know, maintenance constitutes about half of the budget for operations in the National Park Service, so it's important that we have an individual who can detect maintenance deficiencies.

Herbert Evison: Yes. He is the guy who so largely determines the impression or physical appearance of a place.

Luis A. Gastellum: Yes, that's right.

Herbert Evison: While we were enjoying our coffee and doughnuts our conversation went on to something I would like to have you repeat, if you can do so, get it on the tape.

Luis A. Gastellum: Well, one of the things I mentioned to you a while ago that has been my guiding principle or philosophy so far as the work ethic is concerned, Herb, goes back to my early youth. Having been raised, of course, in rural country - Tubac and the Santa Cruz Valley around Tubac - and being a member of a fairly large family, being involved in cattle raising and farming, in my very early youth my father used to get us up early in the morning when they had tile spring and fall round-up so that we could help with the branding of the young calves.

Luis A. Gastellum: I think the first time I went out with my dad was at the age of about ten or eleven years old. And so, by the time that I was 13 years old I felt that I could work a full day and earn a dollar or two by my own labor so I could help my dad not only in round-ups but also plowing the fields and planting the corn and the beans and the squash and other of the common crops that we raised every year in the Santa Cruz Valley.

Luis A. Gastellum: So, when I was about 12, 13 years old, I told my dad that I had gone over to the Bailey ranch, it was a dairy in those days, and I had asked about

working and they had offered me a job as clean-up boy and doing odd chores around. And I went to my dad for advice, and I said, “I think that I should go ahead and try to help with the finances of the family, and I'd like to go to work.”

Luis A. Gastellum: And it was then that my dad told me something that has remained with me, and I have repeated to my own children, ever since I've been able to give advice to anyone who came to me for advice when they were first starting to work. And that was my dad saying, "All right, son; if you feel that you can do an honest day's job, you are free to go ahead and seek that employment. But remember, whether you work as a clean-up boy, as a laborer, a stable mate or whatever it might be, you be sure that whatever you do, at the end of the day you will be proud of the job you have done that day.”

Luis A. Gastellum: So, this has been something that I have always remembered and everywhere that I have been, Herb, I can honestly say I've tried to do just that very thing.

Herbert Evison: I don't think anybody who knew you at all would even think of arguing that point, Luis.

Herbert Evison: Well, as I say a while ago, we were a little too optimistic about when we were going to finish this work. Because actually, you've had a career in a number of different places. I'd like to put a little more flesh on your association with people like Boss Pinkley and Hugh Miller. Boss Pinkley, in my book and that of a good many others, is one of the maybe half-dozen really great men in the Park Service's history. And I'd like to get as much personal recollection of him as I can from the people that I interview.

Luis A. Gastellum: Let me just - since I was talking about the work ethic, just before we forget about this point, I’d like to say a word or two about Hugh Miller, too. Because Hugh Miller, I think exemplified the work ethic about as well as any individual that I have been associated with in the National Park Service. He reminded me a great deal of my own father, you know, philosophy for work, because Hugh believed that people should work and produce and feel proud of the fact that when the day was done, that you had actually accomplished something. And it was a great privilege for me, being of Spanish descent, you know, and not having the ability to articulate the way Hugh Miller articulated, to have had the benefit of Hugh and the inspiration of Hugh Miller. Because Hugh Miller, you know, had a background where he had not had any college. And yet through reading - principally through reading - he was able to develop a tremendous vocabulary and a real understanding of the arts, you know, and music. And he, himself, became quite a poet. So, fellows like Hugh Miller were quite an inspiration to me.

Luis A. Gastellum: To come to Boss Pinkley, he indeed was one of the great philosophers, I think, in the National Park Service, without doubt. I think that Boss Pinkley inspired people more than anyone I have ever known. Just by example, simplicity, a very simple, down-to-earth man, who I remember in those early days as I worked there in the headquarters office and I happened to be - they had three offices there, the fiscal office, then the ranger's office and then the superintendent and assistant superintendent's office.

Luis A. Gastellum: Boss Pinkley sat just catty-corner to the entrance to the reception office. And Boss Pinkley was one of those people who, above all, was there to serve the visitor. Even as the general superintendent, he never thought there was anybody more important than the visitor to one of the national monuments. And he had a little shelf right next to his desk and on his shelf, he always used to place his hat, his regular park ranger uniform hat. And if he saw a visitor come into the porch there and he didn't see anybody in the office taking care of them, he'd pick up that hat, put it on, and go out and meet the visitor.

Luis A. Gastellum: But the Boss had a philosophy. And I think it's a philosophy that to some extent has been expressed in recent years when we're talking about serving the urban visitor, you know, the underprivileged, serving the whole gamut of the American population, regardless of the background. Because Boss Pinkley treated people that way. So, an Indian family - in those days we called them the cotton-pickin' families because this was the ear, you know, of the Depression, those years in the '30s. And we had many cotton pickers and other farmers who were migrating from Missouri and Oklahoma and Texas and who were really very, very poor.

Luis A. Gastellum: But when they stepped into Casa Grande National Monument, they were citizens who had to be served. And the Boss would take anybody, Indian groups, Mexican people, or cotton-picking people from the Midwest and South, wherever they might be, college students or college professors, and he gave them the same degree of service. And had a remarkable ability, you know, to hold the attention of people. He knew how to get right down to the level of comprehension that those people possessed.

Luis A. Gastellum: And he would spend time with them in the museum, he would take them to the ruins, and when those people got back you could tell just by looking at them how thoroughly pleased, they were to have had this kind of service.

Luis A. Gastellum: He tried to exemplify this. And I think if you read the Boss's ruminations, you read some of his reports, you get the little bit of an idea of the personality and the philosophy of the man. The Boss knew his archeology and I think his natural science. Even though I have no background in the natural sciences except what reading I have been able to do, because my principal background of training was in accounting and personnel management and things that have to do with business management, I

learned a lot just through the sessions that we had so often there at Casa Grande National Monument; we used to sit after work right behind the Boss's place and spin tales. The Boss used to tell us about his early days. You know his background; he came into the valley from Missouri about the turn of the century as a very sick man, you know, not scheduled to live many years because he had contracted tuberculosis. But he had gone through many, many experiences during those 30 years in between, 30, 35 years in between, and he could tell us so much about what had happened in the valley. And I think these experiences he'd had throughout his life, working in this kind of hostile environment, helped shape his philosophy of life.

Luis A. Gastellum: And we shared it with him there for many, many years. Evening after evening we sat down, because when I came to work for the Park Service there at Casa Grande, even though the town of Coolidge was only about three or four miles away, I had no transportation and he said, “Well, we don't have anything but a tent. You want to set up living accommodations in a tent right here next to a mesquite, you know, you're welcome to do so until such time as you're able to get a car and to find other places to live.” So, I lived, you know, the first year that I worked in the National Park Service, in a tent right there in the middle of the desert. And I enjoyed every bit of it. I didn't think about how hot it was or how cold it got. I was so happy to have this opportunity for association with such wonderful people.

Luis A. Gastellum: Let me also say for the benefit of those who might later on think about equal employment opportunities or racial matters, these were not things that were on the program in those days. People were hired because they had ability, they could compete with anybody, you know, for jobs. And never did I have any reason to doubt that I would have the opportunity for advancement in the Park Service because of the kind of men I was associated with in those days.

Herbert Evison: I’m delighted to get that on the record. About Yellowstone - you were there as associate superintendent and during a period of kind of a shake-up, and I'd like to get a little bit more on the record about some of the things you were involved in there, if you will.

Luis A. Gastellum: Well, I think that Yellowstone, Herb, was one of the first places - well, it wasn't one of the first places, but it was a place where I had an opportunity to apply what I would call good management principles. Because this is a tremendous organization, this Yellowstone, you know, a lot of people do not realize that Yellowstone is almost as big, in organization, as a whole region. I mean, the number of people who work at Yellowstone in the summer, for example, seven, eight hundred people: it's almost as big as the total workforce of the Southwest Region today.

Luis A. Gastellum: So that in a park like Yellowstone, it is very important that you have good administration, good organization, because a lot of money can go down

the drain if you don't effectively utilize it. So that one of the challenges, I think, that faced Lon when he came there as superintendent, and he recognized it very shortly after he arrived there, that in order for him to get control of management, of what was going on in the park, he had to have a well-organized system or program, and objectives and goals, and then have the money so parceled out that he got the benefits that he expected to get out of the organization.

Luis A. Gastellum: So, when I came to Yellowstone, this was my charge. This was what Lon told me, "You have to organize this, because I don't know where the money's going." And obviously, he said, "Sometimes I cannot find where it's going because there's no way I can really pinpoint how much money's been spent here or there, or whether it's in the right amount, or that priorities are being handled."

Luis A. Gastellum: So, this is when I became involved in developing a system of management, Herb. And we were successful there because within a year or so we had, indeed, found a method to allocate our resources so they went where our objectives and goals were, and the proper amount was parceled out, regardless of who the chief naturalist was or who the chief ranger was or who the maintenance engineer was. These personality situations that had, to some extent you know, influenced the allocation of resources before, soon came under control because there we developed the theory that what was important there was to carry out the objectives of the park rather than to serve individual people with individual ideas, serving their own purposes rather than the park itself.

Luis A. Gastellum: And I think that Lon had a tremendous responsibility there because concessions were in serious condition. We had a very serious situation with respect to wildlife management programs, as public travel was increasing, you know. The back-country resources of the park had not received good, 1ong-range planning yet. So, we had to get onto a basis of what we should do to better protect the resources of that park. Because of the road system, and everything, went right to the base of the many features rather, you know, than approaching those resources through trails and other things.

Luis A. Gastellum: So, the impact of the geyser basins, the rivers—

Herbert Evison: So that the impact on the geyser basins and the rivers, you were saying—

Luis A. Gastellum: Yes, that's right. All the attractive resources of the park were being threatened because in the initial stages of development of Yellowstone National Park, the impact the automobile would have on these same resources was never foreseen.

Herbert Evison: What about the two and a half million people?

Luis A. Gastellum: That's right. Because even then, when I first went to Yellowstone, we had not yet reached the millionth visitor. But Lon was one of those individuals

who had the foresight to know what was going to happen. And we developed projections that within ten years we would have two million visitors, and I think our projections came true without the benefit of statisticians and others.

Luis A. Gastellum: Well, we knew that this was coming and so we had to prepare for that period of time. And naturally, when you begin to make changes in management of resources of any type, you begin to step on people's toes whether they have vested interests or otherwise.

Luis A. Gastellum: But one of the things that really interested us, and is interested me from the very beginning, was to see that those magnificent resources of the back-country were perpetuated, and very importantly, wildlife, because wildlife was a problem in Yellowstone. There had been many different types of attempts made to control the elk herds there, and a real solution - resolution - had not been reached. I don't know that it's been reached today.

Luis A. Gastellum: But we had to get the advantage of the best professional advice that we could get in those days; and in those days we didn't have the benefits that we have today, you know, of having people, actual scientists, assigned to the parks. And so, there was tremendous need to develop what we might call today resource-management plans for Yellowstone National Park. But we had to make a beginning and one of the first things that we faced there was zoning of Yellowstone Lake. This was a very interesting period because I was chairman of the park committee there which made the initial survey of the impact that misuse of the arms of Yellowstone was having on the resources.

Luis A. Gastellum: The chief ranger was a member of the team - Otto Brown, Dave Condon, naturalist; and then later McIntyre, naturalist, and Mattson, the landscape architect. And then later John Good, of course, got involved in the program, too.

Luis A. Gastellum: These people were knowledgeable people, and I asked a lot of questions as we went along the lake, and when we wrote our report, our first recommendation to Lon, was to zone all of the arms of the lake. Because as you remember, Yellowstone Lake actually has three separate arms. And we at first tried to zone what amounted to about a third of the total water area, I would say, of Yellowstone Lake. But there were many, many controversies and many interests that were being served there.

Luis A. Gastellum: Big oil companies all had big cruisers on the lake, and they used these as a means of bringing their customers and friends to go on fishing parties on the lake. And it was known, on fairly good authority, that when these ventures were made into the lake, quite often they took large quantities of fish. We did not have the staff and the personnel to check what was going on. A lot of exploitation of lake resources was going on. And people were

dumping trash and other undesirable things all along the lake, as we had no control along the lake shore.

Luis A. Gastellum: So that from a standpoint of protecting an approach to the wilderness of Yellowstone Park, we were not doing the job that had to be done. It was during the period that I was there that we went to all of the public hearings. It's interesting, Herb, that when we started out, the first public hearing was very well organized by the opposition. Principally, I think, financed by oil interests, because they all had, of course, great dependence on that resource to carry on their public relations work, as I mentioned before.

Luis A. Gastellum: We had the first hearing at Cody, Wyoming, and I would say that the opposition to us was about nine to one, the way it showed up at that particular meeting. But we did have some very strong conservationists who Lon had seen would be present there, at least to hear what was going on and voice their opinions, if they had to.

Luis A. Gastellum: One of the fellows that came to our defense, and I think changed the course of the hearings later, was a fellow by the name of Charles Pierson. He's a conservationist from the Casper area. He stood up and really charged openly that the reason why the oil companies did not want us to zone the lake was because this would deprive them of carrying on commercial exploitation of park resources, which they had been doing without proper authority.

Luis A. Gastellum: So that tended, I think, to put the group on the defensive. And as we went on to further hearings, we had a hearing there at the lake itself, overlooking Yellowstone Lake. We had another hearing later on in Idaho Falls and then finally in Salt Lake City. But we could see how our friends were beginning to rally to the cause. And I think that when the final hearings were held, about nine to one were in our favor because by that time a lot of the opposing people who called themselves conservationists were beginning, in one form or another, to withdraw, realizing that in fact we were right in what we were trying to do. And although the final zoning of the arms of Yellowstone Lake was a compromise situation, as all political and governmental things have eventually to be compromised, we were satisfied that a beginning was made. And we had, you know, to preserve the arms of the lake for people who could get in only by canoes. This had, I think, immediate effect because we began to see that the shores of the lake were no longer being damaged the way they were. The nesting areas for the birdlife, you know, in one of those lakes was being destroyed by careless users of the lake.

Herbert Evison: By wave actions or annoyance?

Luis A. Gastellum: No, it was not from - wave action was not - unfortunately some people, and I remember that someone in the Washington Office indicated that the weight of the boats, were causing some of these problems. But it was

really not the weight of the boats that was destroying the rookeries as much as boats coming to the islands where the pelican and other birds were nesting. And when they came in with the roar of the motors, it disturbed the birds who, of course, trampled upon the young or broke their eggs, and so on. This was the thing that was having the effect, not the weight. Because, you know, you get very heavy storms in Yellowstone Lake that produce much bigger waves.

Luis A. Gastellum: But it's when it happens and how it happens that had the bad effects on the bird populations there.

Luis A. Gastellum: So, this was a very interesting area there. I got involved in that very heavily with Lon. And then, of course, we had the elk-management program. Now, the elk-management program was an interesting program because it had been going on for many, many years. And one of the interesting episodes about the elk that I might mention, maybe Lon has already mentioned to you.

Luis A. Gastellum: But during the time that we were trying to develop methods to trap the elk, we had gone through a very black period there where we had to reduce large numbers of elk, because indeed, the herds had increased to the point where they had to be reduced. And we were under constant pressure, you know, not to do the work. But I think it was in the early winter of 1962, Lon had planned to go to Panama. And about that time, a representative from Montana, Olson, had been talking about holding hearings about the elk reduction program, but it just appeared to be a rumor.

Luis A. Gastellum: But on December the 4th, Lon left for Panama to visit his son in Panama - by boat. And then the following day - and I think this was known to some of the opposition - they announced that they would have hearings, open hearings, in Bozeman, Montana; the Congressional Committee would hold open hearings. So naturally, they called upon the acting superintendent, who happened to be me, to organize the whole thing. And we were given the rule that the park would be required to make the introductory statement and we could have up to 30 minutes to make the introductory statement, and then the other people, the citizens, and organizations, would be heard.

Luis A. Gastellum: Well, you can imagine, without Lon’s leadership, which was dynamic, and who knew so well how to get support from many of our friends, it fell up to us and other interested groups to be sure that all conservation organizations knew about the hearings.

Luis A. Gastellum: And so, for that we had to struggle day and night to get all the materials together, supporting material. And then Larry Hadley and I had to write the statement that I would deliver at the hearing.

Luis A. Gastellum: During that hearing, when I delivered my statement, I decided to conclude my statement by making a charge to those who were responsible for conducting the hearing - having the hearing assembled - that what, in fact,

they wanted was to open Yellowstone National Park to public hunting. And this tended, I think, more than anything else to place the opposition on defense. Kind of disorganized them a little bit because from there on, Representative Rivers or Olson, one or the other, at the conclusion of any other testimony would ask, “Do you favor opening Yellowstone National Park for public hunting?” And although I knew that they were planning to, all of them had to say “no” or the people who were there would not back them.

Luis A. Gastellum: So, it was one only individual who openly advocated public hunting as a means for reducing the herds at Yellowstone. But after the conclusion of the hearings, Representative Olson called me aside and said, “Well, Mr. Gastellum,” he says, “I think that you cannot help but understand from the testimony given here that what people would like to do is to see that elk are trapped so they can be shipped somewhere else where they can be hunted later on by the public.”

Luis A. Gastellum: “Well," I said, “We had been trying over a period of years to develop a method of trapping, but we have been unsuccessful.” “Well,” he says, “Now you're going to have to do a little bit harder.” So, when I returned to the park I got the staff together, all of the ranger organization, the maintenance organization and said, "Fellows, even though Lon isn’t here, we’re going to have to work a lot harder on the development of a method of trapping animals.”

Luis A. Gastellum: Well, it just happened that some of the people - Forest Service and others - who were going to testify, that there was really no public land available where elk could be shipped to, didn't appear before the committee and make that statement. So, I said, “Alright, in spite of the fact that the professional biologists worked with us and indicated there was no land where elks could be transplanted to, we're going to have to do it as a means of protecting our own selves, protecting the Service.”

Luis A. Gastellum: So immediately, I got in touch with the people in Washington; Dan Beard was, in those days, the Public Affairs Assistant Director. I told Dan, “We're going to go ahead and buy materials and do everything we can to trap the animals.” So, we proceeded right away to do it. The rangers were primarily in charge of the operation, but I felt that I should observe all of the operation and make any suggestions that I felt would help us get the animals.

Luis A. Gastellum: We tried two or three times; hired two helicopters and drove elk, but the rangers were developing what was then known as a round trap with wings. And it was something like this, it generally was in an open meadow. And they would drive the elk towards the traps. When the elk would come into the wings they saw these narrow opening, these round corrals the elk would buckle and go under the helicopter and everything, and it was almost impossible to get any elk driven in.

Luis A. Gastellum: There was an old nursery that was developed in Yellowstone, during the CCC days completely surrounded by a fence. And I noticed in one of the drives, I'd say probably at least a quarter of a mile - yes, I'd say at least a quarter a mile of fence, I noticed that when we picked up the elk that were down in the valley and brought them over, they followed this fence right down the old nursery and tried to get them into this trap, and they'd buckle back.

Luis A. Gastellum: So, I said to the rangers, "I think I know the secret to trapping elk." I said, "You remember over the drive the other day, how the elk ran along the fence?" I said, "What we're going to do is we're going to drive them the same way next time, right along the fence here. But what we're going to do is right at the upper end, we're going to cut about 50 feet of fence. And they we're going to have a V-drift fence on down in kind of a Y-shape. And then before the elk know it, they're going to be in the old enclosure of the old nursery."

Luis A. Gastellum: They said, "Yeah, but what are we going to do after we get them into that enclosure? You know, elk can jump anything." We had about a six-foot fence there and I said, "Well, I don't think that if we don't bother the elk after we get them in there, that they're going to try jumping the fence."

Luis A. Gastellum: Most of them disagreed with me. They said we wouldn't have an elk there by the next morning. I said, "What we'll do is drive the elk into the enclosure, and then, I said, while the elk are in there, we're going to move the loading booths up to one end of the fence, construct chutes and then we're going to go, on foot, and drive the elk to enter through the chutes. Then once we have them in the traps, we'll be able to load them."

Luis A. Gastellum: And that's exactly what we did. So, we resolved the elk trapping operation. Then we went up, over to the park, and I flew in a helicopter over the Slough Creek area. And I noticed an aspen grove area, and a lot of elk in the area. A great big grove of aspen, you know, dotted all over that landscape.

Luis A. Gastellum: So, what we're going to do now, I said, we're going to go just behind that group of aspen and we're going to develop elk-proof corrals in the back, and then we're going to build a fence, a wire fence, down here to the other end of the grove of aspen, and we're going to drive the elk along the drift fence into wire gates. We're going to drive the elk along this fence and they're going to go for the aspen grove, but before they know it, they're going to be in a fenced area around the aspen. And then we can drive them, on foot, into the corrals.

Luis A. Gastellum: We did that, and from there on the elk trapping program was resolved. And today you can drive any number of elk anywhere by following this technique.

Herbert Evison: Well now, you've got them trapped, and they're available for shipment. But you had been told there was no place they could be planted.

Luis A. Gastellum: Well, of course, one of the interesting things about a situation like this, once you have all the political pressure, and the state of Wyoming being one of those who had put the pressure on us, in front of Forest Service Bureau of Management people, who didn't arise to protest that they had no forage lands available. So, they were in the embarrassing position of having to, in fact, accept the elk, some of the public land and some of the state land, whether it was good management or not. The political pressure was transferred to them once we resolved the trapping problem.

Luis A. Gastellum: And then, in addition to that, of course, once we had all of these elk, zoos and other wildlife preserves began sending requisitions and we were able to fill requests from many, many sources for this purpose.

Herbert Evison: You transported a lot of these to other public lands. Who paid the bill for doing that?

Luis A. Gastellum: Well, they had to pay, the state. The state paid some, and of course zoos and others who wanted elk, they had to pay the bill.

Luis A. Gastellum: No, this was a program that was pretty well resolved by the time Lon got back from Panama. But Lon was one of the happiest men when he found that we had been able to resolve this very, very sensitive political situation at Yellowstone.

Luis A. Gastellum: By the time I left Yellowstone, we faced very little problem so far as killing elk was concerned, because we didn't have to kill them. The only elk we were then killing were those elk that we needed for a research project that we had been carrying on all the time that we had been reducing the elk herds. We had been carrying on research projects, you know, in cooperation with Montana State University.

Luis A. Gastellum: All of these controversial events in Yellowstone, plus the Mission 66 program, were an exciting part of managing Yellowstone National Park. So that by the time we got a million visitors in the park, and began to get a million and a half, and now over two million, we had a lot of the development behind us.

Herbert Evison: Now, you mentioned the development of new campgrounds. I'm wondering what thought you have given to controlling the emphasis on camping out beyond the entrance to the parks into the hands of private enterprise?

Luis A. Gastellum: Well, of course, I think that wherever it's possible to do this, Herb, it should be done. I think it's going to be a long time before this is practical in Yellowstone National Park, because even before this philosophy began to be expressed, we were working with the Forest Service and telling the

public, too, that they should use Forest Service campgrounds on the perimeter of Yellowstone.

Luis A. Gastellum: One of the things that we must realize is that the public, when they come to Yellowstone National Park, they want to be in Yellowstone National Park. As long as we have fishing in the park, as long as we have so many of the trailheads, in the center of the park, which is often 50, 75 and up to 100 miles from the nearest community in the park, it's going to be difficult to sell the American public that we cannot use just a small percentage of 2,000 square miles of territory so that they can camp amidst this magnificent wilderness area.

Luis A. Gastellum: So that I think we should do it, Herb. I fully endorse the principle that we should encourage private enterprise to develop these facilities outside the park. But I think there are going to have to be exceptions in situations such as we have at Yellowstone.

Herbert Evison: Well, I'm glad I asked you that question. Now I'd like to ask you a question about something that has been developing over recent years, and that's fees. I felt for a long time, even after the Park Service started charging fees for camping, that they were offering unfair competition to outfits outside the park who also were charging fees for camping but who had taxes to pay and a lot of other expenses, such as the initial investment, for instance, that didn't have to be recovered, didn't have to earn its keep.

Herbert Evison: I'm under the impression that in recent years campground fees within the parks have come up toward a comparable level with that of outside competitors. Isn't that so?

Luis A. Gastellum: I think this is the philosophy under which we operate now. These are the guidelines we have.

Luis A. Gastellum: I might tell you, Herb, that I served as chairman of a fee study committee while I was in Washington, when I was deputy assistant to the director. And we traveled to various sections of the country, including Massachusetts and Maine. Just to give you an idea of how the people in the state of Maine, and then how the private commercial campground operators feel about it in that part of the country, the state of Maine has a policy that they will have a limited camping opportunity within their state parks. Maybe up to 100, 150 sites at the most.

Luis A. Gastellum: But then, once that basic campground is developed, any additional needs for camping should be furnished by the general public. And I talked to some of the people who then belonged to the national campground organizations. And they felt that this was fair. Because many of them feel that people - a park has to be an initial destination for most campers. This is a thing that makes them want to go out. If you didn’t have an opportunity to expose them to an attractive area in the park, then maybe commercial camping would not have become the industry that it is today.

Luis A. Gastellum: Now, you can see this in Acadia National Park. They have two large campgrounds in Acadia National Park. But there's still about 4,000 campsites around the park, you know. But I think the initial impetus for camping came from people coming to Acadia, Maine, and camping in Acadia National Park.

Herbert Evison: They had an objective.

Luis A. Gastellum: They had an objective, you see. And people, the commercial campers, they would rather have us charge comparable rates to them because otherwise we'll be unfair competition. So, this is part of the basis the former Director of Parks has used for saying that if you want to camp in a national park then you ought to pay the same fee that you would pay in a community adjacent to the park.

Luis A. Gastellum: I don't see how else you could do it. Now, if you charge less, then these people feel that we would be in unfair competition with them.

Herbert Evison: And we're using Uncle Sam's money to give them competition, put them at a disadvantage.

Luis A. Gastellum: That's right. I think the policy has to be this. But of course, we'll never take care of but a very, very small percentage of the demand for camping. Hopefully, in some of the recreation areas there can be more campgrounds developed where the resources are not as precious as those in the big national parks. Because there's a lot of damage, I think, that results to the resource if you enclose some of the more favorable areas within the parks for camping. Camping requires an awful lot of ground, you know, in a national park. But I think it's an experience that we ought to preserve as long as we can, even on a limited basis.

Herbert Evison: Now, camping covers a multitude of kinds of experience. From a guy like me who, in 1914, went into Rainier with a pack on my back and a couple of blankets, to the guy who drives his recreational vehicle into some kind of campground, carries his house on his back like a turtle, something of that kind. I wonder if you have ever given any thought to the desirability or undesirability of putting special restrictions on size of recreational vehicles or even the hauling, camping, planting of recreational vehicles in places called campgrounds when actually they're not camping at all.

Luis A. Gastellum: Well, Herb, I think camping means many different things to many different people. To you and to the rest of us who have been associated with the National Park Service, we think of camping as being an opportunity to get away from it all. But while I was in Yellowstone I was very much interested - I've always taken an interest, you know, in everything that goes on in a park, and camping was one of the many things that drew my attention. And I often went around the campgrounds to talk to people. I spent many a day, many an evening, traveling from campsite

to campsite just to find out what brought people to the parks. And why they came to the parks.

Luis A. Gastellum: Well, one of the amazing things I found out, just as an example, many of us go to a park to experience an open fire, sit there by the fire, and hear the wind, see the embers glow, and hear the fire crackling and hear the birds sing and so on. But it's amazing, by the time I made the last survey in Yellowstone - we used the campfire, you know, as providing a basic resource for the camper, so they can cook over the fire. But amazingly, I found out in my survey that eight to nine out of ten people preferred not to use the campfire for cooking. In the first place it's clumsy, the types of cooking ware that you have to carry along are large pans and get dirty. So, most of them have their little Coleman and most of them do not use the campfire as a basis for cooking.

Luis A. Gastellum: Now, you and I think of the experience of going camping to sit by the fire and cook, boil the coffee. But this is not done by 80 to 90 percent of the campers.

Herbert Evison: They're all city dwellers.

Luis A. Gastellum: Yes, that's right. And many of the people that came to Yellowstone, for example, are people who came in the early years when they were working in the factories or being executives in the Chicago area, Detroit area; they used to come to Yellowstone and they used to bring their kids, the families. A lot of the people had pretty good-sized families. And they treasured those memories of early camping experiences in Yellowstone National Park, one of the great parks, you know, that people from the Midwest first came to, then camped in Yellowstone Park.

Luis A. Gastellum: And since then, of course, over the years many of these youngsters have grown and gotten their college degrees and moved to Salt Lake City or Los Angeles, California; Phoenix, Arizona; all over the West, you know. Surprisingly enough, many of the groups that I met in the campgrounds were reunions, family reunions. The old folks, grandparents, would come from the Detroit area, the Chicago area, the St. Louis area, over to Yellowstone and then their grandchildren and their children would come from Seattle, San Francisco, Salt Lake City, Phoenix, and have family reunions right there at Yellowstone Park.

Luis A. Gastellum: Now, this is one of the things they used the campgrounds in Yellowstone for. Another thing, a lot of people - single people who have no relatives or otherwise - they like to go up to a campground so they can talk to friends, to other people who have the same interests.

Luis A. Gastellum: You see, originally this wasn't the purpose of a campground. The purpose of going camping was to get away from it all. But actually, people come to camp in parks like Yellowstone to socialize. To carry on exactly the same thing they're doing back home, but still a different type of experience - to

spin tales and all, about their experiences with their rig. And probably about 50 percent of the conversation is about the type of recreational vehicle that they brought there; you see.

Luis A. Gastellum: So how are you going to distinguish? It's a special type of problem to regulate the kind of society we live in, you know, a very diversified society. But Herb, we've got to talk to people. We've got to find out why people come to the parks and what they do. It's just like old Boss Pinkley, remember, in the old days? He used to talk about the fact that we had foresters who studied the bugs to death, we had botanists who studied the plants to death, but nobody was studying people and why people came to the park.

Luis A. Gastellum: And today, we think more about these extra things and think less about the visitor. And the visitor is the most important customer that we have in the national park. And we ought to know more and more what will stimulate that visitor to listen, to come to a park. It's pretty hard to generalize these things, you know, without what we call today studying alternatives. And this is one of the things in our evaluation, you know. How are we going to set up an entrance station in the park, just because we planned it that way for many, many years. Maybe today we should collect the fees in the visitor center or some other way. And the same way with the visitors; we've got to constantly find out what motivates visitors today.

Luis A. Gastellum: So, I can't subscribe to the view without knowing more about the particular situation as to whether we should limit the size of recreational vehicles. I think that's a simple way to ask the question, frankly.

Herbert Evison: It certainly stimulated a good discussion.

Herbert Evison: Well, Luis, I've kept you here an awful long time. We still have a lot of tape and I'll just begin by having you put onto that anything you want.

Luis A. Gastellum: Well, Herb, one of the things that I haven't mentioned here, and I guess many people mentioned to you, one of the great experiences that we have in the National Park Service is our associations with people from all walks of life. Individual work associates are people of many, many diversified backgrounds. We talked about Boss Pinkley but, you know, having the privilege to work with guys like John Davis, with whom I worked for many, many years, fellows like Lon Garrison, and then the fellows like George Hartzog, because George Hartzog was quite a dynamic individual, you know, in many respects. Quite different from many of the other directors.

Luis A. Gastellum: Of course, Connie Wirth - it was a great privilege to get to work with Connie Wirth, and I didn't know Connie really well until the Yellowstone years, because Connie used to spend about a week or two every year while we were there on training sessions. And I used to be the guy who used to have to write the decisions that the director made because I was a member

of all of the field planning teams. And then I had the chore of interpreting what decisions were made on the ground so we could write them on the old pink slips, you remember? So that Connie could record the decisions that were made.

Luis A. Gastellum: So, working for individuals in the National Park Service, such dynamic and diversified personalities as the ones that I have mentioned, Frank Kawski here in Santa Fe, then many of the other staff people that we work with, you know, from time to time, such as Dave Condon, a very dynamic interpreter. Dale King, a controversial individual, but nevertheless, a very intelligent interpreter. Many of the things that Dale King was talking about at the time he retired almost 20 years ago are now considered to be modern innovations. But Dale visualized these things and used to talk to us about them in the old Southwestern Monument days.

Luis A. Gastellum: So, this is one of the things that caps any career in the National Park Service, is always having an open mind, to listen to new ideas, to be able to shift directions from one type of leadership to another type of leadership, and taking advantage of the strength of our people in staff capacities or otherwise. And I think this also keeps the Park Service such a vital organization, the viable organization that it is today, the ability that I think employees of the National Park Service have for adaptation. And this is why I'm hopeful that as our new director, Ron Walker, assumes the leadership of the Service, that he will remember that people in the National Park Service do not necessarily have static loyalties to their leaders, but are anxious to find a new leader, to go in a new direction, to continue to make the Service the kind of organization that it is today. And I think that he will find people ready to serve him, you know. All he has to do is lay the path before them and he will find that he will have wonderful support.

Luis A. Gastellum: This is absolutely what I think that we must all realize that we work for the National Park Service.

[END OF INTERVIEW]