NPS Oral History Collection (HFCA 1817)
Herbert Evison's National Park Service Oral History Project, 1952-1999

Tom Hyde
October 23, 1971

Interview conducted by S. Herbert Evison
Transcribed by Beverley A. Foltz
Digitized by Sara E. Forrest

NPS History Collection
Harpers Ferry Center
P.O. Box 50
Harpers Ferry, WV 25425
HFC_Archivist@nps.gov

ORAL HISTORY INTERVIEW
OF
TOM HYDE

INTERVIEWED BY S. HERBERT EVISON

October 23, 1971

Tape Number 105 - Side 2

Tape Number 106 - Side l

TOM HYDE – 1926

BIOGRAPHICAL INFORMATION

TABLE OF CONTENTS

FINAL

Typed By: Beverley A. Foltz

December 28, 1980

[START OF SIDE 2 OF TAPE #105]

Herbert Evison: This is the morning of October 23, 1971. I'm Herb Evison and this morning I am in a house on top of a hill above Bar Harbor, Maine. It's the home of Tom Hyde, whose last employment with the National Park Service was that of superintendent of Acadia National Park. But Tom, let's go back to your very beginning and let's get on the record when and where you were born and that other - those other items that I spoke to you about.

Tom Hyde: Well, I was born in Watertown, South Dakota, 1926.

Herbert Evison: Date and month, please, sir.

Tom Hyde: October 10, 1926.

Herbert Evison: Yeah. In Watertown, South Dakota. Tell me something about your family. The family you were born into.

Tom Hyde: Well, my father was a bridge contractor-engineer, and this helped to establish my destiny.

Herbert Evison: Yes. Now where - tell me something about your schooling.

Tom Hyde: Well, I went through elementary school and high school in Watertown and then we moved to Rapid City, South Dakota, where I started at the South Dakota School of Mines and Technology in 1943. Took two years out of that to spend in the Navy during the war; went back to the School of Mines and received my bachelor's degree in civil engineering in June of 1949.

Herbert Evison: Oh yes. In civil engineering, did you say?

Tom Hyde: Right.

Herbert Evison: Now, '49; somewhere along the way, I suppose after that, you met a very charming young woman who ultimately became Mrs. Hyde. Tell me something about her.

Tom Hyde: Well, I left South Dakota for Fresno, California, to work with the Bureau of Reclamation. I could only stand five months of that. I had applied for a job with the New Mexico Department of Public Health before I was graduated from the School of Mines. I received an offer from the State of New Mexico, so I moved to Alamogordo, New Mexico, where I met Norma; and we were married in June of 1952.

Herbert Evison: Yes, now Norma had a last name.

Tom Hyde: Hickey.

Herbert Evison: Norma Hickey.

Tom Hyde: Right.

Herbert Evison: And I met your son. Do you have any other children?

Tom Hyde: No. Scott is our one and only.

Herbert Evison: And he's how old?

Tom Hyde: He is 11 years old now.

Herbert Evison: Boy, that's a big 11-year-old.

Tom Hyde: He was born in Livingston, Montana, while we were in Yellowstone.

Herbert Evison: Oh, yes. Well now, did you go from the New Mexico Health Department to the Park Service?

Tom Hyde: No sir, it was a long, circuitous route. We moved back to South Dakota after we married where I went to work for the South Dakota Health Department, then in 1953, I went back to the School of Mines as an instructor in civil and sanitary engineering. And those were the days when a college instructor was getting $3800 a year, so, after almost three years at the school, we heard that the National Park Service was establishing a position of sanitary engineer in Yellowstone and there apparently was not too much interest among other people to go after the job; so during the summer of 1955 we went to Yellowstone to learn a little bit more about the Park Service. And right after Thanksgiving of 1955 we moved to Yellowstone. Maybe a little prelude to this, - in the early 1950's summer jobs were not too easy to get. So, in the summer of 1954, for lack of anything better to do, I got a job driving a tour bus in the Black Hills of South Dakota and these were old 1927 White busses - extremely prone to breakdown at the most inauspicious times - and one day I had a breakdown in the parking area at Mount Rushmore National Memorial. So, while we were waiting there to get some help, I met a young man by the name of Bob Upton, who at that time was naturalist for the Black Hills area, as I recall. Bob asked me if I'd be interested in working as a seasonal with the National Park Service and it sounded pretty good. Actually, going back to even prior to that - while I was in Alamogordo I became acquainted with Johnwill Faris, who then was superintendent of White Sands National Monument, and I suppose that was really when I started becoming interested in the Park Service; but with a background in engineering, I couldn't see how that would fit in with very much that the Park Service was doing. But one thing led to another, and I gave up this magnificent bus driving job and worked at Mount Rushmore six weeks as a seasonal ranger, July 1954. So, we knew a few folks in the Park Service, and all of this led to going to Yellowstone in the one and only sanitary engineering position that the Department of the Interior had in 1955.

Herbert Evison: Did you - had you acquired Civil Service status anywhere along the line?

Tom Hyde: No. Well, as I say I did work for the Bureau of Reclamation in California but I don't know whether that was really valid or not. I had a GS-5 out there in this sort of thing but I suppose that conferred some sort of Civil Service immunity on me.

Herbert Evison: Yeah. Well, I don't know. Of course, you were also a veteran, which helped to get employment in those years. Anyway, I take it that you got the job of sanitary engineer for Yellowstone National Park.

Tom Hyde: After three or four months of periods of great elation and great depression, waiting for the decision to be made; yes, we did go to Yellowstone.

Herbert Evison: Yeah. Now Ed Rogers was still superintendent then?

Tom Hyde: Edmund Rogers was superintendent. As I recall, Warren Hamilton was assistant superintendent. It was an interesting period because I think, other than for normal park ranger transfers in and out of Yellowstone, we were about the first new blood to come into the park for a long, long time and it was a traumatic experience for us, to say the least. People like Joe and Aleda Joffe and Warren and Elaine Hamilton made this new life much more interesting, and we thoroughly enjoyed our experience.

Tom Hyde: I was really more of a master plumber than a sanitary engineer because Billy Wiggins, who had been in Yellowstone just about forever, had recently retired and according to the organizational chart there was really no place for a sanitary engineer, so "you must know about sewers and this sort of thing" so, in many people's eyes, I replaced Billy Wiggins, although I didn't know the first thing about plumbing and this sort of thing.

Herbert Evison: (long chuckling) But you - I judge you learned a lot before you got through.

Tom Hyde: It was quite an education, not only in the workings of the Park Service but in the whole realm of environmental sanitation.

Herbert Evison: As I remember it, Yellowstone was the first park in which Mather enlisted the cooperation of the Public Health Service back about 1919 or thereabouts; and I bring that up because I was wondering what the relationship there was between the park sanitary engineer and the Public Health Service.

Tom Hyde: I am not aware of the history of the association between the Public Health Service and the Park Service, but I have a hunch, Herb, that the Public Health Service was instrumental in selling the National Park Service on the need for a sanitary engineer, and Yellowstone apparently was to be the guinea pig for this experiment. In 1955, I received a reserve commission in the Public Health Service, so this was a plus perhaps, but each summer Public Health Service people from Denver - regional office in Denver - made their annual sanitation surveys in the park, food service

establishments of the concessioner, water supplies, sewage treatment facilities, and this sort of thing. So, I had the pleasure of working very closely with Public Health Service people and I sometimes think there's always been a communication problem between PHS (Public Health Service) and NPS (National Park Service).

Tom Hyde: One of the first things that really appalled me a little bit - and this became one of my objectives in the Park Service, when we went to Yellowstone in 1955 the philosophy of the Park Service when it came to sewage treatment was that a septic tank was the only way to dispose of sewage; and it appalled me a little bit that here the national parks were situated right smack dab on top of every major watershed in the country and the Park Service was the first polluter, which didn't seem to fit in with the concept of a great conservation organization.

Tom Hyde: So, I did my best to sell the Park Service on the idea that septic tanks were not adequate sewage-disposal facilities. I was able to carry this battle - if you will - to Washington in 1958. Paul McG. Miller and I had a great many discussions about sewage treatment and disposal; and before I left the Park Service, I had the satisfaction of seeing new, honest-to-goodness sewage-treatment plants being built throughout the park system.

Herbert Evison: Throughout the park system?

Tom Hyde: I think – I think in '55 Grand Canyon had an activated sludge treatment plant, and it was the only honest-to-goodness treatment plant in the Park Service.

Herbert Evison: Is that so? Well, was anything of that sort begun while you were still in Yellowstone?

Tom Hyde: Yes. Of course, while I was in Yellowstone the Canyon Village project was started and this was the first evidence of MISSION 66 in Yellowstone; but even at Canyon Village, a major park development, septic tanks were installed and immediately overloaded as the development increased. I think the Bridge Bay development was started while I was still in the park and as I recall that was the first honest-to-goodness sewage treatment plant in Yellowstone and I had the satisfaction of seeing that going.

Herbert Evison: Yeah. Well now, getting back to Canyon Village again, you say that was on - the septic tank system there was almost immediately overloaded and yet I judge that no major effort was made to remedy that for a while even while you were there.

Tom Hyde: There was, of course, a major investment in those facilities and I think everybody was surprised - the design office in the park - and the plans had been approved by the Public Health Service; but it was, I think, the end of an era in the Park Service because the situation did become critical enough that people really began to wonder whether this was the way to go.

Herbert Evison: You know it's wholly news to me that taking care of the wastes of - well, by that time I am sure it was over a million people in a year - getting well above a million people a year - that they could possibly have been taken care of even within shouting distance of adequately, by septic tanks. How big a septic tank would be built to take care of, well, say, an operation like Canyon Village?

Tom Hyde: Well, it was a big system. I think that, as I recall, there were three tanks there and they were, oh, in the thousands and thousands of gallons, capacity-wise, but still totally inadequate to do the job.

Herbert Evison: Uh huh. Tanks of that size must have taken a tremendous field for your overflow and absorption.

Tom Hyde: As I recall the system and I would hate to be quoted on this, Herb, the septic tanks were there, the sludge drying beds were there but I almost fear that the effluent from the septic tanks went directly into the Yellowstone River, which was also a disquieting situation.

Herbert Evison: I would use another dis-word for that and that would be disgraceful.

Tom Hyde: But this was the accepted way of doing things then and I suppose this was one of my concerns with MISSION 66. When you built accommodations in the parks and you built museums, visitor centers, and everything that goes into a major development, you have to have the utilities - the water supply, the sewage treatment, the solid-waste-disposal system - and I often was concerned that maybe our park planners really never considered the effect on the environment of these necessary adjuncts to serving the public. And I think perhaps this is where I first became vitally concerned about too many people in the park and the idea that the only way we could justify our existence was to have a ten percent increase in visitation every year. I think that was perhaps the beginning of a problem that today the Park Service almost doesn't know how to cope with.

Herbert Evison: Yeah. I would be very surprised if they knew how to cope with it.

Tom Hyde: We did too good a job of selling the national parks.

Herbert Evison: Of course, the interesting thing about that is that I know that, during my period as Chief of Information, my activities were very little concerned with selling the parks as places to go. See, I started under Newton Drury when, after the war, the parks were absolutely in no condition to take proper care of a heavy increase - the heavy increase in number of visitors that did come. As far as Newton Drury was concerned, I am sure that he was not eager to see those figures go up. Never at any time in his career and I'm not too sure that it was a Park Service top-level idea, that you just had to show an increase every year.

Tom Hyde: Well, I think part of the problem was in going to Congress for appropriations to do a job - the only measure that many congressmen

could see was the number of Americans that used their national parks, and I suppose then you get into, if you want to call it, playing politics. The Park Service had to go along with Congress providing more and more facilities. I've sat in on briefing sessions; and George Hartzog appeared before various sub-committees, and the knowledge that some of these congressmen displayed about their national parks was abysmally poor, - that there's plenty of room in the national parks to build more campgrounds and take care of more people. Of course, my feeling was, if the Park Service was really doing its job of preserving these outstanding natural and historical areas rather than simply providing a great playground for everybody that didn't know what to do with their spare time, we should have taken a stand that we were preservationists and fought. Or at least, maybe, we wouldn't have gotten any more money, but I remember Harry Flood Byrd at a superintendent's conference in Yellowstone in 1957 or '58—

Herbert Evison: '57.

Tom Hyde: '57.

Herbert Evison: I vas dere Charlie. (Mimicking in German accents)

Tom Hyde: And Mr. Byrd said: "Any federal agency, if you want a $1.10 worth out of every $1 you put into it, the Park Service was the place to get it."

Herbert Evison: Now is there anything more that you wanted to offer on that particular subject? I imagine you could go on at quite some length on that, actually.

Tom Hyde: Well, after the sewage treatment problem, the next one I could see coming up in the Park Service was too many people; and there are an awful lot of ramifications to that which I'm sure we'll talk about as we go along.

Herbert Evison: Yes. I would - let's finish up whatever you have to offer on your period in Yellowstone. How long were you there on this first permanent assignment?

Tom Hyde: We were in Yellowstone for six years. Went there as sanitary engineer. In the seeming move in the Park Service at that time to make everybody, train everybody, to be Director of the Park Service, we were selected to go to a departmental middle management program in Washington in '58, which I - it was a broadening experience but I'm afraid I didn't fit the mold too well, because it really didn't make me want to be Director of the Bureau of Sports Fisheries and Wildlife or some other Interior agency. After we went back to Yellowstone from Washington, I became assistant park engineer and of course the highlights of our time in Yellowstone aside from the great friends we made - August 17, 1959, the big earthquake.

Herbert Evison: Oh, yes.

Tom Hyde: Which was a very interesting situation. The biggest earthquake I'd ever been in and the job of getting things cleaned up after that and the sheer geological phenomena resulting from it were most interesting. Another highlight in Yellowstone that I will carry with me for a long time was the committee that was formed. I guess this was after the district manager experiment was started, where the assistant division chiefs - Frank Sylvester then being assistant chief ranger, Dave Beal assistant naturalist and myself assistant engineer - were assigned the job of studying Yellowstone Lake to see what management principles might be applied to the lake.

Tom Hyde: At that time the Flat Mountain Arm was closed to power boats. Frank, Dave, and I spent the best part of a week, I guess, traveling the lake, covering almost every foot of shoreline; and as a result of that trip - or at least I like to think it was a result of that trip - we proposed that a major portion of the lake be closed to power boats. The increase in the number of boats on the lake was absolutely appalling over, say, a five-year period. Before this time - I think that was 1961 - so our little committee made this recommendation to Lon Garrison, and I thought Lon was going to go out of his skull. He thought the idea was preposterous and how in the world would you ever sell such a thing to anybody in the country, yet within a few months Lon became a fantastically strong supporter of this plan.

Tom Hyde: We went through about a year trying to sell this idea of zoning Yellowstone Lake, part of it for the man and his family that wanted to - wanted a true water wilderness experience in Yellowstone - and still leaving room for the power-boat advocate. I guess here again it became a problem of people. While we were talking about zoning about a fourth or a third of the lake, the lower Three Arms, closing those areas to power boats, we had in the construction program millions of dollars to improve facilities for power boaters; and I could never totally reconcile this approach within my own mind. But we were ultimately able to sell the idea of closing off the Southeast and South arms to power boats and I thought this was quite a victory for the preservationist element.

Tom Hyde: It’s kind of strange; we'd had a lot of pressure put upon us in the last two or three years in Yellowstone to be promoted and transferred, as was the great plan then, and perhaps this foolishness still goes on. We were offered jobs with Design and Construction Offices from Washington, Philadelphia, San Francisco, and I was an absolute SOB. I knew what I wanted to do, and I didn't want to do it in any of those major metropolitan areas.

Tom Hyde: Finally, the park engineer in Grand Teton left. I heard about the job being opened and one day happened to be down that way and let Spud Bill know if he was real hard up for a park engineer that we'd like to be considered. This was a lateral transfer, of course; ultimately the offer came through and again Lon thought I was out of my cotton-picking mind for even

thinking of lateralling to go 90 miles away. And finally, we went to Teton in 1961 as park engineer.

Herbert Evison: Well, how was it - how satisfactory was your stay in Grand Teton?

Tom Hyde: Well, I think it was eminently satisfactory. I have the highest regard in the world for Spud Bill. Learned a great deal from Spud. He was followed, of course, by Fred Fagergren, with whom I communicated very well and again I thought the world of Fred; but it was a wonderful experience. We were able to establish a better rapport with Western Office of Design and Construction. Had the pleasure of working with people like Bill Rosenberg, Eddie Otaki, quite a different situation than our association with WODC while I was in Yellowstone. So, it was a very pleasant 3-year interlude at Grand Teton. And here again I think we were able to make contributions to improve management of the park there, but all the time we were getting pressured to move onward and upward.

Herbert Evison: Uh hmm. What sort of problems were you as the sanitary engineer or the - not sanitary - you were the engineer. What kind of problems were you up against there at Teton?

Tom Hyde: Well, I never felt that we had any fantastic problems in Teton. Of course, there was a lot of snow to move around in the wintertime, but we had, I think, a fantastic maintenance crew in Teton and people like Elmer Armstrong, Del Bresler, bless their souls, didn't give me very much to worry about. Again, we had problems with utility systems. I'll never forget; we seemed to continually have problems with Jackson Lake Lodge, perhaps due to under-design of the facilities. But periodically, sewer lines would plug up there and Ray Lilly, who was manager of the lodge at that time, of course never called the superintendent of the park directly. He invariably went the route of New York and Washington, and the superintendent got the word from the Hall of Heroes, which was, I'm sure, an extremely uncomfortable situation for the superintendents. Well, I'll never forget one weekend we had problems up there which we were finally able to resolve. Spud Bill told me, "I don't ever want those sewer lines at Jackson Lake Lodge plugged again," as though I was supposed to have some magic wand (to) just wave over this system and everything was going to work. But I knew what kind of pressure Spud was under and I could sympathize with him.

Herbert Evison: Yeah. Now would that have been the period when Bob Moore was assistant superintendent?

Tom Hyde: Bob was assistant superintendent at that time. Before we left Teton in '64 Luther Peterson came from Omaha as assistant superintendent.

Herbert Evison: Well, now, you were there at Grand Teton for three years.

Tom Hyde: Right.

Herbert Evison: There are two or three situations there in Grand Teton that I wonder about your opinion of - one thing about which I was always extremely dubious was what called the wildlife park.

Tom Hyde: Well, I think you have a lot of company in concern with the fenced-in bison herd there. I think this was in part due to the expansion of the park in a very early ‘50’s when the area east of the Snake River was added to the park – authorized at least to be added to the park. Again, I think one reason for the wildlife park was the basic conflict between people and wildlife. So much of Teton was used by the visitors that maybe it wouldn't have been safe to let these animals run loose, so to speak; but I know very well that the interpreters in Teton never had a very high regard for the wildlife park. It was nice in that visitors could almost always see bison or elk, but I never felt really this was why we had national park - that was, to put animals behind a fence so we could be sure of having people see them.

Herbert Evison: Yeah. I inquired about that when I was out there last month, and the wildlife park has pretty well gone the way of lots of other things. It's - fences just haven't been kept in repair and the - virtually it no longer exists, which was a very happy piece of news for me.

Tom Hyde: I'm sure.

Herbert Evison: Incidentally I wonder how much contact you had with a guy named Adolph Murie.

Tom Hyde: I never knew Ade particularly well at all. We thoroughly enjoyed Marty and Olaus Murie. I'll never forget - we'd only been in the park for a matter of weeks when on Saturday Scott who was then two years old, and I trudged through the snow down to Murie's cabin and we passed the time of day for a few minutes and as we were fixing to leave Scott looked at a painting of Olaus' hanging on the wall and said, "Caribou! Caribou"' And both Marty and all of us just about dropped our teeth that this two-year kid would recognize the animals in the picture. I think we found kindred spirits in Olaus and Marty, because they both had serious reservations about the direction in which the National Parks were going - the ever increasing emphasis on more people necessitating more and more development and it was a wonderful experience to know Olaus and we still hear from Marty occasionally.

Herbert Evison: We had dinner with her about a month ago. Boyd invited her out for a meal one day.

Tom Hyde: Oh, great, wonderful people.

Herbert Evison: Of course, she's a very old friend of ours. A very much loved one, but I was - I asked you particularly about your relationship with Ade, if any, because I'm sure that you and he would talk very much the same language as far as your feeling about the vital necessity of safeguarding what the Park Service has been given to manage.

Tom Hyde: Well, I think in "A Naturalist in Alaska" Olaus and Ade pointed out the great implications, disastrous implications of letting engineers run too loose in the national parks. I'd always had the feeling, as an engineer and also someone interested in the parks, that the engineers were perhaps the weakest link in the Park Service. And I think the example that the Murie's used with Dahl sheep in McKinley was a good one. Whereas the sheep had always run on the plains and the wolves ran on the plains, but when the wolves got too close the sheep ran up the mountain and the wolves couldn't follow them. Until the engineers built a road up the side of this mountain, so after the road was built the same old instincts were there. The sheep ran up the mountain but now the wolves ran up the road; and the ecological implications in this sort of engineering were proved to be the problems there really were.

Herbert Evison: Yeah. It would be interesting to know that the head of WODC, one Red Hill, when I wrote handing on some criticisms of that highly improved road - Mt. McKinley Road - admitted they had gone too far in improving it.

Tom Hyde: Well, I always thought the world of Red and I think that - I think this was just part of the big picture. We were trying to do too much, and we didn't know enough to realize the implications of this sort of thing might be.

Herbert Evison: Yeah. Well did you - did you come here from Teton?

Tom Hyde: No. We were told while we were in Teton that we were slated to go to Washington, and I indicated that I wasn't going to Washington; and out of the clear blue sky one day Fred Fagergren said, "Do you want to go to Bandelier National Monument as superintendent?" "Well," I said, "that would be a lot of fun."

Tom Hyde: So, in October of 1964 we headed back to Norma's home country and New Mexico; and it was indeed a new experience to be responsible for a magnificent archeological and natural area such as Bandelier. To have the pleasure of working for a person like Dan Beard. I was always one that took the philosophy that if you never asked the regional office a question, they never had a chance to say "no". And Dan I seemed to work pretty well.

Tom Hyde: One of the contributions - I hope it was a positive contribution to Bandelier that we were able to make - just about the time we arrived there they were talking about the development of Bandelier and part of this development was a new parking area in Frijoles Canyon. I think the development, the physical development, at Bandelier was probably one of the greatest developments in the Park Service. Done all by CCC's. The Pueblo-style construction looked like it grew in the canyon. I'm afraid we're not building any like it today, but this parking area plan had been kicked around by many, many people but was still in the construction program.

[END OF SIDE 2 OF TAPE #105]

[START OF SIDE l OF TAPE #106]

Tom Hyde: Here again people versus the parks. The major development was in the canyon, the ruins of Tyuonyi and other pueblos and cliff dwellings there in the canyon, so the philosophy was that everybody had to drive down to the bottom of the canyon. A major move in the right direction had been to build a new campground up on the mesa before we arrived at Bandelier, and this served to take a good bit of pressure off the canyon. We're talking about a very fragile area there, but somebody had sold the Park Service on the necessity for bigger and better parking areas.

Tom Hyde: Where do you build parking areas? You build 'em where people can use the visitor center and what the monument had to offer. Well, this mass of blacktop would have covered the bottom of the canyon. Frijoles Creek would have been run through the middle of it in a culvert. All of the magnificent old cottonwoods would have been chopped down so we could cover the bottom of the canyon with automobiles. Well, this simply appalled me so I - two weeks after we arrived on the scene - I wrote a note to Dan Beard recommending that this parking area project be dropped from the construction program. And ultimately it was, but part of the reasoning here was that we had to reduce the pressure on the canyon. Perhaps the concession operation - Frijoles Lodge - should be discontinued.

Tom Hyde: People didn't come there to spend the time 30 years ago; it was an all-day trip from Santa Fe to Frijoles Canyon. You had to stay overnight. There was no place else to sleep but I think it was a delightful experience. Frijoles Lodge was in keeping with the rest of the development. Each of the cabins had a fireplace. The dining room was a great spot, but it seemed that if we were going to protect what we had there that somehow, we had to control the traffic, and Bob Moore had a philosophy of friction. In other words when traffic got so thick that people were inconvenienced, this might tend to set an upper limit on traffic, so when you reached that point you just didn't go out and build another road or build another parking area - you used this friction as a controlling factor in controlling people.

Herbert Evison: The point of diminishing return.

Tom Hyde: Right and I thought, okay, if we had 98 cars parked in the old parking area at the bottom of the canyon, nobody could find a parking place, so they could go up on top the mesa and walk down, but that this would be one of the limiting controls there at the monument.

Tom Hyde: Some people in the Park Service wanted to completely eliminate that development, - run a bulldozer through it. And I was one of those idiots that thought the development itself complemented the monument, because it had been done so beautifully; and although we might change the use of

some of the facilities, the bottom of Frijoles Canyon was no place for concrete block, aluminum, and glass, - typical Park Service development. So, we had a lot of fun there.

Tom Hyde: One of the great experiences: one night, one Friday night - most of the maintenance crew had left the area - in a matter of 30 minutes we had four inches of rain. Water coming over the sides of the canyon made it look like Yosemite, practically, and the lodge and visitor center were about 18 inches deep in mud, silt, etcetera, etcetera. And the rest of the night, until 2 or 3 o'clock in the morning, was spent cleaning things up and I've never seen a crew pitch in to do a job in my born days. I always thought it was kind of strange, since it really was an almost flash flood in that part of the country. Nobody ever came out from the regional office to see if we needed anything. Of course, we never cried for help to the regional office; but the cooperation of both the concessioner's crew and our people was a sight to behold in that long night.

Tom Hyde: Another interesting comment on our lateral transfer and promotion policy - I don't know whether it's still called that or not - but sometime during the 15 months we were at Bandelier a new directive came out strengthening this policy and superintendents were supposed to sit down with their people and explain all of the great advantages of moving when called upon to move and this sort of thing; so dutifully, tongue in cheek perhaps, I called the permanent crew together one day and explained all of the facets of this strengthening policy.

Tom Hyde: We were fortunate at Bandelier to have an integrated group. Our caretaker was a Cochiti Indian. Two of the maintenance crew were Spanish-American born. So, we had quite an interesting assortment of people there. Well, after giving the story that we were supposed to give with respect to the policy, I ended it up by saying that "if anybody here wants to move, I'll be glad to help them move. If anybody here wants to stay at Bandelier, I'll go out of my way to help you stay in Bandelier."

Tom Hyde: Several weeks later I was out wandering through the ruins and Romolo, our Cochiti caretaker, fell in pace beside me and said, "Mr. Hyde, I've been thinking a great deal about what you told us. What I've decided is that I would like to stay here with my ancestors." And I've often wondered if the big chiefs in the Hall of Heroes ever stopped to think about the personal deep-seated wishes of some of the Park Service employees; and I thought Romolo expressed it very well. An unusual man, an unusual situation, but I thought his wanting to stay at Frijoles with his ancestors was a pretty good answer to the Park Service.

Herbert Evison: Yeah.

Tom Hyde: We were not ready to leave Bandelier. We were not ready to leave New Mexico, for that matter. One day Clark Stratton called and said, "I've been asked to call you and see if you'll go to Acadia as superintendent." And I

said, “Clark, you mean the only reason they asked you to call me was because somebody thought you were the only one in Washington that could convince us we ought to go. Is that right?” “Well, I can't say that's the truth.” But I always had a very high regard for Clark, and he probably was the only person in Washington who could have convinced us we should go elsewhere.

Tom Hyde: So - we'd never been in New England, and we'd heard a lot about it, so we allowed as how we would go. I became ill with pneumonia right after Christmas, which delayed our departure, so, about four days out of the hospital we started across the country in sub-zero weather to come to Acadia, which was another whole new experience.

Tom Hyde: It was kind of nice because Lon Garrison was then regional director in Philadelphia, and Acadia being one of the - I guess - one of two natural areas - one of two parks in the Northeast Region - Lon gave it some consideration that nobody else in Philadelphia had ever given it although we didn't ask for too much. But we had some fun here and one of the great remembrances was going to a superintendent's conference in 1967 at Gettysburg. Acadia has a fantastic system of carriage roads, if you're not familiar with that, Herb. John D. Rockefeller, Jr., put together this system of trails, really, that were used by the horse-drawn carriages prior to 1915 and thereafter, but automobiles weren't allowed on the island until 1915. We felt that the carriage roads had a great place for horseback riders, for hikers, for cross country skiers in wintertime and complemented the park road system magnificently. But at this superintendents’ conference one of the items of discussion was public use. How could we increase public use of the park areas. So, in the course of conversation, George looked at me and said, "Tom, by next spring I want you to have the carriage roads in Acadia open for automobiles."

Herbert Evison: Hartzog said this?

Tom Hyde: Yeah, yeah; at least this is the way I remember it. George might remember it differently, but I remember what I said, at least. I said, "George, as long as I’m superintendent of Acadia I'll be goddamn if those carriage roads will ever be open to automobiles." (Evison chuckles) And some of the other boys sitting around the table let out quite a gasp that anybody would dare do such a thing. Well, I suppose I had some things in my favor because I'd already more or less decided I was tired of fighting bureaucracy in the Park Service and, although I hadn't made any commitments at that time, my future course was pretty well defined, I think, so I could allow myself to say things that I might not have said in other circumstances.

Tom Hyde: One of the other interesting - well, one of the basic things here in Acadia that I sometimes wonder if a lot of people in the Park Service are aware of - most of the big western parks, of course, are carved out of the public domain. You may have problems with neighbors outside the park, but you

don't live very close to your neighbors outside the park. You do things pretty much as you think they should be done in the park and don't worry too much about reaction outside the park although, the elk situation in Yellowstone might be a case in point where this was surely not true.

Tom Hyde: But Acadia is a horse of a different color - a park that had been here since 1916 - a park that has no established boundary and a park that is surrounded and checker-boarded with private lands and small communities and this sort of thing. And you don't manage Acadia the way you manage Yellowstone because you're living right next door to your neighbors and what you do has a great influence on your neighbors. By the same token what your neighbors do has a significant influence on the park.

Tom Hyde: So, it was a totally new experience to have to work very closely with private land holders and Chambers of Commerce and that sort of thing; and I think we were able to establish a rapport that might not have existed prior to our coming to Acadia. And there are ways to accomplish things that are good for the park without being an SOB about it in the eyes of the local community.

Tom Hyde: I remember one situation while we were here. There are three ponds in Acadia. Other places they'd be called lakes but in New England they're ponds. Eagle Lake, Jordan Pond and Echo Lake. Eagle and Jordan are surrounded by the park. The park owns about a third of the shoreline on Echo Lake but under the Great Pond Act that dates back to colonial times when Maine was part of Massachusetts, the state had jurisdiction over any body of water greater than ten acres. So, we had a peculiar situation here; although Eagle Lake and Jordan Pond were totally surrounded by park, the State Department of Inland Fisheries and Game had jurisdiction over the water.

Tom Hyde: Over the years the park had never encouraged any public use for boaters on these ponds and there was continual pressure for better access so we could get bigger boats and this sort of thing on these ponds. I could see Eagle Lake and Jordan Pond going the way of Yellowstone Lake, becoming a little northeastern Lake Mead where you couldn't hear the water for the power boats.

Tom Hyde: So, we have an unusual game warden on the island, Don Cote. Don came to me one day and said, "I know that you don't want to see power boaters with 60 and 100-horse boats chasing up and down these ponds. So maybe we could make a little deal. Now, if the Park Service would consider improving the access to Echo Lake" (where the Park Service didn't really have too much at stake because they only had about a third of the shoreline). "I would make a pitch to the Inland Fisheries and Game to get a horsepower limitation on the other two pond."

Tom Hyde: And I thought, "Well, this is maybe an unorthodox way of approaching the problem, but if we don't have some sort of limitations on these two ponds, we're going to have racetracks rather than ponds."

Tom Hyde: So, Don and I went to the local rod and gun club and presented the situation. I think we talked in terms of a 10 or 12-horsepower limit on boats using those two ponds and, amazingly, these people thought it was great. We had the Job Corps Center here then. I volunteered the Job Corps boys to improve the access to Eagle Lake so people could put boats on there with a little more ease. The local people bought the idea. Don was responsible for going to his people in Augusta. Legislation was introduced to put the horsepower limit on the other two ponds, and everybody was happy. And I thought in a situation like Acadia, and in many other situations that we get into in urban parks and this sort of thing, the Park Service has a lot to learn about working with its neighbors.

Herbert Evison: Yes.

Tom Hyde: Mount Desert Island is an entity unto itself. Maybe one of our biggest problems is having a bridge that connects us to the mainland. But in some respects, the public relations problems here have almost paralleled those in Grand Teton back in the early '50's when the park was expanded, because there has always been a strong feeling on this island that eventually the park was going to take over the whole island; and I think too often that the park superintendent has let people go on thinking that.

Tom Hyde: One of my approaches in working with the communities on the island was that okay, the park boundaries have to be legislatively established for our protection as well as for the park's. In other words, when this line is drawn, the park can go to this line and no further.

Tom Hyde: By the same token, because of the uniqueness of this island, if you want to protect your own recreation business here, I would propose that we work together to establish a park-like atmosphere over the entire island. Let's do something about these god-awful billboards and signs, - the desecrations that are going on. These desecrations affect the park as much as they destroy the island and - (you girls are being taped.)

Tom Hyde: So, we have a peculiar situation in Acadia that, as I say, has many parallels. Now throughout the park system - and somehow - we've got to develop some flexibility in thinking on the part of the people, and for my money at least, simply moving people willy-nilly around every 18 months is not the answer to this.

Tom Hyde: I don't propose to know what the answer is, but it's an interesting experience being able to live in Bar Harbor adjacent to Acadia National Park. To me it's the best of all worlds and I try to not offer advice to the superintendent. If there's anything I can do to help I'm more than glad to but I think we have the unique situation here where, as a member of the

Town Council, we can see the two-plus million people that come to the island primarily because of the magnetic effect of Acadia National Park and yet the towns on the island have to provide the solid waste disposal, the sewage treatment, and this sort of thing for all these people and I think it's a great pleasure to show how the federal government and the private sector have to work closely together.

Herbert Evison: Yes. You were speaking of the your conviction of the necessity of establishing definite boundaries for the park beyond which there will not be any acquisition, - in a sense, a promise to the local people. What's the status of that proposal? Is it still just a proposal?

Tom Hyde: I don't even know whether a proposal exists at this time, Herb. The last six months that I was with the park I spent most of my time putting together a boundary proposal dealing primarily with the park on Mount Desert Island although, as you know, it includes Schoodic Peninsula, Isle au Haut, and a number of offshore islands in Acadia National Park, but it was my feeling that Mount Desert Island constituted a major part of the problem. So, as I say, I spent about six months putting together a boundary proposal using the tax maps for the communities on the island.

Tom Hyde: During my tenure here, we had a master-plan study team visit the park. Some of the people on this team thought we had to build more campgrounds in the park to take care of these ever-increasing numbers of people. I said, 30,000 acres isn't enough room to build campgrounds and that I would prefer to encourage private operators outside of the park to invest the money in taking care of the people; that we already had more than enough camping areas inside the park.

Tom Hyde: We went over this boundary proposal, although perhaps not in great detail; but in several trips to Philadelphia, I carried the maps back and forth and felt that we had a general sort of agreement on about where the boundary should go. And here again I proposed the use of such things as scenic easements where I knew in my own mind that we could not acquire land fee simple, - but, again, the necessity for cooperation between the park and private landowners.

Tom Hyde: As far as I know, the master plan is still up in the air; and there have been a couple of teams here since I was superintendent, which points the way, I think, to one of the problems that the Park Service faces. We - every two or three years - develop a new approach to the master-plan idea - which is a good idea, but we bureaucrat it to death, as far as I am concerned. When word got out that I was leaving the park, I had set up a few meetings with people on the island to talk about this boundary thing, trying to convince them, although they might not like the idea, that this was something that had to be done. As I said before, for their protection as well as for the park. One fellow on the island, a boat builder, a well-read, astute gentleman, came to me and said, "You've done a pretty fair job of putting this reasonable proposal together and apparently selling it to the people on

the island. We don't like the idea of your leaving the park and we would like to have some assurance from the Park Service that what you have put together stands some chance of getting somewhere and we would like to form a committee to meet with some of the top people in the Park Service who will back you on this."

Tom Hyde: So, a committee was formed - I think from each of the towns on the island. I relayed these remarks to Lon Garrison, who in turn went to Washington. So, Spud Bill and Lon came here and the three of us met with this committee at a private home one beautiful afternoon. Now, these are people that in 1962 would probably have crucified anybody from the Park Service that dared set foot off the park. We had the maps on the table. We talked about the proposals. Both Lon and Spud tried to give these people some assurance. This would be the way the Park Service would move. And I'll never forget one of the statements. The gentleman who had called for this meeting - a vociferous opponent of most of the things that the park stood for - after the meeting, sitting around and talking and another resident saying to Farnum, "I would never have believed five years ago that you could ever sit down and talk to these people as a rational human being."

Tom Hyde: Well, as I say, I don't know where the boundary proposal stands today. I think John Good said in his priorities - islands, more so than lands on Mount Desert Island itself, and perhaps John had good reason to do that because of the fantastic increase in land value. The escalation of land value in this area - we're sitting right on top of megalopolis and why this interest was only generated in the last three to five years I'll never know. Frankly, Herb, I don't know where the thing stands. As far as I know, no master plan has been drawn for Acadia and I don't know where the boundary proposal is; but I'm afraid in the last three years the Park Service has regressed in Acadia.

Herbert Evison: Importantly in a public relations way, I would guess.

Tom Hyde: Primarily because that's really all it boils down to is public relations. So, it's a lot of fun being able to sit on the outside - and I'm not a sniper - but at least to see something that we had a part in. A very enjoyable part. Someday maybe moving around to fruition.

Herbert Evison: Yeah. Now you were here how long?

Tom Hyde: Two years. Just about two years.

Herbert Evison: I am curious to know how it happened that when you left you went with the Jackson Laboratory. That would seem to be clear out of any former experience of yours unless our sanitary engineering would have some relationship to it.

Tom Hyde: Well of course, unfortunately, we, like many other people, have developed a habit of eating.

Herbert Evison: Yeah.

Tom Hyde: And when I finally decided that it was time to leave the Park Service, we wanted to stay in Bar Harbor and Jackson Laboratory is really the only employer of any size in the area. I talked to Dr. Earl Green, the director of the laboratory, about the possibilities of employment and as he said, "The only job I can see on the horizon is a job in public information and financial development. The laboratory is a private non-profit biomedical research laboratory." And I said, "Well, Dr. Green I know damn little about public information, and I know considerably less about financial development, but since I've pretty well made up my mind what I'm going to do, if you're willing to take a chance on me, I'd love to give it a whirl." And it has been a whole new ball game and I've enjoyed it, but I have not lost, and I hope I never will lose my interest in the National Park Service and perhaps more importantly the National Park System.

Herbert Evison: One thing I wish you would try to do for me if you can and willing to do so. You decided that you just didn't want to work for the National Park Service anymore. I wonder if you could tick off one, two, three, four, or whatever, fundamental reasons why you didn't feel comfortable in the National Park Service anymore.

Tom Hyde: Oh, I don't think it's a question of not feeling comfortable, and I have often wondered why I did what I did. If I had to sit down and put something on paper, I suppose it would go like this. The Park Service was a great family when we joined up in 1955. The Park Service has become, unfortunately, just another federal bureau as far as I'm concerned, for a variety of reasons and size is one. We just don't see the family atmosphere. Maybe this is one of the things you give up in favor of progress, but I sometimes wonder if indeed it is progress.

Tom Hyde: I was concerned for many years about the see-saw between recreation and preservation. I really had serious doubt that the same agency that administered Lake Mead National Recreation Area should administer Yellowstone National Park. The Park System grew in a number of areas. I don't think because an organization can do a fairly good job of running Yellowstone National Park that it should administer the parks in downtown New York City. I guess I'm a small-town boy - a country boy - and always will be, but the proliferation of people in federal government and in the Park Service in regional offices and district offices and Washington offices and all this sort of thing just kind of took the fun out of it for me.

Tom Hyde: I think it was Connie Wirth that said the superintendent of a park was captain of the ship. Unfortunately, I saw too many superintendents who didn't want to assume the responsibility for being captain of the ship. They abrogated their responsibilities, so the decisions were made in the regional offices and in Washington; and as I said before I seldom asked regional

office a question because I didn't want to give 'em a chance to say, no. So, bureaucracy is one side of the coin; I got sick and tired of it.

Tom Hyde: The direction in which we were going. We seemed to be far more interested in dragging more and more people, who cared less and less about their national parks, into the area. The situation with the carriage roads in Acadia was an example in point and I couldn't abide this situation in my own mind, so, rather than be a complete obstructionist, I thought maybe it was better that I get out.

Tom Hyde: I alluded to the philosophy of training everybody to be Director of the Park Service. We trained the living hell out of people. We move 'em around so they have a little bit of everything and not very much of anything anymore. I wanted my boy to have some roots as I did, growing up in the first 17 years of my life in the same house, and this sort of thing.

Tom Hyde: The progression for us was six years in Yellowstone, three years in Teton, 15 months in Bandelier, and we were told we were going to move after we had been in Acadia one year; and I didn't even ask where we were going. I said, "I'm not going." So, I could see a move every 12 months for the next 15 years; and where Norma and I might find it fun and enlightening I didn't want Scott to have to pick up and make new friends every time he turned around. I suppose that's all kind of nebulous and this sort of thing, but if I had any reason for quitting, I suppose you could call those the reasons.

Herbert Evison: Yeah. Well let me tell you as far as I'm concerned, they're not nebulous. They're - they seem to be very seriously thought-out reasons and I'll have to say ones with which I have about 99 and 44/100 percent sympathy. Do you suppose we're at the wind-up point here?

Tom Hyde: Gee, I can't think of anything else nasty to say, Herb. As I told people in the last three and a half years now, I wouldn't give anything for the 13 years I spent in the Park Service. We made some wonderful friends, knew wonderful people, and I felt we were making a significant contribution to our country. By the same token in those three and a half years I haven't had a minute's regret that I left the Park Service and I suppose this is good.

Herbert Evison: Yes. Yes. I would say so. Well—

Tom Hyde: Thanks ever so much, Herb. This had been a lot of fun.

Herbert Evison: Well, I'm the one to say the thanks and I'm immensely obliged to you for being willing to spend your Saturday morning this way; and of course it's been a great pleasure to get this much more acquainted with you and to meet your wife and son. It's been a wonderful Saturday morning as far as I'm concerned.

Tom Hyde: I've enjoyed it, Herb.

[END OF SIDE l OF TAPE #106]

[END OF INTERVIEW]