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A. D. "Doug" Barnes  
November 20, 1973

Interview conducted by S. Herbert Evison  
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ORAL HISTORY INTERVIEW  
OF  
A.D. "Doug" BARNES

INTERVIEWED BY S. HERBERT EVISON  
November 20, 1973

Tape Number 258

Tape Number 259

A. D. "DOUG" BARNES

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FINAL

Tape Number 258 &amp; 259

TYPED BY: Jo Sustek

May 20, 1982

[START OF INTERVIEW]

- Herbert Evison: This is Tuesday the 20th of November 1973. I'm Herb Evison and this morning I am in Coral Gables, Florida, at the home of a very old friend whom I have not seen for perhaps thirty-two or three years, – one Doug Barnes who was for many years the – what would you call it? – superintendent, or director, or what of the Dade County Park System?
- Doug Barnes: My title started out as superintendent and eventually evolved into a title of director of parks and recreation.
- Herbert Evison: Oh yes. Your job got bigger as the years went by.
- Doug Barnes: Right.
- Herbert Evison: My acquaintance with Doug started in the days of the CCC when the National Park Service, almost from the beginning of that program, was involved with the development of parks in Dade County and even to this day I can remember such things and places as Greynolds and Matheson Hammock and a place I think called Baker's Haulover, isn't that right, Doug?
- Doug Barnes: Baker's Haulover, but we tried to drop the name Baker's because we named the park Haulover Beach and tried our best to eliminate Baker's as the haulover was confined to a very small portion of the total park property. The name Haulover came about because in the 1800's small boats were hauled over a low, narrow, sandy ridge from the Atlantic Ocean to Biscayne Bay.
- Herbert Evison: Well, Doug, as I told you, I want to start this off by getting some basic facts about your life on the record. You were born when and where and then tell me something about your family.
- Doug Barnes: I was born on April 22nd, 1903, in South Weymouth, Massachusetts. My mother was born in Yarmouth, Nova Scotia, and my father was born in Adrian, Michigan.
- Herbert Evison: What did your father do?
- Doug Barnes: My father was a druggist, as was also one of my uncles.
- Herbert Evison: Were there brothers and sisters?

Doug Barnes: I had one sister. My mother died rather early in my life, and my father before I finished high school, and I then lived with various uncles and aunts until the time I went on to college.

Herbert Evison: Well, how about your education before you started in college.

Doug Barnes: Well, I went through the public schools in Weymouth, Massachusetts, except that in high school I chose to take a new course which operated as a branch of the Norfolk County Agricultural School at Weymouth High School. I proceeded with that course until after my sophomore year when I entered a judging competition at the Eastern States Exposition in Springfield, Massachusetts, and was lucky enough to come out first in a judging contest of all sorts of animals, poultry, ducks, and so forth, and won a scholarship to the Massachusetts Agricultural College.

Doug Barnes: I then found out that the course I was taking in high school wouldn't let me get into college with the credits I was earning, so I had to go back; and in my junior and senior years I picked up some courses in mathematics and languages that I would need for college entrance requirements, I was accepted into the college and entered in the fall of 1921 and graduated in 1925 with a Bachelor of Science degree, majoring in landscape architecture.

Herbert Evison: Those were the days of the famous Prof. Waugh I'm sure.

Doug Barnes: That was the day of the famous Prof. Waugh, Pinky Waugh, some of us called him; and also, a very practical man, Professor A. K. Harrison, who was a very good running mate for Prof. Waugh. Prof. Waugh dreamed dreams and A. K. Harrison worried how much it was going to cost to move a yard of dirt or grade a slope, so between the two of them they made a very good pair.

Herbert Evison: Well, now, this is '25. Did you take any graduate work?

Doug Barnes: I came to Florida hoping, after working a year, to earn a little money to go back and get my Master's degree from Harvard; but once arriving in the Miami area and getting very much involved with the City of Miami park operation, it seemed just I guess too much of a chore to pack up and go back up north to get additional education. As a matter of fact, I thought I was getting a pretty good education in my connection with the City of Miami, because one of my first jobs was sexton of the city cemetery which included a white portion, a black portion, and a Jewish portion; and many times I had to help officiate at some of those services and learn how various burials were performed. I don't know whether that will help me in later work [but] at least it gave me a varied experience.

Herbert Evison: Well, now, you came down here to Florida and what kind of a connection did you make? Were you employed as a landscape architect?

Doug Barnes: Just before I graduated from college in 1925, I accepted a job with a large cemetery outfit in Chicago, Illinois; but before graduation Gerry Curtis, a former student of Mass Aggie, came up to commencement. Gerry Curtis went three years to Mass Aggie, but never graduated because, as a member of the Red Angels, he managed to get himself kicked out before he finished the course. He convinced me that I should come to Miami and accept a job with the City of Miami parks. I had known all along that Harold Stevenson, who graduated a year before I did, was already working with Gerry in Miamiland and that Myron Murray, who graduated in 1923 – same class as Connie Wirth – was also working in Miami. I felt that I couldn't go wrong with three Aggie boys in the Miami Park Department, so I thought I should join them. It ended up that another one of my classmates also came down to Miami with me.

Herbert Evison: Who was that?

Doug Barnes: A fella named Louie Keith. He also was a landscape major and we managed to get things rolling here in spite of the fact that when we arrived it was in the middle of the so-called land boom in the 25s in Miami. Maybe I should go back and say that I had a commitment to the outfit at Chicago, so I had to find a replacement to take the job in Chicago which wasn't hard to do. As far as I know the man who took my place there, Shorty Bray, stayed there until his retirement. Well, I ended up in Miami and liked it.

Herbert Evison: Well, now, when the CCC started in 1933 I think you told me that Dade County had a park system that consisted of altogether 80 acres. When did you leave the Miami Park outfit and throw in your lot with Dade County? And how did it come about?

Doug Barnes: During the early days of 1929 I was then superintendent of the Miami Bay Front Park, which was the large park immediately at the foot of Flagler Street and occupied some five city blocks. When I arrived in Miami, the area had just been filled with a hydraulic fill but by 1929 it had many, many plantings and was taking on the appearance of a real park. A gentleman contacted me almost every noontime asking me questions about the park and the planting. At this time, I did not know who this gentleman was and never asked any questions. He appeared to be tremendously interested in park work and I thought he was trying to get information for his own use.

Doug Barnes: Later on, Gerry Curtis asked me to come into his office as he had somebody for me to meet. I went in and faced the man I had been

answering questions for for the past couple of months. I found out then that his name was Charles Crandon, a newly elected county commissioner, and that he was interested in starting a roadside improvement program in Dade County. At that time I had hardly realized there was such a thing as a county commissioner, as those days during the boom were quite hectic and I was involved not only with park work with the City of Miami, but I had finally become official photographer for the City of Miami. I was taking pictures for not only the Park Department, but the Health Department.

Doug Barnes: I did accept the offer that was made to me to commence work with Dade County and organize a roadside improvement program. My connection with Dade County started on March 1st, 1929. I started out as a one-man operation and it was several months before I received any help at all. I finally ended up with a truck driver and a laborer. That was the entire department for almost a year. I think I remember the first budget item for park work or roadside improvement work, rather, was a \$10,000 item in the Road and Bridge Department.

Doug Barnes: The work, however, that was done in improving the roadside and clearing out some of the borrow pits and doing some landscaping on the borrow pits soon proved that there was a need for parks outside of the municipal limits. People had gradually started using some of these roadside areas for picnics. There is a very interesting story as to how Dade County became owner of its first county park.

Herbert Evison: Yes, I want that.

Doug Barnes: I forget the exact dates, but I believe it was in 1929, the same year that I started working for Dade County, that the American Institute of Park Executives held their annual meeting in Miami. The meeting was attended at that time by probably not more than 30 or 40 people and I had only recently become a junior fellow in the organization because full fellowship required, as I believe, either five- or ten-years' experience in park work. I was able to meet at that annual conference, however, such people as Theodore Wirth, and I forget the man's name from Westchester County, New York.

Herbert Evison: Herman Merkel I'll bet.

Doug Barnes: Herman Merkel of the Westchester County and—

Herbert Evison: Jay Downer – was he among those?

Doug Barnes: I don't remember him. There was Harold Wagner from Akron, Ohio, and the man with the Cook County Forest Preserve, Cap Sauers. I became more interested in park work after listening to these people talk and becoming involved in bull sessions with them.

- Doug Barnes: As the final part of the program at that convention, Gerry Curtis had arranged for Herman Merkel to make a talk in Matheson Hammock, which was a wooded area outside of the City of Miami, but it was one of the most valuable wooded properties probably in the entire Miami area. Arrangements were for Herman Merkel to give his speech from one of the branches of a large oak. He made a very heavy pitch for public ownership of such an area. Gerry had received permission from the owner, Colonel W. J. Matheson, to have this meeting in the wooded area.
- Doug Barnes: Inasmuch as I had recently transferred my endeavors to Dade County, I figured, why should Matheson Hammock become a city park? It wasn't even in the city limits. Why shouldn't it be a county park? And I convinced Charles Crandon, commissioner who had employed me, to contact the owners and a meeting was arranged. At this meeting we found out very strangely that although Gerry Curtis had had his eyes on Matheson Hammock as a park, he'd never asked the question: "Would Colonel Matheson give it to the city for a park?"
- Doug Barnes: When the county asked the question, he stated that he was hoping that somebody would come along and set up such an arrangement because, although he foolishly had sub-divided most of this during the boom days, he had spent a great deal of money purchasing lots back in order to preserve the hammock; and he eventually deeded it to Dade County with many strings tied to it that would preserve this nature forever. That is how Dade County got into the park program, evolving from a road improvement program. But Matheson Hammock was only 80 acres at that time.
- Herbert Evison: Well, were you immediately involved with it?
- Doug Barnes: We became involved to the point of employing on the county payroll the caretaker that Mr. Matheson had had there, and he continued living in a small house that was on the west end of the property. We did start a small improvement in the area adjoining the main highway cutting through the hammock – Old Cutler Road – and because of the demand for a picnic area built a small restroom and opened it up to the public. This all happened just a couple of years before the legislation bringing the Civilian Conservation Corps into existence was passed by Congress. I think this happened in, according to my recollection, around March 1933. I know that in the spring of 1933 we were right in the middle of trying to expand facilities to accommodate the public.
- Herbert Evison: Well, now, as you indicated, you heard about and became interested in the CCC right at the beginning; but you told me something, before we started

taping, about a sort of predecessor organization that gave you the idea of using the CCC.

Doug Barnes: Well, during the days when we started to develop Matheson Hammock, we were employing some people that were on welfare and I was very much involved in this program. When the CCC legislation was passed, and I had a chance to realize what its purposes were, I couldn't help but recall how impressed I had been with the old Civilian Military Training Corps which had operated for many, many years at a number of the military installations around the country.

Doug Barnes: I, being a reserve officer, had participated in active duty training at Fort Oglethorpe, Georgia, and had become involved as a part-time instructor in the Civilian Military Training Program there. I had had a chance to see some of the good that had been accomplished by bringing these boys together and teaching them how to live and work together. The program essentially was a full morning program of military training which, of course, involved riding horses, as Fort Oglethorpe was a cavalry installation. In the afternoon a full recreation program occupied the boys.

Doug Barnes: In reading about the CCC legislation I visualized much the same thing bringing a lot of the youth of the country together and teaching them to live and work together and also becoming involved in what apparently was going to be a very large program involving the improvement of national parks and forests. I did not know at first that it involved anything except national parks and forests, so had made no further inquiry as to the possibility of getting such a camp here in Dade County. I did later on, however, read a news item in the local papers and it said, "What will happen to the boys housed in tents in the Northwest when winter arrives with all of its snow?" I cut one of these stories out of the paper, attached it to a letter, and directed it to Conrad L. Wirth who at that time I believe was one of the associate directors of the National Park Service and—

Herbert Evison: Assistant.

Doug Barnes: Assistant.

Herbert Evison: Yes.

Doug Barnes: But I think he was directly involved with CCC activities and in the letter, I asked him why not let the boys spend the winter in Miami and work on local parks. I received no reply from the letter, but about a week later I got a telegram from Jacksonville, Florida, signed by H. E. Weatherwax. H. E. Weatherwax was a boy I had gone to school with and studied landscape architecture with, but he had graduated a year before I did at Mass Aggie.

The telegram simply said: "Arriving by Eastern Airline plane such and such a time, wait in your office for me." I, however, met him at the airport.

Doug Barnes: Waxie got off of the plane with a brand new efficiency case in his hand and his first remark was: "Where in the hell are all these parks that you want to put a CCC camp on?" I had thought Weatherwax was visiting me socially, and I was taken back by his first question, because Dade County didn't have enough land to occupy the endeavors of a full CCC camp. Waxie insisted that we go to the office and discuss the proposal, but I insisted that he come home with me; and we spent the evening talking about the situation.

Doug Barnes: In the meantime, I was trying to figure out how I was going to salvage something out of this. Luckily, some two years before, in improving one of the roadsides in north Dade County I had noted an area that had for many, many years been used for the mining of rock, limestone rock, which is used rather extensively in this area for road building purposes. The area was very pleasant in that the banks had become overgrown with native vegetation. I spent several noontimes eating a sandwich under some of the trees overlooking one of the artificial lagoons, although it was almost hard to imagine this was an artificial lagoon with the native growth. I did not know who the land belonged to, but when I was faced with the proposition of either coming up with some land or possibly losing allocation of a CCC camp to Dade County, I felt I had to do something.

Herbert Evison: When we changed tapes, we were just talking about a very interesting place which, if I remember rightly, became Greynolds Park. Is that correct?

Doug Barnes: That is correct, Greynolds Park.

Herbert Evison: I wondered how you were going to find out who owned it and how you could get it.

Doug Barnes: I made a promise to Waxie that Dade County would somehow secure enough land in that area so that a camp could be allocated to Dade County. I did have a little leeway though, because I found Waxie also had another problem. He was to study the possible location of a CCC camp at Royal Palm State Park, which at that time really was not a state park in the true sense of the word because the state did not have a state park division at that time. The State Federation of Women's Clubs had secured the property and had set it aside as Royal Palm State Park. Eventually a CCC Camp was allocated to the area and it, I believe, occupied the site for only one period.

Doug Barnes: In the meantime, however, after Waxie returned to Washington, I got busy on looking up ownership of this piece of property that I had spotted at the north end of the county. I did have a few notes on it, as I had spoken to one of the county commissioners about possibly securing that land some two years before that. The commissioner told me that that was so far out in the woods that nobody would ever go to it anyway and it was no use wasting county money, so I gave up the idea.

Doug Barnes: With the possibility of getting a CCC camp allocated I started digging in the records and found out, strangely enough, that one of the small lagoons near the entrance was owned by Dade County as an abandoned rock pit. The county already had title to it and in fact all of the land that I wanted to get into the park area had at one time been owned by Dade County but had been sold off to private ownership. A large chunk of land at the north end, however, was owned by the county of Palm Beach, which they had received when Palm Beach split off from Dade County way, way back. Dade County retained a sandpit in Palm Beach County and Palm Beach County retained a rock pit in Dade County. It was still a problem, however, to convince the commissioners of Palm Beach County that they should swap a more or less barren sandpit for a nicely wooded area which was what Palm Beach County owned in Dade County. Eventually we swapped deeds; and in the meantime I had made many, many trips to the office of Mr. A. O. Greynolds, also in West Palm Beach, who had been the owner of a large portion of the land formerly owned by Dade County and had dug out much of the rock for building.

Herbert Evison: Had the quarrying ceased by this time?

Doug Barnes: The quarrying had ceased many, many years before that. It had ceased so many years before that the area had taken on a rather mellow appearance because the usual barren appearance of a rock pit had been overgrown with native vegetation. The best we could get from Mr. Greynolds, however, was a deed with the requirement that all liens on the property and all back taxes should be paid. This, as far as the taxes was concerned, was no problem, because they essentially were county taxes and City of North Miami Beach taxes. The City of North Miami Beach was at such a point they were glad to cancel taxes to get anything happening in order to increase their economy.

Doug Barnes: The matter of the liens was a little more difficult, however, as one of the largest liens was placed on the property by the Florida East Coast Railway because of the old railroad spur that at one time ran onto the property for the hauling of pit rock. Eventually, however, this was also worked out to the satisfaction of all parties and we were able to report to the Washington office that we had put together some three hundred acres of property. The

Washington office advised us that this was still rather small, but the winter was coming on fast in the West and the boys had to go somewhere.

Doug Barnes: We also had offered them the use of the old fairgrounds in the City of Miami that were almost ready-made for the use by the CCC. During the construction of the Dade County Courthouse the county had built a number of barracks on the property. Incidentally the barracks had been built as a jail for prisoners while the new courthouse was being constructed. The facilities were ample to house some two hundred men; and also, there were the other buildings on the fairgrounds that could be used for offices and for garages, repair shops, and all of that. Probably that, more than anything, was the deciding factor in getting the camp, or at least the boys, shipped to Miami at an early date, because, although we had been able to put together some acreage for development, we still had no surveys for the property; and as you know, it is practically impossible to do any planning without a survey.

Doug Barnes: Time was of the essence and I wondered how we were going to do this in a quick and thorough manner when I happened to think that a few years back we had helped the Marine Reserve Airport at Opa-locka develop their flying field and had helped them plant the field with Bermuda grass and advised them on maintenance, so I asked the officer in charge if he could fly over the area and take an aerial photograph and take it at such a height that we could establish some sort of a scale.

Doug Barnes: I found out that the only planes they had were two-seated planes and the camera was going to occupy the back seat, so that whoever sat in the back seat would have to operate the camera. Because it was rather hard to describe the area that I wanted a picture taken of, I first made a flight, with the Major asking me to point out the exact boundaries of the area that I wanted a photo of; then he returned to the base and picked up a man with the camera and they flew back and took photographs.

Doug Barnes: Although we hadn't figured out the exact height that he would have to fly to establish the scale, we fortunately were able to include in the photograph some country roads that had been built in the area. The county used the old section-line system and built roads on the section line and half-section line; so, it was easy to figure out from the distance between those roads the scale to use in preparing plans of Greynolds Park. The original plans, therefore, for Greynolds Park were made from an aerial photograph. Probably that may be the first time that aerial photography was used to make a plan, later on surveys were made and legal limits of the property established. The necessary adjustments were made to the original plans.

- Herbert Evison: Now who did the planning? Did you?
- Doug Barnes: No. I was involved originally, and I started the planning, but it was necessary, of course, in setting up the program to also establish the – I don't know what you call it, whether it was a crew or—
- Herbert Evison: Supervisory staff.
- Doug Barnes: Supervisory staff; and I was privileged to make selection for this staff. Fortunately, I had just met a man who had been working on the West Coast of Florida and had been very much involved in the original planning for the City of Venice on the West Coast; and he was looking for a job. Incidentally, he had also been my free-hand drawing instructor when I studied landscape architecture at Mass Aggie, so it was not too difficult to talk Prentice French into becoming the first superintendent of the Greynolds Park CCC National Park Service staff.
- Doug Barnes: We also selected a number of local people. I did get an education in politics, however, when we started setting up the procurement office, after I had been appointed procurement officer by the Department of the Interior. In other words, that allowed me to submit payrolls and bills for payment. I was allowed to have a combination secretary and clerk and was about to make a selection when I had a call from Washington that a young lady from Jacksonville was being sent to Miami to be secretary-clerk. Seems that the representative from the Jacksonville area, who was the Democratic Whip in the House of Representatives, had a friend who wanted a job and that was the selection that was made. In other words, I didn't make the selection; somebody else did. However, the young lady turned out to be a very valuable and loyal employee and stayed in Dade County many years after the CCC camp folded up.
- Doug Barnes: There are so many other angles to this, maybe I ought to add that during the entire operation of the CCC at Greynolds a great deal of public interest was aroused in park work in Dade County. There are so many stories involved with those early days I hardly know how to bring all of them in. For instance, like the first time I met Mr. Fechner.
- Herbert Evison: Oh, yes. Well, Bob Fechner was one of the great men of the early Roosevelt days and of course he pretty well set the character of the CCC. Anything that you, any personal encounter with him that you can recall, I'd be very glad to get on the tape.
- Doug Barnes: Well, this was a very short time after the camp was allocated to Dade County that I received a telegram from Connie Wirth in Washington to the effect that Mr. Robert Fechner, director of the Civilian Conservation Corps, was to arrive in Miami at such and such a time and he had

reservations at the Columbus Hotel. He requested that I meet him at the airport and take him to the Columbus Hotel, and in the meantime explain to him a little bit about what we were trying to do in the camp there at Greynolds.

Doug Barnes: I picked up Mr. Fechner at the airport; and first thing he said when I introduced myself was: "Well, I knew a Barnes back in Massachusetts," and I said; "Well, I come from Massachusetts," and when he told me the man's name it turned out to be my uncle. My uncle was the owner of the Jarvis Engineering Company in Boston and, as you know, Mr. Fechner was, I believe, President of the International Machinist Union and he had had many dealings with my uncle in the field of work that my uncle was involved in. Apparently and fortunately, I guess he had a rather good opinion of my uncle as far as labor relations were concerned, so we hit it off rather well. In fact, so well that after I delivered him to the Columbus Hotel, he insisted that I spend some time with him there and have dinner.

Doug Barnes: It turned out to be a rather long evening; and in the meantime I forgot to call my wife to tell her that I was going to be late and all she knew was that I was picking up a man at the airport and taking him to the Columbus Hotel. Later on, in the evening there was a telephone call there and my wife was very anxiously trying to locate me as it had been some three or four hours since she last heard from me.

Doug Barnes: I learned then of Mr. Fechner's interest in the program and in trying to do something for the youth. This was evident on many trips when he inspected the housing facilities and the menus. He just wanted to make sure that the boys were properly taken care of, that they were properly housed and fed. He had a tremendous drive in getting things done. I don't think the CCC would have expanded as rapidly and as efficiently as it did without such a man. He did receive the close cooperation of officials of the National Park Service and the U.S. Forestry Service. Such agencies providing outlets for the work program.

Herbert Evison: Now, we've talked a little bit about that Greynolds; and if I remember rightly one project there was quite unique. Do I remember correctly that before you got through you had created on that park the highest point in Dade County?

Doug Barnes: That is right. The elevation was all of 37 feet or thereabouts. Actually, it came about through a problem that had to be solved somehow. As I mentioned previously Greynolds Park had been a limestone quarry with much heavy machinery used in quarrying the rocks crushing the rock and shipping it out. Back in those days there were no small gasoline engines. It was all steam boilers and heavy equipment. The remains of a lot of that

heavy equipment plus the heavy foundation remained located beside two of the principal lagoons in the area and it had to be disposed of somehow. He didn't think it was a good idea to dump it into the water and fill up some of the lagoon.

Doug Barnes: In the meantime, Mr. Phillips, Mr. W. L. Phillips, had succeeded Prentice French as the superintendent of the camp after the first period of operation. Mr. Phillips had worked in Florida for many years as a representative of Olmstead Brothers and had as one of his last projects Bok Tower at Lake Wales. He became project superintendent for the Royal Palm State Park camp at Homestead; and when that camp was moved to Sebring and Mr. French decided to go north, I was able to procure the services of Mr. Phillips as project superintendent for Greynolds Park area. It was Mr. Phillips who visioned the creation of a mound which would serve two purposes, provide an overlook over a rather interesting landscape of lagoon, pineland, and hammock in this rather plain area and at the same time provide a disposal area for many tons of broken concrete, cut up boilers, heavy rock crushing machinery, steam shovels, and all sorts of equipment. One begins to wonder, if at some future date an excavation is made of that mound, what people are going to think about the stuff that went into the building of it, but it did provide one of the main features of the park and probably became one of the most talked about features in Dade County.

Doug Barnes: I think Mr. Fechner himself was very much impressed with the operation at Greynolds Park although I worried at first, as I remembered the CCC rule – the old CCC handbook bible provided that work programs must be rather simple and involve fire protection, insect eradication, and trail building, road building, and other simple programs. At least in the early stages the program didn't become involved in the skilled craftsmanship of buildings and other such facilities. Fortunately, on the technical staff we had several very good skilled craftsmen; and along the way we were also allowed to employ I think they were called LEMs, local—

Herbert Evison: Local experienced men.

Doug Barnes: Local experienced men. We were thus able to pick up some unemployed carpenters, electricians, plumbers, and they worked right along with the boys in making some rather outstanding improvements in the Greynolds Park area, all of which are standing today and still one of the outstanding parks in the country.

Doug Barnes: In that conversation with Mr. Fechner and becoming real well acquainted through his previous relationship with my uncle, I began to become worried, however, when Mr. Fechner was going to make his first

inspection trip to Greynolds Park. On his first trip to the Miami area he did not inspect the Greynolds area. He was on his way to Puerto Rico and the Virgin Islands where they were also establishing camps at the time. I was wondering how, when he did inspect, I was going to explain the situation of the boys becoming involved in really doing skilled craftsmanship jobs in laying up the stone, building the very beautiful walls and gate post which still mark the entrance to Greynolds Park.

Doug Barnes: I found however Mr. Fechner very sympathetic to all of our activities and he seemed to be remarkably pleased that we had secured local people that were willing to work along with the boys and teach them a trade. In fact, later on, a heavy equip—equipment operator was also employed as part of the staff and trained several CCC boys who in later years went out and became equipment operators in Dade County; and because this was a very tight union joined the union. Although I feared that first inspection trip because I wasn't quite sure we were following directions to the letter of the law, I was much relieved when I found out Mr. Fechner's attitude and that his main interest was in seeing that the boys were doing a good job and that they were well taken care of.

Herbert Evison: That they were learning something.

Doug Barnes: And that they were really learning something. In fact, when it was decided to dedicate Greynolds Park Mr. Fechner only had to be asked once to come down and make the dedication speech. We had a rather impressive grouping at the time and the dedication took place at the top of the mound which was the main feature in the park; and there still is a bronze marker on the wall at the top of the mound. The program was rather elaborate as it involved the CCC boys enacting the old history of the park. We had found out the old Military Trail from Palm Beach to Miami crossed over the Oleta River right at or near the entrance to Greynolds Park and it was also the route down the East Coast of the later-to-become-famous Barefoot Mailman. A lot of that history was enacted by CCC boys during the dedication program.

Herbert Evison: Did you have a good crowd?

Doug Barnes: We had an exceptional crowd. We were not able to take care of it. After the dedication the park was opened up to the public and the small refreshment stand and the boathouse that had been built on the entrance route into the park soon became totally inadequate; and although by now the CCC camp had been moved to the south end of the county to work on Matheson Hammock, we were able to secure approval of two WPA programs and used some plans that had previously been developed by the staff of the CCC to build a new boathouse and refreshment stand.

- Doug Barnes: So, the Greynolds Park that was supposed to be way out in the woods nobody would ever go to all of a sudden was, at least on weekends, as heavily populated as downtown Flagler Street and it has continued that way. In later years, about the time I retired a little over four years ago, it was being taken over by the so-called hippy culture and flower people because they, too, liked its quiet, restful walks and lagoons. Unhappily to say, during the height of use by this type of people many of the family groups refused to go to the park although a lot of their children practically grew up there on Sunday picnics. Now I guess the phase is passing and there are very few of these so-called hippy types now occupying the area on weekends.
- Doug Barnes: I just recalled that there is another item that rather worried me at the time and rightfully so. I received a telegram from Connie Wirth, and he asked me to arrange a flight by Coast Guard plane for Mr. Fechner to Puerto Rico and the Virgin Islands. He asked me to contact the local Coast Guard and set it up and then check back with him. I had known Commander von Paulsen of the local Coast Guard because, here again, Dade County had cooperated with the Coast Guard when they established their airbase down on South Bayshore Drive; and we had been of some help to them landscaping their buildings and their area.
- Doug Barnes: So, Commander von Paulsen was happy to work with us, although he stated to me that this was a rather unusual request. Puerto Rico and the Virgin Islands were a little bit out of his jurisdiction. He did check through channels back to their headquarters and apparently received clearance. During this time, he asked me to hang around until he checked out some of these things. I became engaged in conversation with one of the Navy chiefs we had worked with; and while talking to the chief I overheard a conversation in Commander von Paulsen's office where he was worrying about the trip to the Virgin Islands and Puerto Rico because none of their pilots had ever made a trip in that area. They had no charts of the area and had no information at all. Yet as I remember it this trip was to be scheduled in approximately two or three days.
- Doug Barnes: Knowing Commander von Paulsen, I realized that, although he was asking a lot of questions of his staff about such a trip, he wouldn't undertake it unless it had been checked out thoroughly. I did contact Connie and tell him that the trip was all set up and Mr. Fechner arrived and, although I took him down to the plane with a few misgivings, after talking to the Commander I felt sure that everything was going to be all right and it was.
- Doug Barnes: I don't think the Coast Guard made too many trips after that, but I myself did make a number of trips with Commander von Paulsen. All of a sudden in the middle of our program I was appointed temporary custodian of Fort

Jefferson, recently acquired by the National Park Service on a transfer I believe from the Biological Survey. Being a procurement officer, I had the power to submit payrolls. I acted as temporary custodian under authority from the Department of the Interior for several months and as custodian I made several trips to Fort Jefferson by Coast Guard plane with Commander von Paulsen.

Herbert Evison: I didn't know that you had ever been a Park Service employee—

Doug Barnes: Well, I wasn't paid. I got an appointment but of course still remained on the county payroll. I was very happy to receive such an appointment because it did give me an opportunity to get involved in some of the National Park Service operations and a chance to visit Fort Jefferson which I had read about many, many times.

Doug Barnes: Speaking about Park Service employees, I had made a few notes later on here somewhere on this about the voyage of the U.S. Department of the Interior boat. That is not the name of the boat, but shortly after I received my appointment as custodian of Fort Jefferson, I received a large box from the National Park Service office in Washington, about the size of a good-sized filing drawer. I opened it up and it had all sorts of records, but no letter.

Doug Barnes: Later on, I was to receive a letter stating that the National Park Service had acquired, through transfer of surplus property, a boat from another government agency, that was located on the upper Mississippi River. A captain had been hired to pilot this boat from the upper Mississippi to Key West to act as a vessel to service Fort Jefferson. The records in the box pertained to the trip of this boat from the upper Mississippi to Key West.

Doug Barnes: I started digging into the records and found out that the captain apparently left from some point in the upper Mississippi with only minimum instructions as to how he should make purchases and get repairs for the vessel on the trip to Key West. The box contained many, many unpaid bills and notices of exception from the General Accounting Office. I'd begun to wonder why I had received this box and reread the letter again and noticed there was one line in it that said, "inasmuch as Miami was closer to Key West, they thought that I could probably solve some of the mysteries of unpaid bills, other activities of the captain between his point of departure and his arrival in Key West."

Doug Barnes: During this period, I had to write many letters to people located in towns I had never heard of up and down the Mississippi and along the Gulf Coast and that led to additional correspondence. People in some of those small towns couldn't figure what the government was doing writing a letter from Miami when they thought they were dealing with somebody in

Washington. I would then have to write a letter explaining my part in the unraveling of this episode, which didn't satisfy a lot of people in some of these smaller communities. I was able to clear up a number of them by actually talking to the captain, although many, many purchases that should have been made under contract were made on the open market still remained to be ironed out after I finally sent the box back to Washington. It was a good education for me however, because I learned through that episode, never give anybody a job to do unless you also give them some limitations, or at least minimal instructions in how to get it done, so that he can keep within the boundaries of regulations.

Herbert Evison: Doug, did you ever have more than one camp assigned to Dade County parks?

Doug Barnes: There was never but the one camp. I did act as procurement officer for both the Royal Palm camp and the camp that worked on Greynolds Park and Matheson Hammock. Of course, you must remember that acreage wise these two parks were very small compared to many of the other park areas that camps were allocated to. I do think, however, that the allocation of the camp to Dade County was of tremendous importance to the development of the Dade County system and to the manner in which it was developed. There are so many things that I can recall over the years that point up this fact.

Doug Barnes: It was probably the first time that people in this area had been exposed to what a park development could be and although a whole lot of money was not available, there were a lot of very exceptionally qualified people engaged in this program. Before a job was attempted everybody knew that it had been pushed around the bush a half a dozen times and everybody had a crack to comment on it. Sometimes it was a little bit irritating when we did get comments from either the Richmond office or the Washington office that insisted certain things be done when we knew that such things were not possible, due not only to the climatic conditions but geologic conditions here in the Miami area. They did end up in a lot of correspondence, but I think that was good for us and it was good for them.

Doug Barnes: I remember one incident where we sent in a project to drill a well 28 feet deep. It came back disapproved and with the comment that no well should be less than 150 feet deep and that this should be approved by the health department and a number of other local agencies. Of course, what the official that disapproved didn't know was that in this area when we drill a well 150 feet you get brackish and possibly salt water. There is a maximum depth to which you can drill and at this particular location 28 feet was about the maximum. It was in a stratum that would furnish, we knew from local experience, a continuous supply of good water, but it

required several letters back and forth. In fact, one of the officials involved made a trip to Dade County and we had a very enjoyable inspection trip.

Doug Barnes: Such things I believe were all to the good and I look back on those days as getting an education and experience that I probably wouldn't have got if I'd ever gone back and tried to get my Master's degree.

Herbert Evison: Tell me, who were the people in the Park Service with whom you had to principally deal with in those days?

Doug Barnes: Well probably our closest contact was originally with J. Herbert "Doc" Gadsby. Just before I left the City of Miami Park System Doc Gadsby joined the City of Miami Park System and Doc had become a little discouraged. That was another visit that Waxie made on his first trip to Miami. When he found out Doc Gadsby was here we went up to visit Doc and spent the evening at Doc's house; and it wasn't more than two or three weeks later that Doc Gadsby had a letter from the Washington office, I'm not sure whether it was the Washington office or Richmond office—

Herbert Evison: It could have been the Washington office.

Doug Barnes: Asking him if he would like to join the inspection staff. He became inspector for the Florida-Alabama area, and we provided desk space in our office in the Dade County Courthouse. He occupied desk space in my office for several months before I believe he was transferred to Atlanta. That was after the CCC camp that had been located at Royal Palm State Park had moved to Sebring.

Doug Barnes: Ray Vinten had become the superintendent of the technical staff during this work on the Highlands Hammock State Park; and eventually Ray Vinten became inspector for the whole of Florida. I guess it was the Florida-Georgia area. Maybe I should and maybe I shouldn't add that both Doc Gadsby and Ray Vinten were former classmates of mine, both going to old Mass Aggie, now the University of Massachusetts. In fact, my main contact with the National Park Service during the latter part of the program before I was called back into active military duty, was with Ray Vinten. Due to our location here, we were on the main line to Puerto Rico and the Virgin Islands where there were camps under both the National Park Service and U.S. Forest Service.

Doug Barnes: I did have the opportunity to become acquainted with many, many officials. Of course, Connie Wirth was in and out and I'm not sure of the man's name with the Forest Service. I think it was Fred Morrell who was with the U.S. Forest Service in the same capacity as Connie Wirth with the Park Service. Many times, I met with them here. In fact, the house I'm still living in acted as headquarters many, many times for officials traveling in

and through Dade County. We're located only about a block off of Tamiami Trail and it was very easy to find. We had, as visitors, Jim Mitchell, Ira Lykes, and, of course, Connie and, many, many times Bob Fechner and Mrs. Fechner, Clara Holbrook, his secretary, and Joe Coffin, who was a very close friend of Clara Holbrook and Mrs. Fechner. They all visited our house here and I came to know all of these people very, very well.

Herbert Evison: Doug, I remember one time I was down here; I think it was while this was still in the hope stage. You got me over to Key Biscayne to what became – I don't think it was then – Crandon Park. Now I don't remember whether that park was established in time to get any help from the CCC or not.

Doug Barnes: No. Crandon Park was not acquired by Dade County until 1940-1941. It was just a short time before I was called back in the military service. You probably are referring to a trip that was taken to the park by boat because we were busy in the planning stages then; and we were of course hoping that if the CCC program had continued that Bill Phillips, who was superintendent of the camp then working on Matheson Hammock, could transfer activity to Crandon Park.

Doug Barnes: The CCC phased out I guess along in late 1942, after I had left the county. Bill Phillips remained in Dade County and eventually ended up as chief landscape architect, on a retainer basis with Dade County. He was not a full-time employee. Bill was not the kind of guy who wanted to become tied down to a fulltime paid job, but he expended 90 percent of his efforts on planning not only Crandon Park but Haulover Beach which the county had acquired just a little bit before Crandon Park. In fact, the first purchase of land in Haulover Beach was in 1935.

Doug Barnes: We were then thinking also of possibly getting a camp for Haulover Beach which consisted of a narrow strip of land from Baker's Haulover running north between the Atlantic Ocean and Biscayne Bay, the upper end of Biscayne Bay. In some areas the strip of land was not more than 500 feet wide and at the most 1500 feet wide. It had been subdivided into hundred-foot lots; and although the county had bought its first lots in 1935 it was not until the mid-40's that they were able to procure all of the property. Ownership was scattered pretty much not only all over the United States but over all the world, because oceanfront property had been purchased from outside the United States during the famous boom days of the South Florida area. The CCC program was phased out before there was any opportunity to work on Crandon Park. I mentioned previously that the boys were housed in some old county barracks buildings that had been erected on the old fairgrounds. They were later moved into a camp that was established on county-owned land of the South Dade County area

when semi-portable temporary buildings were shipped here from Folkston, Georgia, from a former U.S. Forest Service camp. This very camp housed the boys during the last period of work at Greynolds Park and during the Matheson Hammock project.

Doug Barnes: During the war the camp buildings were used by the Federal Government to house German prisoners and the last of the German prisoners left Dade County only a few short months before I returned from active duty. I immediately began correspondence in an attempt to secure possession of the CCC buildings and what equipment was left on the property. The buildings had been located on acreage already owned by Dade County. After a year or two we were able to procure title to not only the buildings but all of the few pieces of equipment that remained; flood lighting, water system, sewer system, and so forth.

Doug Barnes: Later on, this area ended up right in the middle of a fastly-developing urban area, and Mr. Arthur Vining Davis of the Arvida Corp. became interested in purchasing the property that the old camp was located on. We were able to secure the building by Mr. Davis of a new camp further out from the city through this sale of the land to Mr. Davis. The county however retained ownership of the buildings; and these so called semi-portable temporary buildings that were shipped to Dade County from Folkston, Georgia, in 1935 are still in use in some of the Dade County parks today and serving a good purpose.

Doug Barnes: One of the first refreshments stands that was built in Crandon Park was a remodeled old CCC building. In the development of the park we had to have a refreshment stand in operation over there when the park opened. The park couldn't open up until after the causeway was finished so all that was done in the development of the park was done by the transportation of both personnel and material by barge and boat. Therefore, one of the CCC semi-portable buildings was dismantled at the old camp location and taken piece-by-piece by barge to Crandon Park and reassembled. It still is serving as a refreshment stand. The marine facility serving the Marina at Crandon Park is also a remodeled CCC building and was actually built on a temporary location in the marina area because we thought sooner or later, we would get a permanent building. Some of the crew did such a good job that we just couldn't get money appropriated in later years to demolish this building and build a new permanent building. The old building, after 30 years, is still serving all of the marina activities. Also, three of the buildings were moved to the new group camp. One of 'em is an office, one is a first aid room, and another is a crafts room.

Herbert Evison: Now you have a group camp over there on Crandon?

Doug Barnes: No, there's no group camp at Crandon. The group camp is further out in the boondocks or out in the so-called agricultural area of Dade County. It's actually northwest of Homestead and it is a very fine group camp, but it probably wouldn't have been built if we hadn't had as a trading point the old CCC camp.

Doug Barnes: I would like to say somewhere along here that I consider the impact of the CCC program, and particularly with the National Park Service participation, one of the very fine factors in the rapid expansion of the Dade County park system and the quality of the development of that system. The fine work done by the boys at that time set some goals that were good from a public viewpoint. It showed what can be accomplished when it's done right, and also it guided in training some of our own staff. I think we here in Dade County are muchly indebted to this program and it probably was the single biggest factor leading later towards a national reputation for the Dade County Parks. Sitting here, I am trying to think of the gentleman's name who shortly after the war was Secretary of the Interior; I believe he came from Oregon or Washington or out that way, had an automobile agency.

Herbert Evison: That would have been Douglas MacKay.

Doug Barnes: Douglas MacKay, Douglas MacKay, I never met the man, but he came to the Miami area on a trip to Everglades National Park and some way or another he ran into John Pennekamp. I believe Mr. MacKay was staying at a hotel in Miami Beach or maybe downtown Miami. He had a very bad cold and John Pennekamp suggested that he ought to get some of the Florida sunshine and probably the best place to get it was at Crandon Park in the cabana area.

Doug Barnes: John Pennekamp called me and asked me if a cabana was available at Crandon Park that Mr. MacKay might use and get some of the good Florida sunshine. This was arranged and as I remember Mr. MacKay spent several days soaking up the sunshine. I made no attempt to contact him although many times I was on the point of barging in, but then I thought this man is trying to recover from a real bad cold and maybe he didn't want to be bothered. Later on, however, he did start visiting some of our other parks and became very impressed with some of the work. It was a year or two later in a speech he made in Washington to a group attending a planning session, which included some planners from the Dade County area, he made the remark that Dade County had one of the better park systems in the United States and was probably in the top twenty, – or some words to that effect. I felt real good that Mr. MacKay had really taken time to inspect our system. I found out later on that he even on his way to Everglades National Park had visited Homestead Bayfront Park

eight miles east of Homestead on the bay and became very much impressed with the development there.

Herbert Evison: Is that a Dade County park?

Doug Barnes: That is a Dade County park, acquired in 1939 right at the time when all the CCC activity was giving the country a lot of publicity. It was an area of about a thousand acres and was given to Dade County. The land is low, but it will be tied in eventually with the Biscayne National Monument, because the monument will have to have a land base somewhere. Negotiations have been in progress for many, many years – even before I retired – to allocate a section of Homestead Bayfront Park as a land base for the Biscayne National Monument. As a matter of fact, Dade County had an 80-acre park developed as a weekend camping area on Elliott Key which was included in the Biscayne National Monument. Dade County deeded it over to the Federal government when the Biscayne National Monument was established. It was a very popular park and people that used it were some of the loudest in their objections when a project was put forth to build a causeway to Elliott Key and the string of keys north of it.

Doug Barnes: I think that, as far as the program here for the county, I would like to emphasize again my tremendous appreciation for being involved. Also, through the various and wonderful people that I met, with the opportunity to get a real broad education.

Herbert Evison: Question I want to ask you, Doug. During the CCC days, did you have a Central Design Office paid for out of CCC funds or did your own staff plus these landscape foremen in the parks do the planning?

Doug Barnes: We had a small staff. In fact, the small staff we had was one man and he was not a landscape architect. He had been employed by the county engineers' office, but he was an engineer that had some feeling for landscape architecture and knew that it was possible to build a curved road as well as a straight road. I used him in preparing what plans we were developing outside the CCC operations. I forgot to mention that we did continue with a rather large WPA program during the same time that we were involved in the CCC operations and again because, I think, of the impact of the CCC work we ended up with some good WPA projects.

Doug Barnes: Four wayside park areas were developed along U.S. Number 1 in between Miami and Homestead as WPA projects during the CCC program and the plans that were drawn were prepared by this one man in my office. Of course, I did a lot of the rough sketching to start these things off but still retained final approval before construction started. In one of them we built a shelter that was copied from one of the books that—

Herbert Evison: Ab Good—

Doug Barnes: Yes. The Ab Good was a three-volume set of books. It only had, as you know, very sketchy plans in it, but this man I had in my office took it and submitted a plan that was complete enough so that WPA work forces constructed the shelter. The county no longer controls the park as it was given to the City of South Miami. The same shelter is still in existence. It was a rock shelter with a wooden roof.

Doug Barnes: We had a rather limited staff during all the time the CCC was in operation. Of course, during the war, the Park Department itself, when I was away four years, practically ceased to exist as a Park Department. The county engineer that I had worked with also went into military service and the new county engineer that came in absorbed the Park Department even to the point where many, many valuable records of the CCC days became lost because when I got back four years later nobody knew where they were.

Doug Barnes: We were able to build the Department back up again. In building it up we used, as I mentioned, Bill Phillips on a retainer basis but the actual chief of our plans and design office was Ray Ward. He had been the engineer under Prentice French when we first started Greynolds Park and continued on as the engineer under Bill Phillips, doing both Greynolds and Matheson Hammock development. He ended up as Chief of the Dade County Park and Recreation Plans and Design Section and continued until his retirement, just a year before I retired. The new chief that had worked seven years under him is also a Mass Aggie boy, but he graduated after the war.

Herbert Evison: Another generation.

Doug Barnes: Fred Beauregard, who is the present Chief of Plans and Design Section, his personal contact with Bill Phillips and Ray Ward carried over a lot of that excellence of design that was so strong during the CCC days. I was very proud to be associated with the program.

Herbert Evison: Doug, do you have any other items on there that you want to get on the record?

Doug Barnes: I don't, oh, yes, I do want to mention something. When we got the Park Department going again after the war, the first few years things were in rather short supply and there wasn't a whole lot of traveling. Gradually things loosened up and I was amazed at the number of men that dropped into Greynolds Park with their families, their wives and children, to show them what they had built during the days that they were CCC boys.

- Doug Barnes: Oh, I didn't mention that the camp that Dade County first received was transferred from Missoula, Montana. The personnel, the camp personnel, were boys that had roamed the streets of New York and many of them, as we thought, then were pretty tough characters. The shipment of boys from New York to Miami ended very shortly after the camp was established, but a few of them of course re-enlisted. I believe they had the privilege of reenlisting for three periods or something like that.
- Herbert Evison: I forget.
- Doug Barnes: Well, some of these New York boys came back down here after the war. Although I didn't get a chance to talk to them, the superintendent of Greynolds Park would call me and say that former CCC boys were there to show their family things that they had built. When you get people returning like that, you know the improvements they made must have been good or they wouldn't have brought their families back and pointed to them with pride.
- Doug Barnes: Roy Brooks, one of the boys recruited from the Florida area when they were changing over the personnel in the camps, ended up as a clerk in the superintendent's office. Roy Brooks went from the CCC to the State of Florida. He ended up right after the war with the State of Florida Park Service and he's still with the Florida Park Service. Roy Brooks got his early training as a clerk in Bill Phillip's office writing all the letters and all the correspondence involving the project. I think he got a very good education in park work. I talked to Roy Brooks at a Florida Institute of Park Personnel meeting in Tallahassee about three weeks ago and I asked him if he had kept in contact with any of the other boys, especially from the New York area. He said: "No;" that he had for a while, but there were very few now that he had any contact with.
- Herbert Evison: It's getting to be quite a long time ago.
- Doug Barnes: It is. It is a long time ago, and it was a long time ago when these boys revisited. I would say it was probably in the 40's, about '47, '48, maybe '50. It spread over a pretty good period of time that these boys were drifting into Greynolds Park and it's a curious thing most of them came into Greynolds Park. I don't remember any reports of boys drifting into Matheson Hammock; but of course, by the time they started working on Matheson Hammock the boys recruited from New York area had been long gone. The Matheson Hammock crew was generally all Florida. The CCC returnees that went into Greynolds did make it a point to say hello, look up the superintendent there, and ask questions. I was very much impressed when such a thing happened.

Herbert Evison: Doug, you have benefited from the CCC work there helping to launch Dade County park system. I wonder if we couldn't get on the record here as a sort of [inaudible] figures? How many parks did the county park system have in it when you retired? And about how many acres?

Doug Barnes: I don't know. Let me think a minute on it. I have no idea at the present time exactly how many park areas the county operates, but it expanded tremendously in the last few years, especially after the county got into the development of neighborhood parks and playgrounds in the unincorporated areas. These are financed from a franchise tax on the power company and later on by utilities taxes collected on the unincorporated areas. I started out with Dade County in 1929 with a budget, as I remember it, for the first year around ten-thousand dollars. When I left the county a little over four years ago, as I remember, the annual budget was in the neighborhood of seven million dollars. This included not only the maintenance and operating funds, but actual new construction on a limited basis. It did not include revenue and special funds. In addition to that, this past year the county – in other words the voters of Dade County – passed an \$89,000,000 bond issue to be used entirely in the acquisition of new park areas and the development of park areas. This included \$8,000,000 just for the site of the new zoo.

Herbert Evison: That's pretty remarkable, Doug, and I think it makes a very good wind-up statement for what's been a wonderfully interesting and enjoyable interview. I'm delighted that you were available for it.

Doug Barnes: Well, I'm tremendously honored that you would seek me out in my little hole here in Coral Gables and spend a few minutes with me. I always like to reminisce, in fact I still go to a lot of park meetings, not because I think I'm going to learn anything that'll do me any good in my line of work, but because of the friendships that I've made over the years. I still enjoy sitting down and talking to people that worked with me over the years.

Herbert Evison: Well, thank you a lot.

Doug Barnes: Thank you, Herb.

[END OF INTERVIEW]