

Transcription: Grand Canyon Historical Society

Interviewee: Mark Law (ML), Part II

Interviewer: Tom Martin (TM)

Subject: Recounting ranger duties at Glen Canyon and river ranger duties at Grand Canyon

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Keys: River Ranger, River Patrol

TM: Good morning. This is the 3rd of May, 2015. We are in Page, Arizona at the home of Mark Law and this is Part II of the interview with Mark Law. My name is Tom Martin. This is a part of the Grand Canyon Historical Society Oral History Program. So, Mark and I yesterday, we were talking about the fact that Dick Marks had given you an almost unrealistic call from his office there on the South Rim to you at Phantom Ranch saying, "Be in my office in an hour and a half." You ran up the trail, up South Kaibab, getting into your A-1s and ran over to the office. Dick was there with the head of...

ML: The Chief Ranger Ken Miller.

TM: Chief Ranger, Ken Miller. Okay, and so let's pick this thread up again there.

ML: Well, in retrospect as we're just sitting here talking about this... At the time it seemed very unrealistic, but you know, when somebody jerks your chain, you run and you do that. In retrospect, as I look back at this, I guess I should have focused in on, "Well this is really an unrealistic assignment they gave me—just to get to his office." Then once I got into his office it became almost even more unrealistic because they kind of laid out what they wanted me to do for them. I already told you that one of the first things they said was they weren't hiring me to put rangers in motor rigs on the river. But the next sentence that followed was, "We want you to get some motor rigs and put rangers on the river." That's interesting given the culture at the time. I think what Dick was doing... You know everybody answers to a higher power. I'm sure the National Leadership Council of the Park Service was weighing in on this. I can't remember who the Regional Director was at the time. It was either Lorraine Mincemeyer or John Cook. I suspect that following the demise of the 1978 River Management Plan and the '80 Plan and then the preparatory work for the new 1988 River Management Plan, I think there was some direction being given, and of course I don't have any names or know where it's coming from, but they said, "We need to get into the mainstream flow here. If motorboats are going to be a part of the river and we're supposed to be monitoring and evaluating those companies, but we can only go 14 or 15 miles in a day and they're going 60 miles in a day, we need to catch up with them." I think, at least, that was the flavor of that meeting with Ken and Dick. It was 'We need to be able to keep up with these guys'. So there was assignment number 1. I had some questions at the time because the whole river patrol which consisted of Kim Johnson and Kim Crumbo and I think Sam had just left. There were some people that I never really got to know very well. Becca Lawton was a river ranger—rowed boats. Julie Jackson was kind of a river ranger cook-in-training. She rowed boats down there. But they were all very much just oar-powered 'this is what we're going to do' kind of people. I remember asking in this meeting the question, "Well is the staff going to go along with this?" I remember Ken Miller, who had kind of a funny sense of humor, Ken just kind of chortled and he went, "No. You'll probably be getting a new staff." That, you know, set me on alert. I thought at the time, "Oh jeez, they're turning me into kind of a hatchet man here." They were really good at it, if that's what they actually did, because I never had

to deal with any of the employees. In the course of just six months they reassigned some of those employees. Some of those employees got married and left. Some of those employees went to other parks and a couple of them just resigned and went to work in the private sector in the adventure travel business.

Whenever I was temporarily assigned into that position to when I got that position permanently, there was this major change in how that River Patrol work unit looked. I remember being pretty panicked because it looked like I wasn't going to have any staff. And I was not a member of the river community. I just couldn't call somebody up and say, "Hey, you want to come to work for me and run a motorboat down the river?" I didn't know anybody. I'm sure there were people out there that would've said, "Jeez, I don't know if I want to work for you, but I'll come and run a boat for you." But in the course of about six months, I located a person who, in order to get his government status, because he had tried to become a park ranger, couldn't get a permanent job with the National Park Service...he had what I refer to as 'did a bailout' and went to the Border Patrol to get his status. He had come out of the Border Patrol school and six months into your Border Patrol career, they sit you down and give you a Spanish fluency test and it's either a pass/fail. If you fail then they give you notice that you're not going to be there much longer. I don't know how far down that path this individual actually went. His name is Mark O'Neill.

TM: Ray O'Neill's brother?

ML: No. Mark O'Neill is Kim Crumbo's half-brother. A big, tall, redheaded guy. Been rowing boats as long as Kim had been rowing boats. I think he's two or three years younger than Kim. I heard about Mark and I knew that Mark had these river skills and I also knew he was trying to get a permanent park ranger job. So through some sort of manipulation of the government Human Resource rules we brought him on board. There had been some other characters, if you will, that knew how to operate boats, but weren't actually park rangers. I can't remember the sequence that these people were hired, but it was kind of an experiment for me. The experiment was: can I take somebody out of the river community—a river guide—and turn them into a park ranger? And, can I take park rangers and turn them into somebody that knows how to row a boat? To tell you the truth, both of those experiments failed miserably because a lot of the people coming out of the guides community didn't want to do the kind of work that the ranger patrol was being assigned to do. There were some really clear signals that had come out of the meeting with Dick and Ken and almost constantly from Ken and my supervisor, Butch Wilson. They were looking for kind of an even application of law enforcement down there. They knew that the private boaters weren't the only people that were pouring bacon grease in the sand. They had a vision for how they wanted that collective river community to behave and operate down on the river.

We'll get to this a little later on, but in that first meeting Dick talked a lot about how concerned he was about the about the abuse and use of illegal drugs and drugs on the river. How he was really very unhappy with the use of alcohol by river guides while they were working. I can tell you they were very concerned about the liability of this stuff. If there was a catastrophic accident and the river guide operating a boat should prove to be intoxicated or under the influence, they knew that the Park Service would become the deep pocket for any subsequent law suits. They were very concerned about that. They kind of laid this plan out. They were just getting into the development of the 1988 River Management Plan. They had this concept where the commercial operating requirements that listed rules for commercial operators was going to be a part of that plan. They really wanted to strengthen that and bolster that which is... Basically, the part of that plan development that I was tasked with had a lot to do with strengthening those rules about commercial operations. Whatever we required the

commercial boaters to do, that basically became a standard for private boaters. If we told the commercials, "No you can't have fires on the beach," then it just stood to reason that private boaters wouldn't have fires on the beach, too. That's just kind of a gross exaggerated example of how we dealt with that.

Anyway, back to my initial meeting with Dick and Ken. That meeting lasted about an hour. That's a lot of time to spend with any Park Superintendent. Not that I don't love them all, but that's just too much time with people that are normally 'command and control' kind of managers. Anyway, when I left that meeting... Normally there's some lag time between when you're operative position and to when you actually move in there and I started the next day. My Phantom job was over with. I was here. For a few months I just sat there. Kim and Kim and the rest of that work unit were basically being dissolved and I didn't have anything to do with that. I remember Kim came to me one day and he said, "Well it looks like I'm being reassigned." It was a major surprise to me. I said, "Where are you going?" "Well they're going to move me over to resources." I remember we had a talk about that. "What are you going to do?" He said, "Well I'm going to be involved in this and I'm going to be involved in rehabilitation projects," and blah, blah, blah. I thought well that's going to be good, the Park needs that. Later on it became a... Kind of the focus of Kim's job was planning all these river restoration projects.

TM: So Mark, I've got a question. I talked to Warren Hill about his time in the Park Service from '68 to '71-ish. The Superintendent at the time, for a few years there, was Mark Lovgren, Bob Lovgren, I'm sorry. One of the things Lovgren did, according to Hill, was reorganize the Park. I'm hearing from you, basically, Dick Marks reorganizes the River Unit. So I'm learning...sounds like when there's trouble in a unit the top brass basically...one of their tools to deal with it is to reorganize.

ML: Mm hmm. I'd say that's pretty fair assessment. I don't know what true motivations were going on there and what direction Dick was getting. Well, I assume that Ken was getting directions from Dick that you've got to do something about this, I want to see this changed. Not that there was a whole lot of conscious designing and changing of how that work unit was going to operate. I was just a regular law enforcement ranger patrol guy. I'd worked back country patrols and I'd worked front country patrols. I've done both patrols. That's basically the sum total of intelligence that went into this new work unit. What are we going to do? Well, we're going to patrol. We're going to look and when we see that somebody's violating the law, we'll write them a ticket. When we see that somebody needs to be shown how to do something correctly, we'll show them how to do it. Of course I didn't have a wealth of knowledge of what we were even supposed to do, but people like Mark O'Neill very much did.

We hired a seasonal guy that first year that Mark was the River Patrol Supervisor. His name was Bob Morris. He had a nickname, Goldie. Goldie had worked for the old Grand Canyon Expeditions Company prior to when Mike Denoyer bought it from Ron Smith. Goldie was, maybe, one of the few river guides that successfully made this conversion to park ranger. He's probably retired now, but I know he went to work in a couple of parks in Oregon where he got his permanent status, not with us but in another park, and he worked in the Park Service. I'm not a social medial guy and I don't make a lot of phone calls. How many times have I called you, Tom? None. Not particularly outreaching and social, so I don't really know what happened to Goldie. O'Neill was so solid on understanding how that river community worked and what his position was. He'd just gone through, whatever it was, 20 weeks of border patrol training so he had a slightly different perspective on how the world got managed than he had before when he was just a member of the river guides community. Bob Morris came in and he very quickly made this transition of understanding, "Oh, all that stuff these guys have been telling me I have to do on my river trips, now I'm

the guy responsible for making sure these guys are doing what they're supposed to be doing." He became a really solid player there.

I've got to look at my player roster here. Somewhere in that first year or so that I was in that job, there were still some river trips going on. There had been a guy from Grand Junction, Colorado who had volunteered and worked on... There was a lot of archeological exploration trips going on at the time. He had worked on a couple of those trips. He might have worked on one of Crumbo's revegetation trips and his name was Dave Desrosiers. When we came, we needed more people for the work unit. I forget who said, "You know, you need to talk to this Desrosiers guy. He's really a solid boatman and he seems to be pretty squared away." So I called him up and talked to him a little bit. I asked him if he'd like to come to work for us as a seasonal park ranger. That was like throwing a duck in water. It was like, "You're going to pay me to row a boat or motor a boat?" He didn't care. "But you're going to pay me to run boats up and down the Colorado River?" "Yeah. That's basically your job." "Well, yeah, let me think about it. Okay!" So Dave came on board.

TM: So a couple questions. That was probably 1988 then?

ML: That would have been '88, '89. Everything is so blurred in there.

TM: And the other question I've got is: you are in charge of a river patrol unit and you have no motor boats. How did you re-motorize what had been motored in the 60s to start and de-motored in the mid to late 70s?

ML: Well the Park didn't own anything that looked like an inflatable boat or any kind of frame or any kind of engine and that was part of the assignment. I went to a guy... Once again, I didn't know a lot of people but I'd say, "Who do I talk to about having a boat made?" Well you need to go talk to this guy. His name's Bruce Helene in Flagstaff and I forget what the name of Bruce's business is.

TM: PRO.

ML: PRO. But it was before PRO. I tracked this guy down. I remember I walked into this old warehouse he had and here was a National Park Service dory boat cut in half and mounted on the wall. I looked at it and I said, "Where did you get that?" He goes, "Well, that's the half that we salvaged," he said, "the other half was demolished." I said, "That's really interesting." He goes, "Well is that the kind of boat you want?" I said, "No. We've got to back up here. We're changing our direction. This is what I want." I described to him basically a river snout boat, two inflatable tubes with a lightweight aluminum frame and a front cargo area that would drop down when you got to the beach—kind of like a landing craft—and big enough fuel tanks that you could be down there for weeks at a time and not be worried about fuel and that sort of stuff.

Bruce went to work on that. He had made some similar boats before. And we had a budget. I told him we had x amount of money for the frame and x amount of money for this. In the meantime I was out buying up military surplus snout tubes and stuff. Those were hard to find. I found a warehouse full of them in Las Vegas and managed to salvage five or six good ones out of that...rubberized nylon. I've learned enough to know that cotton boats probably weren't going to make it.

Anyway, Bruce built this beautiful boat for us. I remember its little maiden voyage. There were a few problems with it. A couple of the aluminum frame welds broke and we had to go back and have those redesigned. Over the course of about six months we really fine-tuned that boat. One of the first things

we did was put a four-cycle Honda outboard engine on there which of course everybody squawked about because they were so frickin heavy, but they were quiet and they didn't smell. So we got involved in that really early on I guess. From '88, '89...by '90 we had three complete motorized snout rigs as well as...trying to think of the guy's name that ran the Canyon Inflatables business. Remember him? We're old. Anyway, it'll come to me when I'm not thinking about it.

TM: He was contracting. He was doing a bunch of contract work.

ML: He had been an OAR's and dories boat man. He started...basically what he did was buy an Italian Domar inflatable, disassemble it, and cut out all his patterns. He started a little sweat shop and he started cranking these boats out. We bought five or six custom made, white Canyon Inflatables rafts. They even came with the National Park Service embossed on the fronts of them because the intention was not to get out of the oar-powered business because we wanted our rangers to have the same skills that everybody else would have that was on the river. We saw a need for oar-powered boats, particularly in that time of the year when you really weren't supposed to be running motors down there. Even though, from the arrogant point of view of government, there are rules so we can break them when we want to. For the most part we did not run motor rigs during that non-motor season. We did a lot of trips. Of course we did all the support for the archaeologists and the resource managers. Anybody that had any kind of work to be done down there, we were the conveyance if you will. That's how they got there.

It was a few years later when Rob Arnberger was Superintendent that Rob, in a public meeting, made a declaration that Grand Canyon only had one navy and that was the River District navy and everybody had to work with the navy. Because what was happening then, a little later, was anybody that got a grant or something to do some kind of research, they ran out and tried to buy their own boats to run their own...to have their own navies. Rob said, "No, I want this all controlled from one spot." But that's leaping way ahead.

TM: So, Mark, a couple questions. The new boat that Bruce built...did it have a name?

ML: No. It probably had a number.

TM: Okay. Just because it was the Monitor and the Merrimac, if you remember those boat names from the 70s. There was Big Bertha which was the Park's first S-rig. Okay. Just checking on that. The other things is, do you...?

ML: I'm not very sentimental. We didn't break a champagne bottle over the bow or anything.

TM: Which they did, I think, for the dories. Do you have any photos of these boats as they were being built or when they were delivered? Do you have any pictures of those boats at all?

ML: Maybe. Actually yesterday when I was showing you my man cave, you remarked about a photo that hangs on the wall there and you wanted to know who that person wearing a Park Ranger uniform was. It was Doug Deutschlander.

TM: Doug Deutschlander who I remembered seeing on the river.

ML: That wasn't the first boat we had built. That was the second boat we had, which I think was a much better boat than the first boat.

TM: Okay, so the last question I've got is...so there's some photographs out there, I'd like to see those. Scan them in, whatever, make that happen. Boats didn't have names. Your charge basically by Marks and Ken Miller was to clean up the river because you'd been knocking the heads of the do-it-yourself river runners and that was well-documented. There was really nothing happening...

ML: Somebody was doing that. It wasn't me.

TM: Well "you" being the Park Service. It wasn't you, Mark. And there really wasn't much happening with the commercial world. They were just doing their stuff and nobody was holding them accountable for the bacon grease on the beach or not wearing their life jackets or whatever. Did you start doing that and was there push back? Did the new consolidated river unit that was going to introduce motors as well as oars on the water and have a new vision of enforcement...was there push back on that? How'd that go?

ML: You know we were kind of inventing this as we went along. The previous river patrol unit, they had done these concessions evaluations. If you're a park concessioner you're required to have x amount of evaluations a year. They're normally done by a highly skilled and trained staff of concessions managers that have gone to specialized training to do that. It was always very intriguing to me and puzzling. But at the time, most of Grand Canyon's concessions managers were middle aged folks—men and women with families—that had no interest at all in spending a week or two floating down the Colorado River. To me that sounds like pretty good duty, but they didn't want to do that. They had previously tasked the River Patrol to do those evaluations. Not a whole lot of training, I think, went into that. Not a whole lot of emphasis on *this is a serious program and we want this program to work and in order to make this program work, we have to enforce these rules*. Even when I was there, we would have little training sessions for our ranger staff—the patrol staff—and everybody would understand the rules say this. This acceptable; this is not acceptable; this is not acceptable but it doesn't rise to a degree where really any action has to take place other than you should make a note that you saw somebody using soap in a side stream or something. That kind of thing. Then there were events when there were citable type of offenses. Some of those citable types of offenses would be possession of drugs, use of drugs. Initially the patrol would just write a citation. Like everybody on the South Rim would get a citation if they had a bag of marijuana sitting on the dashboard of their car. We'd write them a ticket and they'd have to show up in Magistrate's Court and either pay their fine. It didn't take long until we started to get a lot of pushback about that.

When I went into that river job, it was about within in the first year of time, Mark O'Neill, myself, Goldie, and Doug...we were down there in our little snout boats and one evening we were running pretty late, but we wanted to get down below Tiger Wash and MNA, Silver Grotto, find of place. I mean it's almost dark and we're coming right out into that big eddy there near Silver Grotto. And oh shit, there's a dory trip there. I was with O'Neill and he just turned the engine off. Deutschlander was running the boat behind us and he turned his engine off. These were quiet engines. We just drifted in there. I know the names of all the boatmen involved. Didn't really care about the passengers there, but all the boatmen were sitting in one boat and they were smoking a bong. I remember O'Neill leaned over and he goes, "Oh shit." I said, "Yeah, don't say anything. Let's just drift in there and see what they do." We probably got within 20 yards before somebody went, "Oh shit! It's the rangers!" It was just ass over tea kettle, bong in the water and everybody fleeing. The trip leader who was in that boat just happened to be the only former president of the Guides Association. You can figure that out.

TM: So this might be Kenton Grua?

ML: It might be. Anyway you know, we just floated right up there and I remember Kenton goes, “Oh shoot, Mark. You really took us by surprise.” I think my response was, “Yeah, we can see that.” Kenton, who was pretty pragmatic and understood the situation, he goes, “What’s going to happen now?” I said, “Nothing”, I said, “but you shouldn’t be doing that in front of your paid customers. You shouldn’t be doing that at all.” But I said, “We will notify your company.” And he was like, “Oh.”

And that was a little change in the way that this developing law enforcement river patrol started doing our business. I knew that I couldn’t walk in and hand all these river guides tickets. I remember Mark O’Neill and I had a long discussion about oh jeez what are we going to do now? When we got back I went and saw the concessions managers and we drafted this nice little basically ‘cease and desist’ kind of notice saying this is not acceptable. This is kind of tagged onto that commercial operating requirement part of 1988. The drug and alcohol policy wasn’t developed until after that ‘88 thing was actually adopted. After that little deal with the dories, I went and sat down with the concessions managers, Bruce Wadlington was the chief, and over the course of about a month we drafted this ‘no drugs and alcohol, it’s a government workplace, a drug-free workplace’ policy and put that into place. That little event with the dories below Silver Grotto was what really pushed that into the mainstream.

TM: Were you that tactful with...

ML: Probably not.

TM: ...any do-it-yourself trips? Would they have received similar tact?

ML: No, because with do-it-yourself trips... If we had come on to a trip like that and everybody was obviously pretty high and sitting there and everything in plain sight, we probably would have written them a ticket right then. Because there’s no follow up recourse with private boaters. It’s a one-time shot. Theoretically you won’t see them for 25 more years. But with the commercial operators, where those guys are down there every ten days, you had to deal with it in a little more different way. The way that the Park decided we were going to deal with these is, on those kinds of violations—which are basically social crimes—doesn’t matter where it takes place, but society has said you’re not allowed to do that.

Going to tell you another little story here in a minute. But we took that to the place where we thought we had the most influence and that was with the concessions management report. Because those company owners who knew that their permits were kind of dependent on getting good evaluations, they didn’t want a whole series of reports about illegal contact during their trips on the river. There was a lot of influence that we could apply by that. We had annual concessions meetings. I think they still have those, where all the concessioners come together. I remember the first couple ones of those that I attended. Half the concessioners didn’t like me at all. Probably more like 90% of the concessioners didn’t like me at all because they had received these nastygrams through me, through Wadlington to them saying, “Hey, you’ve got to change this behavior.” I think that was pretty effective in getting some stuff accomplished down there. I think we saw much better health standards develop down there. Although the Norovirus outbreaks seemed to happen more towards the end of the 90s. Just simple things like making sure people were doing their dishes correctly and heating the water correctly and that sort of thing. I don’t remember any big food poisoning outbreaks and that sort of thing. Those things all came later for whatever reason it might be.

TM: The story you were remembering?

ML: I probably forgot it.

TM: Okay. So, the first four-stroke came in in the late 80s. And Arnberger was big to push the concessionaires, the motorized concessionaires into that.

ML: Well, Dick was the Superintendent up until '84.

TM: Marks?

ML: Yeah.

TM: No, hang on because... '94.

ML: No. Let me get this right. '87, '88, '89. I think Dick left near the end of '89 or '90. Sorry. It just all looks the same. I'm looking back a long ways.

TM: So the first four-strokes had come in under Marks. You guys were using them.

ML: There was some sort...we got the first two Honda four-strokes, and I'm sure you can go to property records and find out that it's actually a year later or something, but we heard... I found one of these things in the Federal register that made it look like two-cycle engines were going out. Somehow I talked to somebody who talked to somebody who got me in contact with somebody and we got some early release Honda 25-horsepower engines. They weighed about 40 lbs. heavier than the Evinrude two-cycles. We ran those for at least a year before they were available. I don't how they ended up on the government schedule, but we got those. I remember I had to take those boat frames that Helene had built back to him and he had to reengineer and rebuild the motor transoms back there so they would handle that extra weight. Also, you couldn't find props for them so, you know, somebody'd ding the prop I had to fire them. It's was just terrible. We used to buy props by the case.

TM: So then through the 90s, you've hired the first player in what will end up in 18 years in the future being a pretty bad black eye for the Park, certainly for this current Superintendent—as during the centennial of the Park Service this massive incrimination of sexual harassment is happening on the River Unit. Supervisor dissolves the River Unit. What did you see in the 1990s that might have been the first puffs of clouds on the sky that was going to make such a wicked monsoon?

ML: Of course I didn't know where it was going to go at the time, but it didn't take very many river trips to see that this is kind of an odd world down here. We had this counter-culture river community world applied there that had a little bit different sexual standard than maybe middle class normal park rangers living in a subdivision would have. The first time I can remember this actually coming to my attention was...it would have been near the end of my first year in there. We're doing river support for some special projects. I don't know whether it was archaeology or geology—whatever we were doing down there. Prior to that trip, because once again another little assignment of mine was Dick and Ken didn't like the fact that on Park Service sanctioned trips there were as many volunteers as there were paid employees. They were concerned that this was...these trips were almost just a social event, maybe not so much a work event. When I started running that River Patrol operation, in order to get on a river trip you had to ask for permission to go. That first year in the fall...

TM: Sorry. Permission from who?

ML: From me. We designed these little boats that would carry two people very nicely. Three people, four people those little snout boats get pretty crowded because of the kind of tools and other stuff we're carrying on the boat.

TM: So let's back up a minute because you just reminded me of something that was happening in the 70s. That the rangers at the time seemed very proud of, which was they would offer to take people from maintenance and admin and certainly science center, fee collection, "Hey, we're doing a patrol trip. Come on with us and you can hike out at Phantom or even Tanner." Some weird hike outs it sounded like. This is going on in the 70s.

ML: They were still doing that in the 80s. My wife Barbara went on one of those trips at the end of March/April where she froze to death because nobody had told her that it was going to be freezing down there.

TM: So that was still happening in the 80s which was, 'hey, you work at this Park. You have the chance to join a patrol trip'. Did you continue that then in...?

ML: We did in a way. This is working up to a little story that will fall into place concerning this recent debacle thing that has happened. What Ken and Dick led me to believe was they wanted to control that because they were thinking that it was kind of out of control. Inviting a Park Service employee on your trip was an okay thing, but inviting volunteers from all over the country to go on these trips...they saw that that had developed a totally different social aspect to these trips than the concept of work.

TM: Who had started that? Bringing in not just GRCA/National Park Service Grand Canyon employees? Who started bringing in the volunteers?

ML: I think the Park Service itself. Not to point fingers at work units and say that was bad, but the River District or Subdistrict or whatever we were at the time was the navy. So when people wanted to do trips they scheduled the trip with us and then they would recruit the subject matter experts, if you will, to come on these trips to help them do the work. We're talking archaeology; we're talking plants and vegetation. Anything...we're talking air quality. Anything where somebody could justify doing a trip on the Colorado River. They would just petition us to schedule a trip for them. Then they would recruit their help.

TM: So when did that happen? I was thinking it was Arnberger's navy. Now it sounds like it was Dick Marks' navy. When did it come to the point where somebody in Park Service realized, you know, Archaeology wants their own boats and their own boat people and Maintenance wants their own boats and boat people? We've got river rangers out there with their own boats and boat people. How do we say we're going to centralize all this and run it through the River Unit?

ML: We had one navy when Dick was there. Then we had Superintendent Jack Davis and Boyd Evison and Bob...what's his name?

TM: Chandler.

ML: Chandler.

TM: So run that past me again. It was Marks, then it was...

ML: Jack Davis and Boyd Evison and Chandler.

TM: In quick succession?

ML: Yeah. They all came out of the Washington office. Jack had been the Operations Chief for the National Park Service. Nobody wants to retire out of the Washington office. That's like a blemish on your National Park Service career. They all want to retire as superintendents. You can look at that superintendency at the Grand Canyon, and with a few exceptions, they're all coming out of the Washington office two to three years before they're hanging it up. That's just the culture of the Park Service.

TM: The question is about the navy and consolidation.

ML: With Dick we had one navy and nobody was trying to run their own trips or buying their trips or anything.

TM: Was there one navy under Stitt? I mean who...when did that concept sort of come in?

ML: There was just one navy. Sometime after Dick and after Jack and after Boyd, there were two things that started to develop. I believe Peter Rowlands was the Chief of Resource Management at the Park. Peter had some good folks on his staff—people that thought that they didn't need River Patrol support for their river trips. They started to either get donated boats and boatmen to come and row those trips for them. At one time, they submitted in their annual budget request they were buying boats. Arnberger was the Superintendent at that time and Rob said, "No. We're not going to do that." Their argument was, "Well, we don't want to go with the River Patrol. Those guys have a different agenda than we have." Rob basically said, "Too bad. We're having one navy and the navy is over here. The River District is going to be in control of the navy. You have to work with these guys."

If he hadn't done that, I think what we would've seen was there would have been a really gross duplication of equipment. Instead of having one warehouse where we house all the boats, we would have had two or three warehouses or storage areas because people would have had to store their equipment someplace else. It's a very convoluted evolutionary process. What I think is interesting is what I saw Rob do with his one navy declaration was basically what Dick had done, too. Dick had said, "Okay, my navy seems to be turning into a tour business. I want my navy to be a navy." And then Rob said, "Oh, I see everybody developing their own little navies here and I don't want that. I want my navy to be this entity." So they basically saw the same thing and came to the same conclusion.

TM: As an outsider that makes sense to me. Basically you've got limited budget and so without everybody having their own boat and their own boatmen. Where are we going to put this stuff? It makes sense to have one Division that deals with that. So what were the benefits of that and what were the not-so-good things about that?

ML: Well I guess if... Since I was the admiral of the navy, which Rob called me the admiral once, from my point of view that was good. I've still got my boats. I've still got my crew and we're doing river trips so that's a good thing. If I was outside that camp and let's say I was over in Resource Management or something and wanted to have the flexibility and adaptability to run my trips the way I wanted to run my trips, then I would see that that would be kind of detrimental. Once Rob had made his statement 'this is the way the world is going to be', everybody saw 'okay, we're going to just continue doing what we're doing.'

TM: So you had these volunteers coming in and that kind of got—it sounds like—maybe cleaned up or...

ML: Before we launched any River Patrol trip, I would go and talk to my boss, Butch Wilson, who was the Canyon District Ranger. The river job was a subdistrict ranger job at the time. Butch would basically say, "Who's going on the trip?" He'd look at the list of participants and every once in a while Butch would go, "Who's that guy? What is he doing on that trip?" "I don't know. That was just a list that was submitted to me." For patrol trips, the patrol trips were being run as very much small, very intimate little trips. I don't know how many trips I did with Mark O'Neill where we were the only people on the trip. Doug Deutschlander and I must've done 25 patrol trips just the two of us. One of Butch Wilson's pieces of input was he had been the District Ranger with the previous River Patrol unit. Their food bills were astronomical. Butch was very much concerned about his district which was a huge district. It's the whole inner part of the Canyon. He never had any money to do anything so he started focusing on *where's my money going?* He looked at the food purchase policies and procedures and he determined that they were really excessive. He took offense to frozen lobsters. He took offense to the filet mignons. I'm saying this a little bit facetiously because Butch would eat a filet mignon just like the rest of us. But Butch reached in and said, "No more of this." At the time, the government's back country per diem rate—what the government paid you when you were away from your quarters and in the back country—was \$15 a day. Butch put me on a budget that was: here's how much money you get for this trip that's going to have x amount of people on it. You could easily figure out how much money you were going to buy. I remember this didn't go over really well with my patrol guys because they liked those filet mignons and so did I. The alternative was, and this was broached to the river rangers, was you're going to be held to \$15/day or you bring your own food. There was just one or two trips where guys decided I'm bringing my own food and that didn't work. They saw immediately that that didn't work.

TM: So it occurred to me that the guy making the Canyon Inflatables was Mike Walker.

ML: That is who it is. Yes.

TM: And then about that time, '87, '88, '89ish...1990. By 1990 the second navy arrived. The second navy, if you will, was going to be Glen Canyon Environmentalist Studies, David Wegner's US Bureau of Reclamation shop working on the rewinding environmental impact statement for Glen Canyon down.

ML: I spent a lot of time with David.

TM: Which threw a ton of non-National Park Service river trips on the water studying science. I mean it was 12 months a year studying all kinds of everything that moved. The outcome of that would be the Grand Canyon Monitoring and Research Center run by the United States Geological Survey. One of the superintendents not too long ago, a man named Steve Martin, basically had a tug-of-war with the USGS to capture and centralize the navy again. He lost that. Now there's still two navies down there, the USGS navy and the Park Service navy. Did you see that coming? With GCEIS and the Glen Canyon environmental impact study team/group out of Flagstaff and just trip after trip, boats after boats...how did that play into your world?

ML: The universe is going to expand here if we go this direction.

TM: To make a note of it...just put it on the timeline.

ML: One of the first people I met when I went to work at Lees Ferry years before was Steven Carruthers. I really liked Steve and at the time he seemed to like me. We got along really well. I remember Steve making a comment that kind of was in the back of my mind every time somebody told me that there was going to be some research trip and that was Steve said, "I can get anybody to give me any amount of money at any time. All I've got to do is say 'it's science'." So I have kind of a cynical sarcastic view of a lot of stuff that went on down there...

TM: In the name of science.

ML: The science was good. I rode on a lot of those GCES trips. I don't know how many frickin' nights and days I camped at the mouth of the Little Colorado River. I don't know how many humpback chub I counted and stabbed tags into. That was real science. But once again, nothing unseemly or unprofessional ever happened during work. The issue that we're kind of talking about, that's all kind of after work time. There were a lot of things going on during those environmental studies after hours wouldn't pass the light of day if somebody had been closely monitoring what was going on down there.

Here's a little story. I got some reports from a bunch of private boaters—six or seven different trips. They all came into Phantom Ranch. For some reason I was there. They were all pissed off because they had been near the mouth of the Little Colorado River and they had all been disturbed by the continual fireworks and partying that went on at the research camp. I gathered up as much information as I could. Some of these private boater sleuths, they had gone into the camp. They knew who these guys were. They knew their names and they told me the name of this one person. As soon as I heard the name I just went "well, of course". The name was Brian Dierker.

TM: Well, of course!

ML: As luck would have it, I just happened to be waiting on the boat beach when Brian came down the river. I talked to Brian about that and he said, "It was me, Mark and I did this." He confessed to all these sins. I wrote him a ticket and he went to court for the use of fireworks. He got suspended. He wasn't allowed to go on the river for two months or something, which was a significant thing.

I throw that out there not to ding Brian. I actually think he's a pretty funny character. The very thing that the River Patrol was created by Dick and Ken Miller with me to prevent, was going on with this developing other navy that we literally had no control over. When it really fragmented and became two official different navies which you were talking about, that was after my time and I'd kind of lost interest in that because that is one of these cases where as long as you keep throwing money at it, there's going to be science to be made. That's what I'm a little cynical about it. A lot of money could be used in other places I think. It can all be used for the protection of the river. I don't know how much science we really need. Just my personal feeling.

TM: So now Desrosiers is working for the shop. Deutschlander's working for the shop.

ML: Bob Morris is working.

TM: Bob Morris. You're working for the shop and this is now into 1990, 1991.

ML: Somewhere in there.

TM: And Arnberger shows up.

ML: No. Well, no. Jack shows up. Jack Davis.

TM: Okay. This is after Marks. Got it.

ML: I think Jack was only there for maybe a year at the most. I remember...

TM: Same with Evison and same with Chandler.

ML: I took every one of those three Superintendents to a guides training seminar. I was like the chauffeur/driver. I'd go up and do a little spiel. They would get up and do the superintendent thing and we would hang around for a day and then we'd leave.

Somewhere between 1989 and 1990, there was a shot fired across the bow of our River Patrol Program. That shot was in the form of an EO complaint filed by a female employee of the Park. If you want her name, I'll give you her name.

TM: Sure.

ML: Her name is Greer Cheshire. I'm sure you know Greer Cheshire.

TM: Yeah.

ML: Greer and I have an interesting past. I kind of like her. She's pretty smart. She was the girlfriend of a guy I worked for at Lees Ferry named John Dick. He was my supervisor the second winter that I worked there. John and I didn't get along and I resigned rather than work for John. So keep that in the back of your mind.

Well Greer shows up at the Park and she's working for the Division of Interpretation. I think every patrol trip would have one or two Park employees—not part of our work unit—assigned to us. Some of those employees were tremendous assets to our trips and some of those employees assigned to go on those trips had never spent a night out.

TM: So let's back up a minute. It sounds like the continuation of 'we're doing patrol trips, we're going to bring people in from maintenance and admin and fees, and put them on the river and take them through'. But at this point now, people were being sent. It wasn't a call out 'who wants to go'. It was a 'you've got to go' and the people showing up didn't necessarily want to be there? Or did they want to be there, they just didn't know? They'd never camped out before and they wanted to go on the river.

ML: The answer to that is both.

TM: Okay.

ML: Some of the people were assigned because it was supposed to be an orientation for them. For instance, if you were an interpretive ranger, new in the Park and you were working at Phantom Ranch it was really important that you know something about the Colorado River. So the obvious way to get really some intimate knowledge about that is to float on a patrol trip.

The complaint that rolled in was directed directly at me and said that I discriminated against female employees of the Park Service by not selecting or allowing them to participate on river trips. Which...

The complaint obviously goes to the Regional Director. It comes back to the Superintendent and I believe Jack Davis was the Superintendent. Jack called Ken and I into the office. He goes, "What's this all about?" I was just flabbergasted. "I have no idea what that's about. It seems like we're taking these people all the time." Jack said, which is one of the reasons I really like Jack, he's a very pragmatic, practical guy, "Well, we'll go look at your records and find out who you've taken down there." So lo and behold I went. I did this tally of all of these Park Service people that had been assigned or selected to go on these trips. I divided them into sexes—male and female. As it turns out it was right around 60% of all the employees that we had taken on patrol trips were female employees. So that was the end of that EO complaint which was only specific to 'this isn't right, too many guys go on those trips and not enough girls'. And that was the end of that complaint. It was dropped. They found that it had no merit. We basically... From that point forward, I became even more critical on the inspection of these people that were being selected or sent to go on these river trips.

TM: But your employee pool of people with hands-on-throttles driving patrol boats was 100% male.

ML: They were.

TM: Got it. But that wasn't part of the complaint.

ML: No. It had nothing to do with the work unit. It had to do with this perception that we discriminated against females and took more males on the trip.

TM: It wasn't a perception that the females on the trip were being targeted, sexually harassed. Which is a completely different claim.

ML: Yeah. It was an EO complaint. It wasn't a sexual harassment complaint. It was merely a numbers game complaint. You need to equalize this so the numbers are 50%. And of course, my immediate knee-jerk reaction was to adjust that ratio.

TM: To 50/50 which is even less women.

ML: Yeah, but Jack stepped in and said, "Knock that shit off. Don't do that." So we just continued that and it worked pretty good.

Now, right about this time... and I've kind of bounced into this and gotten deflected on two occasions during this talk so far. It had to do with these fall trips where we're being the support service for other Park entities that are doing research or some sort of work down on the river. These people are being selected to go on those trips to offer specific service to those trips. I believe the fall of 1990 I got the proposed list of people going on this trip. There were a bunch of names on there that I didn't really recognize and they hadn't been identified as to whatever their task was. I asked O'Neill and Desrosiers, "You guys know these guys? Who are these?" I remember very distinctly Dave Desrosiers saying, "That woman is essential to the trip." "Who's she?" "She's an archaeologist and she works on the San Juan resource area out of Bluff." "Okay. Is she essential to the trip?" "Yeah. She's essential." I called Jan Balsom who was the trip coordinator for that—the work leader if you will. Jan said, "Yeah. She needs to be on that trip. It's really essential that she come on the trip." It turns out that that was Dave's soon to be girlfriend. Am I getting too much into the detail here?

TM: No.

ML: I was not on that trip, didn't participate in that trip, but at the end of that trip Dave and Tamara, his wife, I don't know if they're still married, probably not after that other debacle. I don't know what went on on that trip, but I know that that was a conscious effort on the part of Dave to get that woman on that river trip. At the end of that river trip, they were romantically involved. She subsequently participated in two or three other trips always under this guise that she's the archaeologist and she's coming on this trip to provide this service which she did. I can't argue with that, but I'm laying that little story out because that is kind of foundational, I think, for everything that seems to have flowed after that. I think Dave and Tamara got married maybe a year after that. I didn't see anything on Dave's part to recruit any other companionship up until when I left. Although...I'll share this little story with you too...I did see some indications that there was stuff going on on trips that I wasn't on that probably wouldn't have happened if I had I been on those trips.

Following one of these fall trips, everybody's back in the boat warehouse putting gear away and preparing gear and doing stuff. This was at a time O'Neill had left. He became the Chief Ranger at Nezperce in Idaho. I hired a guy named Jim Traub. He had been a Kalispell fireman and because he was a veteran there was a way I could use the Veteran Reemployment Act to hire him. He had great reviews and great skills as a boatman. He was one of these guys that I thought was trainable as a park ranger which he definitely was and is. I forget what my story was all about.

TM: Jim Traub.

ML: No, before that. Oh, we're in the boat shop and all these guys are up there. Jim's there. Dave's there. A guy named Dave Trevino was there. Two or three other people that had...they were either getting ready to go on a trip or they had just come back from a trip. I went up there and I had caught wind of something that had happened down there and I don't even remember what it was. I went up there and I said, "Well how'd that trip go? Everything go okay on that trip?" Desrosiers' comment...this was the first time I had ever heard this...was, "What goes on on the river stays on the river."

TM: What year was that?

ML: I think it was about '90 or '91. Or maybe '92 because O'Neill was gone and Traub was there. I remember I just stopped dead and I looked at Dave and I said, "No, that is not correct. Did something happen on that trip that I need to know about?" Traub got involved and said, "No. We did this. We did this." And that was it. But I remember I gave them all a little lecture and I said, "That is not an appropriate response for me to ever hear. That what goes on down there, stays down there. Because that's not what your job is. Your job is what goes on down there has to come to me so I know what's going on down there. That is totally inappropriate. You're government employees." I remember the response from Dave was, "You only pay me ten hours a day." I said, "It doesn't matter. That's still...you're at your duty station and we don't have to pay you 24 hours a day. You're still a government employee and that's an inappropriate response." That was kind of the end of that lecture. Subsequently I gave that lecture two more times.

TM: Within the next year or two or within the next seven years?

ML: Probably. Well before I left. I left in '95 or '96.

TM: Two more times...the same sort of you heard something, you didn't necessarily know what, but you knew it wasn't right and the response was, what's going on on the river stays on the river, and you were like, no.

ML: Yeah. One of the events had to do with somebody who was supposed to be on the river trip the whole length. When they got to Phantom Ranch they hiked out. And that's all the information I had, that they decided they didn't want to be on the trip. So when the trip came back. "What went on here?" "Well. Nothing went on." And I didn't gather any information about that at all.

TM: You didn't talk to the person that had hiked out at Phantom and say what happened to you?

ML: No. I didn't pursue it that way. Like I said, nobody came to me and said, "Oh, by the way, you know we really pissed this person off and she got all mad and walked out." Which I think is probably the story I was told, but I didn't think at the time, do I need to investigate this? Why did we piss this person off? What happened? They're...how do I say this, the combining of males and females in a basically unsupervised environment for long periods of time leads to things that look rather scandalous later.

TM: And became scandalous. I mean it doesn't look that way, it became that way.

ML: Yes. Mark O'Neill had a whole series of girlfriends on the river. Some of...I've got to be careful because I really like the guy and don't want to damage him or anything. Really attractive, good looking guy and he would walk into a commercial river camp and it seemed like he had a girlfriend in every camp sometimes. He ultimately...well he was married to Martha Hahn. They split up and Mark had this series of girlfriends. Then had a girlfriend who actually worked for Barbara and all of a sudden she became an essential need on river trips. She did a series of patrol trips. They ended up getting married. So I'm not throwing this out as justification for bad behaviors. I'm throwing this out as that's kind of the culture that existed down there. I guess if it leads to love and marriage then that somehow gets the stamp of approval. But if it leads to just the opposite—some sort of disgrace and humiliation and fear—then that's obviously not the acceptable ends to the means.

TM: Right and it seems like there's two different stories here. There's the story, if I may, you and Barbara. You know, she's getting on the boat to go over to Rainbow Bridge to hang out with you on the weekend. This is clearly the sort of thing that the Park Service should support and encourage. There's a woman I'm romancing, I have a chance to bring her on a river trip. I'm going to do that. You know, that's the sort of consensual sort of relationship that should be encouraged/allowed as you say. But the storm was building of a much more sinister and really rotten sort of journey.

ML: It's depraved. The fact that—and I'm only speaking from hearsay now—games developed as to how to coerce and meet your needs.

TM: This isn't hearsay. This is actually now in the public domain as an investigation from the Department of the Inspector General.

ML: Yeah. I have not read that although I've been told that I should probably read that just to see what the allegations and the bottom line stuff are. In a way, I guess I don't really want to know.

Anyway, what we're experiencing now—this kind of the endgame of all this cumulative years of bad behavior—from my personal opinion, it all kind of starts with those specialized fall river trips where we're bringing this mix of people in. People that may or may not have a function but they're being invited to come on these trips. One of the reasons they're coming on those trips is to create this social reality down there.

TM: But let me, if I may be so bold, it seemed as though when you left, the person with some backbone left. The person that was able to call out his employees and say, hey, no, this is not appropriate. Because it seemed as though at some point what was inappropriate, bubbling along and being told as inappropriate directly, that next level up... And since we're talking about names, I'm going to mention Pat Hathaway who I believe was your replacement. That employee is not necessarily... He's retired now, doesn't work for the Park Service anymore. And I don't know how much of this is slanderous or you could be called for libel. I don't know. It seems as though my recollection of Mr. Hathaway is he didn't have the type of backbone that Mr. Mark Law had to say this is unacceptable.

ML: Well, that's been paraphrased a little differently. I've heard a lot of people say, "Pat wasn't as big an asshole as Mark was." But the way Pat got into that river job, I think we need to capture that for the record and I'll try to do this real quickly. This would have been some time around '94/'95 and Arnberger was Superintendent. We had done the 1988 River Management Plan. It was coming up for review. In the 1988 River Management Plan the Park had made promises to private boaters. Now we'll talk about this a little later. As the Park's gearing up for this major plan review, Rob made some statements that indicated to me that he wasn't going to fulfill these promises that we'd made before. Just to set the record straight, I went and talked to Rob about it. I told him, "I'm really struggling with this. I don't think this is the way to go." Rob said, "Well that's the way we're going." At the time there was a vacancy in the Park that was the same basic job title and pay scale that I was on. That was the Desert View District—little district out on the east side of the Park. Wonderful place. Way less of a job than I needed to have, but that was vacant. It was being filled temporarily with a temporary promotion by Pat Hathaway. I knew Pat. Pat was a South Rim Patrol Supervisor. There's a night shift supervisor, day shift...I don't know what Pat was. He didn't like patrol work. He didn't like supervised patrol work. He had asked for this temporary assignment to Desert View. The scuttlebutt was, it looked like they were going to assign Pat into that job permanently without competition. There are ways you can do that. He'd get a promotion and be moved to Desert View.

TM: We should mention that his wife, Mallory, was the Superintendent's Management Assistant. It's a dual career track. How do we get jobs for both these people and keep them happy.

ML: Yep. Once again I was an asshole because when I was talking to Rob and I'm talking to Rob about this vision for this River Management Plan review. In '88, the River Subdistrict, River District was an essential part of that planning group. But in this vision laid out, we weren't going to be anything. We were just being relegated down to this *you're not going to have any input, you just run this work unit*. I didn't like that very much and I asked Rob if I could be reassigned. At the time, I think my hopes were that I was going to go to like Fairbanks or someplace. But I brought it up and he said, "Where do you want to go?" I said, "There's no place for me to go in the Park that's got this position with the same stature of the job that I'm in right now but you've got this vacancy at Desert View." He was very quick to point out, "Well we're sticking Hathaway in that job." I said, "Why don't you stick me in that job?" Rob goes, "What do I do with Pat?" I said, "Well obviously there's a vacancy. You can temporarily stick him in my job." I remember Rob just stopped and I could literally hear the wheels turning and he goes, "Do you think he'd be a good fit for that job?" I said, "No. But he doesn't want to do ranger work, he wants to do management and supervisory work and maybe this would become a good fit for him." I remember Rob's a pretty decisive guy. We talked for another 10 or 15 minutes about it and he said, "What are you going to do at Desert View?" I said, "You know I've worked there before. The area's in deplorable condition. Everything is run down and nothing's being maintained and kept up. There's really no patrol out there." He goes, "Oh you want to kind of revitalize that area." I said, "Yeah." He thought about it for a few minutes and he said, "Okay. Let's do that. Now are you going to be happy doing this?"

The next ten minutes he talked to me, he made me feel really good. He made me feel like he was concerned, "Is this going to be okay with you or are you just going to blow out the door to the next job down the road?" I told him, "Well, we'll have to see. I don't think I can continue because I see that what we've run here for eight years has come to an end and there's going to be a change in the status of the work unit. I see that resource managers are going to run and control the management planning process. You know that I'm in disagreement with some of those people on how things should be. I don't see that there's a future here for me."

TM: So let me just clarify this. Basically resource management would have been Crumbo and wilderness oriented...

ML: But by that time it was Crumbo and Linda Jalbert. Jan Balsom had risen to this division chief...

TM: Linda Mazzu... There were a bunch of people in there that seemed to be strong on the resource and wilderness management. Rob seemed to be strong on the resource and wilderness management. There was a time in there when it seemed like he wanted to really push more of a wilderness, wilderness management plan...was thinking about doing that.

ML: Yeah. I'll tell you a funny little story.

TM: Of course all that got deep-sixed in Congress and politically.

ML: Rob had been the Superintendent in the Park for two months and I don't think I'd met him or anything. One day I'm in my little river office and, "God, here's the Superintendent." He comes in and we're talking. The gist of the talk was, he said, "I've been hearing a lot of shit about this 100 year war you and Crumbo have." I just looked back at him and I said, "Yeah, we seem to disagree on a lot of things." He said, "I don't care." I remember at the time, he said, "You're running this River Patrol unit. He's doing his thing. But I don't want this personal thing bubbling up all the time." I said, "Okay, it won't." I can't really say that there was any difference in the way Kim and I dealt with each other because we had already so eliminated each other from the decision-making processes that we just didn't communicate that much. But I thought it was funny that Rob was interested in that kind of stuff. He was interested in how I felt when I came to him and said, "Reassign me because I don't want to be here anymore." And he was concerned about well here's some employee friction going on here because these people have strongly embedded philosophical differences.

TM: What's interesting is within in a few years after you left, Crumbo would get the early retirement grapes dangled in front of him which he would grab as well. And both of you are gone.

ML: Yeah. And life is good, I assume.

TM: Well one assumes, but then as a citizen on the outside looking at a very complex system, it helps me realize that oftentimes there's in-fighting in the Park Service, in the service unit—in this case Grand Canyon National Park— about how the Park should be managed and about money and resources and jobs. So it helps me understand it's a little more complex than it seems.

ML: Well, you know, a lot of this goes back to the '78 Management Plan and its demise. That plan was, let's say, pro-wilderness if you will. What came out of it, the '80 Management Plan, was basically 'we're not looking at wilderness'.

TM: It was a political fiat. As you mentioned the other day, it was the river concessionaires pushing back against the Park Service, using Congressional pressure. And if you stood back from all that and said, No, the direction was correct based on the Organic Act, the Redwood Act—all that stuff—but the political blowback was extreme. So now what's the agency to do?

ML: And here's the dilemma: you have, let's say, the pro-'78 people and whether that vision they had was correct or not. Maybe, I think it probably was. Then those of us coming in later, the mandate is no longer that '78 mandate and vision, it's the '80 mandate or the '88 mandate and vision. So that's the rules that we're playing with. But you're right in the observation that the Park Service has one overreaching Organic Act. So we all have a mission and we're all working to that mission. You can't be naïve to the point where you think we're all marching in lockstep to get to the same place because everybody's reading those rules and the laws and the Federal register differently.

TM: But when Jimmy Carter and Howard Chapman left to be replaced by Ronald Reagan and James Watt, these changes at the top seem to affect the direction of the agency below them as well. And that's still happening today.

ML: These branches of government are very much politically controlled. The success of your bureaucracy is just in how much insulation you can build between the Department Chief and the workers on the ground because the bottom line is still getting that work accomplished.

TM: While the pendulum swings at the top.

ML: The pendulum can swing whatever way it is. The bureaucracy has a tendency to hold things pretty much in a moderate position. I think it's funny, for years every time there was a presidential election... All the Park Service managers were so pro-Democrat and 'boy we'll do really good if we get a Democrat elected'. And then if they ended up with a Republican the attitude was 'okay it's four more years, eight more years of this stuff, but then we'll do really good'. But it all came to kind of a screeching halt during the Clinton years. Because even though Bill was very pro-Park and very much liked the National Park Service, the funding streams were controlled and the Park Service didn't see this big flowering bloom that they thought they were going to get.

TM: Because the Republicans had the House and the Senate and the purse strings.

ML: They were getting the House and the Senate. Of course with the last president, it's even worse because they had so controlled the flow of money that he hasn't been able to accomplish nearly anything. Sometimes that's good, sometimes that's not so good.

TM: It's what it is. But it just helps to jump back up to 30,000 feet every now and then and look around and go "Oh, this is..." Of course we understand that Arnberger decided to stop the Management Plan that was litigated. They were forced to restart the plan. The plan was then litigated after that, so that's all sort of history there.

ML: Those lawsuits, incidentally... Rob and I...this was part of the conversation I had with him...I said, "I'm afraid, Rob, that some of the actions that you're proposing, they're going to trigger lawsuits because we've held these people at bay for, whatever it was, eight plus years by saying this is what we're going to do at the next management planning process." He said, "Well, if there's going to be lawsuits, it'll have to be lawsuits." So Hathaway and I make this swap which is... For me it's just going back home because I've already worked there. I knew this work unit. I thought it was interesting. The

guides' community had an interesting spin on this and I've heard this from several people including Lynn Hamilton. They said they—however the word got to them that I wasn't there being the river manager anymore—somebody said, "Well, I understand you..." They didn't use the word 'demotion', but it was taken by me in kind of a derogatory sense that I had been moved to Desert View. I thought that's an interesting perception on that river community because this hadn't been in Rob's mind at all. He wasn't going to move Mark. He already knew he had the asshole in place that he wanted. But I thought that was an interesting perspective and I still, every once in a while, run into somebody that asks me, "Well, what happened that you got assigned to Desert View?" Its like, "I didn't get assigned. I requested to go there. I wanted to get out of this." Four months after Hathaway took that job was the first lawsuit filed and that just brought that whole thing to basically a screaming halt.

TM: Let's think about this for a minute as well. Because, again, I kind of want to go back to this. It seems to me, looking at it from the outside, having read the OIG reports and looked at all this stuff, it does seem to me... I should tell you I had an interaction with Hathaway and I had known you on the river. Yeah the guy's a hard-nosed guy but things get done.

ML: I think you worked on my shoulder once.

TM: Yeah. I might have. I knew you in the clinic, but also on the river before then. But Hathaway was a different breed of guy. At that point then, it seems as though the troubles with the river unit, if I could say, started getting worse with regards to the realm of sexual harassment that's brought us to this year and the dissolution of the river unit.

ML: I don't know what really happened when Pat was the River District Ranger there. Wasn't paying much attention to that. I really got immersed in some Desert View stuff. Built a ranger station, built a fire engine bay, got a shop for the maintenance guys, and actually did management kind of work. I don't know when those sexual harassment complaints started to roll in, but I remember after Hathaway, however long he was in there...

TM: It was Mike McGinnis and then Brian Bloom.

ML: The first I heard about the sexual harassment complaints... One of them was during the Hathaway regime. Then when Mike went in there... Mike and I are really good buds. I hired him. He was one of my rescue projects. Were you at his retirement party? I hired Mike McGinnis to work for me at Meadview. He was working at the Grand Falls of the Potomac in Washington, DC. I had all these applications. I was trying to fill this position, which is another story, down in Meadview. I had all these applicants. Nobody's qualified. And here's this stand-out application from this guy in downtown Washington, DC. This guy's got western skills. He's a rock climbing idiot. He's a boater. He's a bicycler. He's a hiker.

TM: And he's dual career with Superintendency because Mallory. No, not Mallory.

ML: No, no. Leah. No, that's much, much later. We can talk about that, too, because I'm kind of responsible, I think. God, they can so get me in trouble. Anyway, I hire Mike and well, I'm looking at his application and there's a couple of names on the application, references that I know. I call this guy in Rocky Mountain National Park named Rick Guerrieri. I say, "Hey, Rick." "Oh Mark, how's it going?" "Talk to me about this Mike McGinnis guy." And before I even got that sentence out, Rick goes, "Mark, you've got to hire him! You've got to save him. He needs to be rescued. He's stuck. He'll never be able to leave there." Mike went there. He'd been a seasonal ranger at Rocky Mountain. He went there to get his permanent status and then got stuck. Because nobody in a western park is going hire a guy working in

Washington, DC. So I checked a few more references and I called Mikey up and said, "Hey I'm at Grand Canyon. I don't know if you're interested in this. I got this remote..." "I'll take it!" I said, "Well let me explain this job." "I don't care."

TM: It's the French Foreign Legion of Grand Canyon.

ML: "I'll take it!" Anyway, I hired him and he came out. I think he spent about three, maybe three and a half years down at Meadview. For a single guy, I remember he told me that he had to drive 90 miles to find a woman that had her original teeth.

TM: Saying something about Meadview and Dolan Springs.

ML: Retirement communities. You can edit this out all you want. Anyway, I coined something, but I'm not even going to mention it. A little word. Mike had all these beautiful girlfriends that would come and visit him. They just felt so sorry for him that they would come and visit him at Meadview for a week or so and then he'd never see them again. He was a great employee. Had a much better way of dealing with people than I do. I think he was much more facilitating and convincing. Could get people to get stuff done for him. I think, just based on my conversations with him about this sexual harassment stuff, Dave Desrosiers was always at the very middle of that. Mike inherited that problem and I don't know that there was actually a really good solution to that because I think what the Park Service and every government agency, when faced with those kind of complaints, they investigate them from the point of view that they're trying to protect the agency and the image of the agency. This goes back to more of my law enforcement acumen where you learn what the law is and then you look at your situation and you evaluate. Is there a violation here or is there not a violation here? I'm not saying there were cover-ups. I was never involved in anything like that. The agencies themselves have to protect the agency. They don't want some embarrassing scandal coming to the attention of the President. That probably means you're not going to get your full budget or something. So...

TM: Which is exactly what's just happened.

ML: Yes. You know, that's, I guess that's life. But when those complaints come in, whoever receives that complaint has to understand that merely the act of the complaint is the triggering mechanism that has to initiate a true investigation—not an agency investigation. It has to get to the realm of the Inspector General. I don't think that's happened. I think what happens is when a complaint comes in, the complaint comes down through this hierarchy. It hits the Park and then it's delegated down through the Division Chiefs to the work unit leader—the supervisor. Okay, figure this out, come up with a response, investigate this. Well, you're there and you're trying to protect your job, your work unit. How absolutely crystal clear can you look at the issue, because you've got all this other baggage you have to consider at the same time. I think that the mechanism for investigating these things is a little flawed. I think that the moment an allegation or a complaint comes in, it's got to leave the Park. Either go to the Regional Office or go beyond that point. I think what's happened at the Grand Canyon is, it didn't happen that way. The complaints and allegations would come in and the investigative process would fall on Pat. I talked to you about my own EO complaint. The complaint is told to me and I'm told to investigate and come back with a response. Well, you know, how limiting is your investigation going to be? I think that's why this process has kind of languished so long. It's just because nobody turned a really critical eye on some of those very first sexual harassment events that would have been happening '96, '98, somewhere in there.

TM: And there wasn't a way... Still seems today like there's not a way. This sort of thing happens in private business, you're fired. See you later. As a physical therapist, I worked for a company that has a lot of men and a lot of women and a lot of managers and a lot of nurses and a lot of doctors. I can remember a couple cases where senior management was found in a hotel room with junior employees and they were gone the next day. Just gone. In the Park Service it's not necessarily an option. The ability to say, "Okay, we've got a problem here. You're all going to Shenandoah. Or you're all going to Golden Gate or you're all going to Statue of Liberty. You're going to different units and we're going to bring in new employees and we're going to start again." It just doesn't work that way.

ML: Here's something for you to research. When I went to work for Redwood National Park in 1974, there was a superintendent there. Very nice man. I really liked him. His name was George Van Der Lippe. Do you know this story?

TM: No, but Van Der Lippe worked at Grand Canyon as well.

ML: Yes. I don't know the names of the other people involved, but George and his wife ended up with a wife swap with another manager in the park and his wife. They were basically having this very open marriage stuff.

TM: This was California in the 70s.

ML: Well, this was Grand Canyon in the 70s. They were pushed out, reassigned from Grand Canyon. That's how George ended up... He went someplace in the Regional Office in San Francisco and ended up as the first Superintendent of Redwoods. The other guy went the other way. I understand... I just can't remember their names, but they went up into the Rocky Mountains somewhere. Somebody at the time saw the impropriety of these acts even though this was private time between consenting adults. Those people were removed and sent away. I don't know if that was Merle Stitt as the Superintendent.

TM: Different managers, different times. Again, I think of you and what I know of you and I think of Pat Hathaway and what I know of Pat Hathaway. As an interested member of the public on the outside of the fishbowl, it's coming home to me more it really depends on the individuals in those management positions.

ML: Yeah. Maybe yes, maybe no. I want to say a couple of things. I've been accused of being just a black and white, law enforcement zealot—total company man—which I think is interesting. Because when I look at Pat Hathaway, who has a totally different demeanor and different interests and dealt with people differently, to me Pat is the 'total company man'. Because he would be given an assignment and he would do it based on whatever the instructions were that came down to him. I think that whatever Pat did when he was in the River District there, I think he did that on the instructions and directions. Probably the Chief Ranger at the time was Steve Bone, I believe.

TM: Northup. When did Northup...

ML: Well, Northup was never the Chief.

TM: Right, Bone. Yeah, yeah. Steve.

ML: I'm pretty sure that Rob and Steve and Pat...whatever Pat was doing there. Anyway, I remember at the time that... Because I went to public meetings during that review process and I listened to it. I

thought at the time, you know, Pat's doing a much better job at this than I would've done. Because Pat was just basically singing the company line. So I think that's interesting that you can... We're just totally different entities, but we're probably both accused of being totally company men which I think is kind of interesting. Just an interesting little aside.

I wanted to share some names with you. Just because...and these will evolve into stories if we're not careful. I've got a list of names that were very, one time or another, involved in that River District. Some of these names you may have, some of these names you might have. What can I say? We know about Dan Davis, Sr. and Tom Dohr and Stan Stockton...

TM: You got Glade Ross in there?

ML: I do not because I never knew him. I never heard that name until you told me that.

TM: Okay. So Dan Davis 1955 through, I think, 1959. Then there's a little gap.

ML: See I worked for Dan Davis, Jr. He was the District Ranger there, the Canyon District Ranger for part of the time that I was the River District Ranger.

TM: Okay. So then there's Glade. Then the next person your list is going to be Dohr or Hannah or...

ML: Yep. Hannah I met, but don't really know him and never really saw any reports or anything from him. Stan Stockton just because I talked to him and know that he did some...

TM: Right. And Sam, Sam Stockton, he's in the time of Peter Wynn and Steve Martin, is that right?

ML: Peter Wynn lives here in Page.

TM: No, he's up in Bluff. Peter Wynn and Steve Martin, then there were a couple other. The first women came in at that time. [inaudible] ...is there as well. Pete Wynn has given me a couple names of people there. So keep going on your list. We've got Sam Stockton.

ML: Now starting from when I went to work there, Dick Marks was the Superintendent. Ken was the Chief Ranger. He'd only been there four or five months. My wife, Barbara, went to work for Ken as his...well the job is now called Management Assistant. She was basically a finance clerk. Larry Van Slyke was the Canyon District Ranger. Larry went to Alaska and then back to Canyonlands.

TM: How do you spell Larry's last name?

ML: V-A-N S-L-Y-K-E. I run into Larry...

TM: When did Larry come in, then?

ML: I don't know when Larry would've come in. I know that he went out right about '88. No, let me back up, I've got the years wrong. '86 or '87 and Butch Wilson would have come in when Larry left.

TM: Okay.

ML: Then back to when I first came to Grand Canyon...Curt Sauer was the Subdistrict Ranger. The following people worked in that work unit and I think I've got their positions identified correctly. Kim Crumbo, he was the Patrol Supervisor. John Thomas later worked for Resource Management.

TM: Hang on. So Crumbo was a patrol supervisor. This is 1980 we're talking about?

ML: This would have been '82 or October of '81. So...

TM: Okay. So Crumbo is the Patrol Supervisor then comes...?

ML: This order...these are just people that worked in that work unit. Maybe they weren't all there at the same time, but they kind of came and went. John Thomas. There's a young lady—the first lady that I knew that actually rowed boats—her name was Becca Laughton and she married John Thomas.

TM: Okay. So, Louise Teal was down there in the Pete Wynn days. Oh, come on there were a couple of other women, too, as well.

ML: Before my time and I wouldn't have met them. I just don't know them. Kim Johnson, she was actually the second in command under Kim and/or she was the Patrol Supervisor and Kim was second under her. She was a really nice lady. She ended up resigning and going to work in adventure travel. There's a guy named Sam West.

TM: Yes. Sam West comes out of the 70s—the mid-70s time of Pete Wynn.

ML: I don't think Sam ever came out of the 70s.

TM: Well. And he was Sam Sweet, wasn't he?

ML: He had a bunch of names. I knew him as Sam West. He was a character. A little story. On their patrol trips they would stop at given times during the day so Sam could sit on a rock and meditate. Then when his meditation was completed they'd get back in the boats and go again. That's what I know about Sam.

Anyway, there was a guy named John Stoner. He married a young lady named Ruthie. I don't know what Ruthie's maiden name was, but maybe you see a trend developing here.

TM: I certainly see Stoner's related to ARR and that direction.

ML: John never worked for me, but John worked in that work unit. He was a commercial boater. I don't know if he got back in the Park Service. Like I said, I don't remember Ruthie's name. John and Ruthie got married. Terry Brian.

TM: So Ruthie was working for the River Patrol as well? Ah. Okay, yeah, Terry.

ML: Terry. What was Terry's ex-wife's name...wrote the place name book for Grand Canyon.

TM: Nancy Brian.

ML: Nancy actually worked one or two trips for us, special event kind of trips. A lady by the name of Julie Jackson who was hired to be a trainee boatmen-cook. She ended up marrying a park ranger name Rick Mossman. They just got a divorce.

TM: Rick was working as river as well?

ML: No, Rick was working as a backcountry patrol ranger. Rick lived right next door to Barbara and I, so we knew their comings and goings. When I first came to the Park, I was interested in a position. I was trying to get my permanent park ranger position back. There was a vacancy at Meadview. I applied for this job—I told you this story— and I was told I wasn't qualified for the job. Curt hired somebody named Rick Nichols who...Rick had worked for Curt before. Rick had the same amount of boating experience that I didn't have.

TM: So was Rick before Chapman out there?

ML: Oh. I got a whole list of Meadview people for you.

TM: Okay, good.

ML: Tom Workman was at Lees Ferry. There was a guy named Brad Blomquist who was the River Permits Clerk ranger. He was the precursor to Susan Cherry who I can't say enough good about. She saved my bacon so many times.

TM: How do you spell Brad's last name?

ML: B-L-O-M-Q-U-I-S-T. Do you know...?

TM: Where is he now?

ML: I believe he's retired from the BLM. He left the Park Service and went to work for them. He was married to beautiful young lady named Nancy Blomquist who is now married. She works at the Flagstaff Medical Center and is married to Joe Sumner, retired Park Service special agent. Dark-haired lady, was involved in the management of the pre-hospital care stuff. That's all the training for EMTs and medics and stuff. Anyway, at the time Brad was the permits clerk, Nancy was an Indian Gardens ranger.

TM: Okay.

ML: You're still seeing this trend, aren't you?

TM: The trend, I'm starting to see—and I'm not the smartest...

ML: Employees marry employees. Barbara and I met in Yellowstone.

TM: Exactly. I mean Hazel and I met on the river on a river trip. So people meet. That's normal. I don't see abuse here. I don't see preying, predation.

ML: Well, you don't see repeated behavior. Even though some of these people got divorced and then remarried. It wasn't happening every other trip.

TM: Yeah. That's right. That's right.

ML: God, what'd we do wrong?

TM: I don't know. Maybe nothing.

ML: I'll share a little something with you. I don't think Curt Sauer and Butch Wilson got along really good. When Butch started to cut back the budget on food and who went on trips and stuff, I think Curt saw the handwriting on the wall and left.

TM: How do you spell Curt Sauer?

ML: S-A-U-E-R. Curt's had a very distinguished career. I don't want anybody to think I'm saying anything bad about Curt. He was the Chief Ranger at Olympic for many years. Then he became the Superintendent of Joshua Tree National Monument that became a Park. He had a very distinguished career. He's a good guy. Anyway, Curt was followed by a guy named Charlie Peterson who I just love. He's just a fun guy. When Charlie... Charlie wanted to be a boatman and he was the River Subdistrict Ranger. That as a really administratively burdensome position. Charlie wanted to row a boat down the Colorado River. I think Butch and Charlie came to an agreement pretty early on and Charlie found another job. He became the Chief Ranger of Mesa Verde National Park. This is the first time Charlie Peterson worked at the Grand Canyon. He came back several years later and worked in a different position in the ranger division. When Charlie was there, Julie Jackson was still working for River Patrol. Tom was still at Lees Ferry. This would have been sometime between '82 and '84 or '85. There was a ranger named Tom Betts. That's a long-time Park Service name. Tom's the Chief Ranger at Bandolier National Park. Susan Cherry was ... Oh, and with Tom Betts there was a guy named Dave Foster. That name, probably, you should be familiar with since he runs the navy for that other government agency now.

TM: Oh, he does?

ML: Yeah. Dave Foster is a son of Jane Foster who...

TM: Of the Foster's at Marble Canyon.

ML: Of the Foster's at Marble Canyon. Dave ran a guide service when Charlie Peterson was the Subdistrict Ranger. Dave was working as a patrol ranger, basically with Tom Betts. Crumbo was still there and Kimmy Johnson was still there. Let's get down at least here a little bit. Susan Cherry was hired by Charlie Peterson as the Permits Clerk. When I came into the River Subdistrict in '87, Susan was there and she had a part-time assistant and her name was Lauren Hickey. Lauren was a really fun girl. I have no idea what happened to her. She went off to a Park Service career someplace. I assume she got married because I can't find her name anywhere. And then, Linda Jalbert followed Lauren into this Permits Clerk Assistant job. Linda's in Resource Management now unless she's retired.

TM: She will be soon.

ML: Yeah. While Charlie was the Subdistrict ranger, I don't know the name of the Meadview ranger before Don Forrester. Don and I became very good friends. When I left Glen Canyon and went to work at Desert View as a seasonal ranger, Don became the Subdistrict ranger about two months later.

TM: He was before Rick?

ML: Oh yeah, he was before Rick. No, you're right. It's Rick Nichols, Don Forrester...let me play down the Meadview list. John Peterson. There's a story to be told there because it really kind of changed the complexion of what we were doing in Grand Canyon. After John Peterson there was Mike McGinnis.

There was a guy named David Ashe. Then there is Alan Picard who is a Lees Ferry ranger also. And then David Chapman.

TM: Alan Picard was blue, wasn't he?

ML: Yeah.

TM: And then Chapman.

ML: Yeah. Meadview first and then Lees Ferry. Then he retired from Lees Ferry. Yeah we got that. That's the right hierarchy there.

TM: David Ashe or Davis Ashe?

ML: David.

TM: Okay. There was a guy at Meadview running the jet boat down there for a long time.

ML: Wade Felaney.

TM: Wade Felaney. Yeah. He was never a Meadview ranger?

ML: No. There was a guy named Don McBee who figures into this John Peterson story. Which maybe I should...since I alluded to it, maybe I should tell you the story. John Peterson and I worked as seasonal rangers at Glen Canyon and then down at Lees Ferry for Glen Canyon and Grand Canyon. We were really good buddies. Then John went someplace and got his status. After Forrester left, there was a vacancy down there. I hired John Peterson. John was down there less than six weeks and he was involved in a fatal shooting of a psychotic guy named David Nasger. Nasger was growing marijuana on Lake Mead National Recreation Area. The story is that some fisherman complained about a guy who was harassing them in a certain part of Lake Mead. It's called Devil's Cove—how fitting. The Meadview ranger stationed at Meadview was Don McBee. He called John and asked John if he would go with him to check on that little canyon. They went over there. They found that the psychotic guy, David, had commandeered a fishing boat with two fisherman in it and he was holding them at gunpoint. During the resolution of that, the ranger boat came very close to the commandeered fishermen boat and the psychotic guy jumps out of the boat and onto the ranger boat with a butcher knife in his hand. John and Don shoot and kill this guy. That's the story.

Terrible story, but, you know, up until that time there had only been like two shooting events in the history of the Park Service and within five months there was a shooting down on Boulder Beach on Lake Mead, there was this Devil's Cove shooting, and there was another fatal shooting down in the Vegas Wash area of Lake Mead. It just... You know park rangers who go to law enforcement school, but then we come out and be friendly park rangers guys. Changed the whole complexion of the frickin' law enforcement community. That's why you see what we see now. We have really highly trained, highly skilled professional policemen that are criticized because they are not ranger friendly. It all goes back to these shootings that all happened at that same time. There's mountains of reports about that shooting. John didn't do particularly well after that shooting event and we moved him back to the South Rim. This is at the time that the Valdez oil spill was going on. John requested a temporary assignment to Alaska. He went to Alaska and never returned from that temporary assignment. He ran into a guy I know pretty well, Roger Siglund and Roger Siglund gave him a permanent job in Alaska.

John lived happily ever after until he came down with cancer of the cartilage in his rib cage. His rib cage was replaced with plastic. The last time I talked to John was about four years ago. He was having problems getting the Park Service to acknowledge that he suffered from PTSD. I provided some stories and information for John, but I never did hear if he actually got a disability retirement from that. He was working for Death Valley at the time. He's way over 57 years old now so I know he's retired and I assume he's still alive.

Where else are we? What other weird little stories can I tell you? I talked about Jim Traub. We hired him after O'Neill left. Traub...it was interesting. Jim's a pretty smart guy. Was a pilot and did not do particularly well as a supervisor of this River Patrol work unit. We used to always give him shit because he rowed his boat backwards. You've seen it—those people that row facing upstream always cranking their neck around to...anyway. Jim's a pretty good guy. He married a young lady named Marianne Keriker that he met at the Grand Canyon. Her father ran the training center there. Jim, he just did not do particularly well as a supervisor. We reassigned him to Desert View. He went to Desert View and then almost immediately transferred to Death Valley where they hired him because of his pilot skills. Jim's still working. He works out of the Boise Interagency Fire Center now and has a very responsible position in aircraft management.

TM: And then Deutschlander is in here somewhere?

ML: Ah, Deutschlander. Did I leave his name off my list? Probably because I probably couldn't spell it. Yeah, I left him off my list. But Doug...you know Doug's story?

TM: No.

ML: Doug was a river guide—just kind of a freelance guy that worked motor trips. I don't know who he worked for. I think he worked for WRA for a while, Sanderson. His family owns businesses and property in Brian Head, Utah. They own the Brian Head Village condo development there. They own the Brian Head sports complex. Doug and his two brothers would work there in Brian Head during the winter and they would make enough money that they could goof off and be commercial river guides during the summer. And in...I believe it's the winter of 1984 there was a lost skier in the Brian Head area. Doug and a bunch of other people were out on this search looking for this lost skier. Doug ran his snowmobile off of about an 80 foot escarpment and he ended up crunching himself. It took him a long time to heal. I got the years wrong on that. That happened in... No, I do have the years right. That would have happened '84 or '85.

In '87 when I get back involved in the River District, I'm up visiting my right hand man, Tom Workman. I'm down on the boat beach. Yeah, down there at the boat ramp and I'm doing some checkout or something. This guy walks up to me and he just starts talking a blue streak. "Hi, I'm Doug. Do you remember me?" and blah, blah, blah. He says, "I remember you did this river trip checkout and you made me get new PFDs and you made me do this and you made me do this." This went on for a long time and I was just thinking, "Wow, what's with this guy?" You know? I'm kind of going on about my business and then one his brothers, and I don't remember if it was Tim or Chip, but they came up to me immediately after that. "Hey, Mark. You won't believe this. He remembered you." And I'm going, "Well why the hell wouldn't he remember me?" They tell me this story about him going off this cliff and banging his head and losing his memory. They said, "This has happened several times when he's just...something's catalyzed his brain and he's back in business." They're telling me this story about it and I don't think much about it at all. It's six or seven months later, I'm looking for some seasonal boat

patrol guys and here's this application from this guy. And I go, "That little shit! I should call him up." So I called up Doug and I said, "This is Mark. You know, I've got this position. You think you might..." He said, "Yeah, I want to be a river patrol ranger." He ended up working for me for three and a half or four years. Really loyal kind of employee. You know there were times when I was doing stuff that he thought was just nuts, but he was company line—okay, this is our job, this is what we're doing.

Funny. Could tell really funny stories. He's a great big guy. He's like 6'3", 215 lbs. He's always banging his head. A little bit accident prone. A little too accident prone for my liking as a supervisor. On river right, down below Lava Chuar rapid there's a little mineshaft on the right hand side. Doug and I are down there on some patrol trip one day and Doug says, "I want to show you this thing." So we're...he takes me up here. The name McCormick sticks in my mind, so it's probably the McCormick miners. He goes...I went, "Wow. That's pretty cool what were they mining here?" He says, "I don't have any idea. It's probably copper." That seems to be the only thing anybody mined down there. He took one step inside that horizontal mineshaft and it sounded like the world of rattlesnakes exploded under his feet. He straightened up so fast he bonked his head. Blood was gushing. I was afraid he was going to fall into the pit of rattlesnakes. I grabbed him and pulled him out. He lived and he still had his memory. Anyway, I thought I'd tell that story since I had an opportunity.

What else do we need to know? Some other... Did I mention Chris Mengel?

TM: No.

ML: Chris Mengel was a Meadview ranger.

TM: After Chapman.

ML: He married a lady named Jennifer Kearns who had worked for me when I was being the Corridor District Ranger. She ran the program called the Preventive Search and Rescue Program. We had 100 plus volunteers at one time and she was the coordinator of that. Anyway, she and Chris got married. Chris is at Whiskeytown National Recreation Area now. I don't know if he's the District Ranger or the Chief Ranger. That's where my parents had lived and every once in a while I'll get a little message from Jennifer. She always wants me to join her Facebook and be a friend. You know I'm about as far from Facebook as anybody in the universe.

TM: Yeah. We stay connected that way. Any other memories you've got? You know, I think about Martin Litton and Georgie and some of the river concessioners that left during the 80s or the early 90s. Of course Georgie died. Martin sold out to George Wendt and some of his user days went off to...

ML: That was right before I showed up because Wendt was the owner of OARS when I went to work at Lees Ferry.

TM: Wendt was the owner of OARS, but he picked up Dories from Litton.

ML: Yeah.

TM: Okay. Outdoors Unlimited is John Vail. John got some of Martin's user days as well.

ML: Yeah. Built a big house in Flagstaff. You know where he got the money for that? He sold a mint condition...what do they call those little cars? Bill Muse has one. The original Shelby GT two-seater

sports car. John came from a relatively well-off family that has lots of property in Big Sur. I remember he called me up—this would have been some time around '90, '91 or so—and he was all excited. He goes, "Mark I sold my car!" You know, I didn't know what his car was. You know, I buy and sell cars all the time. I said, "Yeah? What'd you sell?" He goes, "Well, I sold my 1969 Shelby GT." I went, "Oh, well what did you get for that?" "\$375,000."

TM: How'd he get it in the first place? I wonder.

ML: I don't know. You know, there's some things you just don't want to ask questions about.

TM: Yeah. So any other stories about some other owner/operators that you think about?

ML: I do have a little note here. This is going to go back to single navy. Back in the 90s—probably starting in '92 or '93—there was this ever developing need for trail delineation and making, as visitation increased, making the trails actually trails. So the trail crew which the Park had...and at the time was being managed by a guy named Dan Blackwell. Dan went to someplace, some surplus property place. It's right outside of Nellis Air Force Base. I've been there a couple of times. Dan picked up like six doughnut tube inflatable bridges to make boats out of and a bunch of snout tubes and stuff. They either borrowed or put together or did something, but they started running their own trails trips. One of the...the patrol...at first we accompanied them on some of their patrol trips. But I think what we discovered was those guys worked really hard and that wasn't the kind of work we were really interested in doing. But there were other park entities involved in the trail crew trips. Crumbo of course. They started running one or two trails maintenance trips. The reason I mention this is they ended up having an accident resulting in a fatality where one of the trail workers, Randy, got crushed by a rock. That's another one of these catalysts that I think Rob considered. That pushing this single navy concept back because we had the resources; people trying to develop their navy. We had trail crew trying to develop their navy. I mentioned that their annual trails trips now that are, at least up through McGinnis' days, were being managed jointly with the trail crew.

TM: And those trips had a reputation for being 'party hearty trips'. Those kids could really party down. They worked hard. They were hard working kids. They were buff.

ML: Once again it's this concept *you're only paying me ten hours a day, the rest of the day is my day I'll do what I want*. The reality is *no, you're the emissaries of the government and you're at a duty station*. So it's a really hard concept.

TM: And this just recently was reinstated, last fall I believe. No more alcohol on Park Service river trips. None. Period.

ML: I wondered if we were going to talk about alcohol.

TM: Well, why not? And there was some pushback on that. But that sort of died deaf and now people complain about it.

ML: Or they don't go.

TM: Or they don't go.

ML: I probably wouldn't have gone. The alcohol was always a part of river trips from the first trip I ever took down there. As soon as you hit camp the alcohol flowed pretty freely.

TM: You mentioned the Diamond trip and that got me thinking about the Mr. Bucket trip. Down at 220, the last night of the Diamond trip, where they did the Mr. Bucket thing.

ML: Yeah.

TM: Those guides got sent right back to Lees Ferry, right on the water and there was no testing. There was no drug testing either. They didn't have to pee in a cup or any of that stuff.

ML: It wasn't just Diamond it was everybody. Deutschlander and I pull into Deer Creek one day. It's just the two of us and here's a couple of boat/Hatch motor rigs tied up there and we just pull in. I reach over and snap a line with a carabiner onto the back of one of the Hatch boats. As I do that I look in the motor well and it's filled with beer cans. This was just a year or two after the 'no drinking while you're running passengers' rule—the drug and alcohol policy. I looked at them and there was a beer can sitting right next to the throttle handle and it was cold and it was half full. There were a couple other beers around the motor cockpit there. I remember Doug looking at me and he goes, "Oh, you're not going to talk to him about this." I said, "Who is it?" Doug goes, "It's Billy." And I went, "Oh shit."

TM: Billy Ellwanger?

ML: Yeah, who's a good friend.

TM: Who's a good guy, but then was arrested for cocaine possession and spent some time for that.

ML: Yeah.

TM: When was the year of the 'no drinking on the river' roughly imposed?

ML: That had to be...it was after the '88 Management Plan so it probably would have been in '89 or '90. But that needs a proof check because... Wadlington was the concessions chief at the time. I remember we worked on that pretty much within six months after that '88 plan.

TM: Wasn't Alan Kesky the concessions? Was he after Wadlington?

ML: He was one of the Concessions specialists, but Bruce was the Division Chief.

TM: Kesky didn't take the Division?

ML: Kesky never went on a river trip.

TM: Okay. Well, no he didn't go on a river trip, but was he... Did he take over Division Chief? Was he the Chief of Concessions at the Park for a while?

ML: Um...Ginger Bice took over after Bruce left. Bruce's wife developed muscular dystrophy. He transferred and went to work for the Bureau of Reclamation at Lake Berryessa in California to be close to medical help. And then Bruce retired. He had grown up in Shingletown, California—30 miles from Redding where I grew up. We actually went to the same high school, but we didn't know each other.

TM: So how did you deal with Billy who probably saw you coming and just walked off the boat?

ML: We're just sitting there. Doug and I are sitting there eating a sandwich or something and here these people start coming back. You can tell... The moment Ellwanger saw us you could just tell he knew. "Oh shit." So he's walking back, "Hey, Mark! How's it going?" You know how Billy is. I said, "We're doing really good here." We're chatting. I said, "How was your hike? Your people like the Narrows up there?" "Yeah, we had a good time." "Hey, what are all these beer cans down here?" "Well I've been picking them up whenever I find them and I squash them and we recycle them." I said, "Okay, what about these that have the cold beer in them?" He goes, "Well you know, sometimes its break time." We basically said, "Billy, we're just reminding you now, you're not supposed to be drinking while you're running the commercial passengers." I said, "I'm going to have to make a little note of this." He goes, "Yeah, I know you're going to have to do that." I said, "Okay, so you might hear about this later." "Okay." It was just a little footnote in some concessions evaluation form someplace. Somewhere along the line in there, the Concessions Specialist which compiled and completed these annual concessions reports, they started coming to me and I started writing the narrative portions of those reports. In some cases they were just lists of infractions or violations. In other cases there were big narratives like if you had tried to sneak 21 people on a river trip or something. Then they would be a major little document that I'd write that would become part of that report.

TM: Those would be fun to look at. How do I find those?

ML: Records. Hard copy. We were all so proud of our little...what was that word processing program called? Volkswriter. We were all so proud of that, you know, because it meant you could actually type something and if you made a typo, you could correct it. That was the extent of the whole frickin' program. All of a sudden reports started looking really good. The old days.

TM: So alcohol on the river's interesting because it seems as though Myers made it pretty clear...the two things you really needed were to stay sober and to wear your life jacket. I mean those two things really meant a lot.

ML: Here's a Bill Ellwanger quote, "If you can't run Grand Canyon drunk, you shouldn't be running Grand Canyon." I had a Bill Ellwanger rescue once. This was down around 36-, 37-mile river left. After dark there was a high altitude aircraft report of an emergency ground to air signal indicating some sort of emergency on the river. So the next morning I'm up, I'm in the helicopter—this was back in the days when I was an intermediate EMT—could do advanced life support stuff. We're flying in there and flying and we get right to the mile and here's two Hatch boats and everything seems to be just ordinary. You know flying in to land...

TM: Now 36-mile. Where's the camp?

ML: Somewhere between 34 and 36, it was just a sand strip and the boats were pulled up there. It was odd. It was an odd place. I'd never seen anybody camp there before. I get off the boats and there's a couple of boatmen there. They'd come down to see what the hell the helicopter wants. And Ellwanger walks over. Then as he walks over I notice he's kind of favoring one leg. I can't remember...Bob Hallett was there. He was the pilot of one boat. There was somebody else there and Billy. Billy obviously had a swamper too. I said, "Yeah, we got a call that there was an emergency at this. Is it you guys?" I think it was Bob that said, "Yeah, its Billy." I'm looking over here and Billy's walking over to me. I said, "Well, what's the issue, Billy?" He goes, "Well you're never going to believe this," he said, "We landed. We're having dinner and I'm barbecuing steaks. Everybody's fed and everybody's sitting down eating. I

grabbed my steak and my steak knife and walking down I stumble.” He said, “I sat on my steak knife.” I went, “What? That’s got to hurt,” I said, “Are you bleeding?” There was a nurse or a nurse practitioner or something on the trip and she had done this incredible job of building this compression dressing on his right cheek. She said, “You’re probably going to want to look at that.” I said, “I don’t want to be looking at Ellwanger’s butt. We can just fly.” She said, “No, I’m not very confident that this dressing is going to stay in place.” And Bill, “Aaarrgh. I’m okay. I’m okay.” I said, “Okay. Lie down.” So he lies down. I think it’s on the edge of the boat. And I’m very carefully peeling off these layers of Ace bandages and what appeared to be like 40 Kotex all shoved into this thing. I finally peel off the final layer and it was like looking at—and this may be a pun or may not be—a freshly cut rump roast. The incision itself separates just slightly and I can literally see an artery with blood that shot up about 20 inches. I immediately clamp this back together. Put the compresses on there. Add about 40 lbs. of my own and wrap him up and say, “We’re leaving.”

We’re flying back to South Rim and I called ahead. I can’t remember the doctor’s name. He’s the guy that became the astronaut. Roger Billica. And Ernie Kuntzel was still there. Anyway, I’m calling in and tell them that I’ve got a patient with a really serious deep laceration and an arterial bleed. So they’re waiting for us at the Grand Canyon Clinic. This is the days where they...you were there I think...when they still did real medicine at the Grand Canyon Clinic. We get there. We wheel Billy in there. I remember Roger and Ernie there, clearing away all the compresses. I’m standing over here and I said, “You need to be really careful with this.” Roger goes, “Yeah, is it oozing or is it spurting?” At that moment it spurting to the ceiling. He goes, “Oh.” By this time I’ve had it with this action, I’m going “I’m getting sick.” Ernie looks at me and goes, “What? Can’t take a little blood?” Forty minutes later they’re still fishing sutures in there trying to capture this artery to close off the bleed. They could not do it and we loaded him up and I flew him to Flagstaff where he spent a number of hours in surgery having that artery rebuilt. That’s my Billy Ellwanger butt story.

Those were the days, part of my job down there. We didn’t even touch about this because we’re so focused on sexual harassment and river management. A huge component of that job was this management of search and rescue on the river. For the longest period of time we would have several IEMTs like myself available. In the early days of me being in that job, you would get these emergency calls on the river that were nothing more than a high altitude aircraft reporting through Denver or Los Angeles that there was a mirror flash. There’s nothing more terrifying to me now than mirror flash reports. We would... You’d get these reports, you’d fly in. It could be somebody with a dislocated finger. Or you could fly in and CPR would be in progress and you, you never knew what was happening until you were on the ground. It’s the most traumatic thing being a medic going to calls that you don’t know what they are. I remember the days when all of sudden the commercial operators...everybody had to have a ground to air radio. That was like a change of the world because all of a sudden you knew, ‘Oh, you’ve got a broken femur? Okay, we can deal with a broken femur. Let’s go.’ But you were no longer flying into the great unknown. And then, of course, the evolution of that thing has gone from sat phones to cellphones and there’s almost constant communications now along that river corridor. It really changed the complexion of the search and rescue there. I can’t not mention Ken Phillips and his contributions to search and rescue there. He saved my ass a number of times. Ken and I’ve had some interesting conversations. He told me he suffered from the same kind of stress that I did. If you’re flying to an unknown call and you’re flying for 40 minutes, that’s about...40 minutes is about the human threshold for unmedicated flight in a helicopter. I got to the point where if I knew I was going to have to fly, or I was on call to fly, a Dramamine would go in and I’d be a happy camper.

Anyway, that's a really critical component of that job. Hathaway was just an EMT. I don't think he really got too involved in EMS responses. McGinnis who was the equivalent of me, an IEMT, it seemed like Mikey was flying all the time. He must've done hundreds and hundreds of rescues.

TM: Bloom was flying a lot.

ML: Yeah, and Bloom came in. I never met Bloom until Mike's retirement party. I don't know anything about him at all.

I think we're probably... You've probably got a bunch of questions. Oh, I did want to mention, when I went to work at Lees Ferry that first year, I was told there were 22 concessioners. But I ran down the list and I could only come up with 20.

TM: Or 21.

ML: Was there 21? Who did I miss? Because I've got Hatch, Canyoneers, Wiwold which becomes Canyon Explorations, AZRA, ARR, Moki Mac, Mark Sleight, Georgie White, Western, Felaney Whitewater, OARS, Dories, Diamond, Fort Lee, Sanderson, Grand Canyon Expeditions but it was the Ron Smith Expeditions not the Mike DeNoyer Expeditions, Tour West, Colorado Rivers and Trails—Dave McKay's company. Who did I miss?

TM: Read it again. Hatch, Canyoneers...

ML: Wiwold or Canyon Explorations...

TM: Wilderness World which became CanEx.

ML: AZRA, ARR, Moki Mac...

TM: Where's Diamond? Diamond's down there. Okay. AZRA and Moki Mac. Thank you.

ML: Mark Sleight, Georgie, Western, Felaney which later became Sobek and that's an interesting story in management to itself. OARS, Dories, Diamond, Fort Lee which was Tony Sparks' company. Sanderson, I believe, if the history of this is correct, Sanderson bought Fort Lee and then ARA bought Sanderson so Fort Lee and Sanderson became Wilderness River Adventures. Correct?

TM: Yes. It just flashed past me who we left off this list so far. Dick McCallum, Grand Canyon Youth.

ML: I've got him, Colorado...Oh, that's Dave McKay, Colorado Rivers and Trails. McCallum was Grand Canyon Youth Expeditions. And that was the end of my list. Then there was Adventure West and of course Sobek, but those were the previous companies reconfigured. You know, they had sold.

TM: Right, and things have been morphing down ever since. So that first list in 1972, I'd have to research that to see who was actually on that.

ML: See at the time there was AZRA and ARTA and when Rob Elliott and his wife divorced, Rob took AZRA the river company and she took ARTA the River Adventure Travel Company. I don't whatever happened to ARTA.

TM: Because ARTA was actually Lou Elliott's company, American River and Trails. I forget the name of the company. ARTA was running in Grand Canyon.

ML: It was American River Adventure Travel, ARTA. What's the A? Arizona?

TM: It sounded like basically they started working in Grand Canyon and Rob wanted the Grand Canyon business. I'm not sure how it all exactly shook out. It seems like there was some sort of litigation involved.

ML: There was. That, I think, was resolved sometime between '83 and '85.

TM: So Mark it's a quarter to noon.

ML: It's time to quit.

TM: It's time to quit. I've got a couple more questions. We should either break for some lunch and come back and finish those off or I can do this over the phone down the road.

ML: What are your questions?

TM: Oh, my questions are what do you remember about the river concessioners, Georgie and whatnot? What else do you remember about some interesting interactions with some do-it-yourself river runners, good and bad? Where do you think we should go from here? Meaning not only is there any more you want to add into this discussion. I haven't asked you, but how do you think the Park should proceed now in rebuilding the River Unit because they can't get away with one. You need a navy? How are you going to do that? So these are kind of how I'd like to take the next stop or wrap this up or explore some more.

ML: Can we do this in 30 minutes so we don't have to call?

TM: I can, but...

ML: I'll try to make up a story. I've got a Georgie story or two.

TM: That would be good.

[Time out]

TM: So in order to save the data, I'm going to stop this tape and we're going to start a third section with Mark. So that's it.