

Transcription: Grand Canyon Historical Society

Interviewee: Charles "Butch" Farabee (BF)

Interviewer: Tom Martin (TM)

Subject: Butch recounts his time as superintendent at Padre Island, an important lawsuit he was involved in, job opportunities that were rescinded, and transferring to Glacier National Park, mid-1990s

Date of Interview: 07/16/2020, Part 20

Method of Interview: Telephone

Date of Transcription: 10/23/2020

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Keys: Padre Island National Seashore, hurricane preparedness, coastal currents, trash pickup events, John Miller, trash survey plots and surveillance mineral rights, oil and gas wells, lawsuit, Association of National Park Rangers, Ron Everhardt

TM: Today is Thursday, July 16, 2020. This is Part 20 of a Grand Canyon oral history interview with Charles "Butch" Farabee. My name is Tom Martin. Good afternoon Butch, how are you today?

BF: Good, thanks Tom.

TM: Good, good. Glad to hear it. May we have your permission to record this interview over the telephone?

BF: You may.

TM: Thank you very much. We talked a couple days ago, you were in Padre Island as a new superintendent and you spent some time with the head of maintenance and the other leads there and even people boots on the ground, the interpretive rangers and such who put a lot of time into the place, just listening. What else can you tell us about what it's like to be a new superintendent at a park?

BF: Well I don't know about new superintendent. Let me think about this. I mentioned roughly how many employees I had. Headquarters was separated from the park, which it still is, I think. That wasn't a big inconvenience. I mean it was somewhat of an inconvenience but not as much as you might think. I mentioned working with the different division chiefs. I was a hands on kind of supervisor. I liked to get out and certainly work with and talk to the people/the employees. I was trying to remember this morning whether... I think I inherited a brand new visitor's center and I don't know why this is. I'm pretty sure I inherited it. I don't think I had it built. And you would think I would remember that, right? But, for whatever reason I'm sort of drawing a blank which leads me to believe that I actually inherited it. Which is kind of embarrassing when I say this because I don't remember actually. But, it was a nice visitor's center. There were some improvements that were being made while I was there, so making decisions about it.

TM: Was the visitor's center in the park or was it at headquarters?

BF: No, it was in the park. It was built so that it could withstand hurricanes up to a certain point. I don't know that it was a level 5 hurricane, but for the winds that were potentially possible. You know, we were on the coast. Corpus Cristi had suffered a major blow a number of years before I got there so there was still some history, certainly among the employees, some of them, because a lot of the employees were local hires of people that had been living there for years and years and years. Probably grew up there for that matter. The visitor's center was built with pretty tough standards but probably not at the

very highest level. There were other improvements that were being made while I was there and I helped orchestrate that.

Speaking of hurricanes, none happened while I was there but we did prepare for them. Every year the city of Corpus Christi, in conjunction with the United States Navy, 'cause the Navy had a major air field, it was a Navy base, there and other entities around the bend, which is the curvature of Texas as it meets the Gulf of Mexico. So every year we would have these day-long refreshers with all the agencies present. Various people would give talks and instructions on remember to do this and you need to do that, and what have you. So I was very alert to the need for preparation for hurricanes.

TM: Was that an all staff kind of event and was the NPS the lead on that?

BF: No, no. The NPS was not the lead. It was probably the county but in conjunction with the Navy, in conjunction with the city. I mean, it was that sort of level. From a Park Service standpoint, many of my key people were there but it was not an all staff thing. It wasn't held in the park. We had nothing to do with preparing for it or providing any of the instructions or anything. But, then we took the instructions and the ideas and the things that needed to be done and what have you back to the park. Because of my prior emergency operations involvement along the way, from the previous close to 20 years I suppose, I made a real point of being prepared in many ways, anyway. One that I was kind of proud of, which had not been done before, is I got hold of some lead rangers in other parks, particularly in San Antonio at San Antonio Mission. The chief ranger there, his last name is Cox, was quite an emergency person himself. He'd worked for me at the Grand Canyon for several years. I knew his skill level and we agreed, it wasn't that I told him, we sat down and talked about this and we agreed that if we were to be hit by a hurricane, my primary interest is going to be taking care of my staff; not the park, but the staff. I said, "But we will need you..." being Alan Cox. And I had his supervisor approval and all this sort of thing. I said, "If we get hit, I'm gonna pay attention to the staff and you are going to come down and start taking care of the park." That was all agreed to and we pre-identified some other players for him who would assist in terms of taking care of any of the maintenance requirements, or the water system, the sewage system principally, those sorts of things. Buildings can be replaced, but the other parts of the infrastructure were probably more important. Then I ended up pre-identifying where everybody was planning on going, to the best of our ability, evacuating. Would they evacuate out of the city or they shelter in place? What were their plans and give me a phone number or a way to contact you like a next of kin, not so much for my notification standpoint, but rather in case your phone doesn't work I have another place to go to find you. I put these all on cards. We got 'em laminated. We made it that every employee knew once the hurricane...after it hit, to let the regional office know. That was the phone number that was on this card that they were given and who to ask for, after hour's phone numbers, everything that I could think of to take care of that.

I personally was not gonna leave the city. My house was pretty exposed. It was a two story, 1400 square foot, right on a canal, right on the bay. There was nothing between me and the water, basically. So, I knew I was not gonna stay there if a hurricane hit, but I was seeing a lovely lady who was a nurse at the base. She was the number two person for the hospital there. She lived in an apartment that was pretty solid. She was gonna go to San Antonio to be with her parents and I was gonna stay in her place and shelter in place if the hurricane hit. Well, nothing happened although we had to plan for it several different times. We sort of got threatened. The worst that I experienced while I was there was like a heavy tropical depression which would dump 6 or 8 inches of rain in a day or something. But it wasn't the wind event, it was more of a rain event. That was an overriding concern for several months; roughly June 1st into October, perhaps even almost into November, hurricanes. But, as I say, that didn't happen.

There was one place in the park, not the headquarters, but in the park, that was a water tank but it was inside of a super heavy duty concrete building that had withstood previous windstorms/hurricanes. It was one of those places where the maintenance guys and I walked through this, of course they were taking care of it as well. I knew about it. I had been into it a number of times. I knew what was going on in the building as far as the water was concerned. But I also recognized that if there was an emergency in the park and somebody either got trapped in the park or one of the maintenance guys somehow didn't make it out in time or something, that this was the place to go to take shelter. It was high enough off the beach that flooding wouldn't be a concern, et cetera, et cetera. So, overall I was pretty concerned with that issue and I made a real effort to safeguard whatever we could in the park, but more importantly the staff. We sat down and talked to everybody and made sure that everybody knew the drill. One, two, three, this is what we're gonna do, you're gonna do, I'm gonna do, et cetera, et cetera. So, that was one thing.

Another major issue in the park, and this is sort of off the track from what you originally asked me, but, one of the major issues in the park is that this Gulf Coast area, there's a major current that comes up from Yucatan and it's going mostly north, north towards the United States along the coast of Mexico and then into the tip of Texas. As it gets close to Padre Island, it hits another major current that is going just the opposite. It's going along from Louisiana around through Galveston making a big curve along this coastal bend. That's how it was always referred was the bend or coastal bend because of the geography of Texas at that point. So this current was going south towards Mexico, if you will, but they would collide in a four or five mile area right off the coast of Padre Island. It did a couple things, but the major thing it did is that at certain times of the year, it would dump all kinds of garbage and trash. Often times, it seemed to me more often than not, I don't know if that's statistically correct, but it was something I sensed, there's actually enough trash on the beach that it was terribly ugly. The park was I think 66 miles long and in some places it might be maybe 2 miles wide. So it was this long band along this stretch of Texas and the trash was a real issue, I mean a significant issue. We would have these annual cleanups where it'd be announced in the newspaper and we would end up getting high school kids and other volunteers to come out for a whole weekend and we would take away tons of stuff. Everything from TV sets to refrigerators, down to hard hats and cans. All kinds of stuff that was terribly ugly.

I've always told people that I thought the area should be protected but I did not think that it should be a national park area. If I was in a room with a bunch of people and the person at the front of the room said, "All in favor of this becoming a national park area, raise your right hand," I would not do that because of the trash. On the other hand, I did think it might be a great wildlife preserve, a refuge, because of the bird life. Lots of birds. The endangered Peregrine falcon nested there on their way north and they would stop on their way south. They'd make this several thousand mile trip. Peregrines were not everywhere, but it was not uncommon to see a Peregrine at certain times of the year and sometimes several. Then you had the endangered turtle, mostly the Kemp's Ridley turtle, but there were others there as well.

TM: Were you protection people doing, I don't know how to word it, but some sort of traveling or driving along this state highway along the beach, the 60 mile length, daily or weekly? I'm assuming they would pick up trash, too.

BF: Oh yeah, sure. I'm not suggesting that it was all the time, every place, but over the years stuff would get blown or swept into the dunes. You would have tires and stuff up into the dunes. So, yes, patrols mostly in the pickups, and then we got some ATV's as well. We also got some Humvees from the

military. We got three of them, actually, for patrol. Now, my staff did not go to the bottom of the park every day. You know, 66 miles, it was like a four hour trip just to get there because of washouts, you could only travel so fast in the sand. You needed to be versed in one, how to drive in all of this, which was sort of a learning curve on my part, but also, for anybody else, including visitors. I think I mentioned before it was actually a state highway.

TM: So visitors drive this 60 mile length in their own cars?

BF: Yes. We had warnings out about having the proper vehicle. There were a lot of people in Corpus Christi and that part of Texas, as you well can imagine, who really enjoyed getting into that kind of environment. They liked to test their vehicles. They couldn't drive into the dunes, there were a couple of exceptions. There were like little side roads that would go into parts of the dunes. But mostly there were a lot of real experts that had real high performance vehicles and vehicles that were equipped like a dune buggy kind of a thing. So there was pretty good size element of that as well, but there were also people who really shouldn't be out there and that was the bigger concern for us as a rule I think. Although, sometimes these, "experts" would get themselves...

TM: Stuck.

BF: ...trapped in some fashion.

TM: Did you all have boats as well?

BF: No, not really. I was trying to think of that. I think they had prior years before, because the park was established in 1964, was set aside, but then it took a while to put in some infrastructure and whatever. There probably was a boat or two at the time, but I think the realization was that there was really no real need for us to have a boat. If there was some real need I suppose we could've gotten access to one. No, we did not have one. I guess there's lots of reasons why we didn't, but we did not. But this trash, going back to the trash which we would pick up, it was like putting your finger in a bucket of water, when you pulled it out it really didn't seem to be much different except for on these big volunteer weekends when we would get tons and tons of trash. The maintenance staff, I would put them on overtime to spend an all day Saturday. They would switch back and forth between the guys that could run the front end loaders and that sort of thing. This had been going on long before I was there. This was not something I created. I perpetuated it. I encouraged it. I got involved in the middle of it. I remember, it wasn't my chief of maintenance, it was one of the heavy equipment operators... That's the title that they had, but in reality they did lots of other kinds of stuff, too. I was out there on that very first clean up, the year that I first got there. I was out there hauling stuff and throwing stuff and spending the entire day doing all this. He was very, almost astonished. He said, "You're the first superintendent we've ever had out here doing this." Which I thought was disappointing to me. I mean that just seemed to be not right. That was surprising to me that I was making that kind of an impression because of my predecessors having failed to have done this. Which to me would be just a normal automatic kind of a thing. So that was kind of a big deal.

But maybe more importantly, my chief of resource management, John Miller—the same John Miller that ended up being shot at and going over the cliff at Canyon de Chelly and being moved from Canyon de Chelly to Padre Island—he came up with a process of surveying plots. We started measuring...and I jumped in on this both hook line and sinker and both of my legs into these study plots, if you will. I don't remember, it wasn't every day, it might have been like every week, we had employees that would go out and count how many pieces of what were in this, maybe, perhaps something like a 10 to a 15 foot

by 15 foot square plot and there were quite a few of these, perhaps 30 or 40. Their job for the next day or two was to survey how many articles were in there. They didn't necessarily bring them out of there because the objective here was to identify what was there. Within a year, John was able to determine, based on how many helmets, how many shoes, how many buckets, there's a whole list of things that seem to be repeat offenders... Over time we ended up having, with the cooperation of the Coast Guard... The Coast Guard brought in a couple of aircraft with night vision photography and we started photographing and looking at the shrimp boats, principally, the shrimpers who are off our shore. Our legal limit, I believe only went out a quarter of a mile from high tide. So we only had a quarter of a mile but, of course, we were being impacted by the shrimpers that were offshore a couple of miles. And then in the distance, you could actually see oil rigs that were out there as well. Depending on how much binoculars you had and how good your eyesight was, there were a dozen or more of these oil wells, or oil rigs offshore. They might be a lot further out.

TM: Well that sure could explain the hard hats.

BF: Well that's right. We ended up having some undercover operations mostly with the Coast Guard. The state of Texas provided from their Department of Environmental whatever...

TM: Environmental quality. DEQ people.

BF: Well, something like that. I don't think that was the exact title. That's the reason I was sort of hesitating. But, the state of Texas provided some assistance and manpower and expertise, and the Coast Guard did as well. It was actually a precedent-setting set of operations. It was written up by the Coast Guard. After it was over we gave press releases to the newspaper cause what we're trying to do was... Because our study, led by John Miller and facilitated by him, but there were others within that operation that were key parts in it as well, we came up with the fact that the shrimpers were the most guilty of all these people. Now that's not to suggest that they were throwing refrigerators overboard, because some of that was coming up from Mexico. But, a lot of what we found could be traced directly back to the shrimp boats. Then these night vision cameras that the Coast Guard was bringing in on these planes and we're photographing all these boats at night, we caught a number of them actually throwing stuff overboard, trash overboard. Because of all this, the bottom line is that we went to the shrimp industry—and the Coast Guard, of course, was there and we were actually sort of holding hands on this part of the operation—but we were getting ready to sue the shrimp industry for what they were doing. Mostly trying to blackmail them into cooperating with us.

TM: To run a cleaner shop.

BF: Yeah. To educate their staff. And this is like a union, it wasn't like every boat belonged to this shrimp industry. I'm misphrasing this. The shrimp industry is sort of a collective term, of course, but they had some key representative sort of like a union where they at least were coordinated by. So, we went to all these groups and talked to them and cajoled them and blackmailed them, whatever we could do in order for them to comply, which was basically don't throw your stuff overboard. You have the legal right to the out there, we don't care. That's a part of the industry in Texas, that's great but we don't want it to be impacting on our beaches.

TM: You'd think that they would understand it would be bad for the shrimp, bad for the ecological resources they're trying to live their life off of.

BF: Yeah, well, there's a lot of dumb people out there. We were pretty successful. We got lot of visibility, we got lot of traction; the Department of the Interior as well as the National Park Service, the United States Coast Guard. These efforts/these stories got a lot of play at those higher levels and over time we were pretty successful. John and the techniques that he had developed—I sort of simplified it with these study plots, there's more to it than that—he develops a process where, actually, we could help determine at a worldwide level how to identify offenders throwing garbage into the oceans around the world. We provided the expertise and the process and we got involved at a national level with, I don't know, maybe NOAA, the National Oceanic and Atmospheric Administration, kinds of entities out there to help clean up the oceans. Now, we weren't out leading the charge, I'm not going to suggest that, but we did provide a surveying and analysis method that at least for a time was adopted by these worldwide groups. It all has to do with John Miller and his staff—I want to make sure that this document reflects staff as well—and their persistence, and their ingenuity, and their cleverness in coming up with these processes. I was real proud of that. Probably of all the things that I was involved with at Padre Island, other than this lawsuit that I'll mention, that probably was the most significant, time consuming and high visible kind of a thing that I got involved with.

TM: It's interesting because this was 30 years ago, and the issue of trash in the oceans has just gotten exponentially worse.

BF: I think one of those years in there was something like "The Year of the Ocean" or something so it got maybe extra attention perhaps as well. So, besides the lawsuit which I'll get to in a minute, what else can I tell you, do you have any questions?

TM: I'm just thrilled that it took hold and took off. Just from today's standpoint, we need a lot of this and we need a lot more of it just given the pollution.

BF: Yeah. It was a pretty important part of what Padre Island was trying to do.

TM: Yeah, just thinking about plastics...

BF: Yeah exactly.

TM: ...all through the water column. Yeah, it's a big deal.

BF: And, you know, the Padre Island beach goes out a quarter of a mile is the property line. It's a pretty shallow shelf, so if you could go out a quarter of a mile it might not be more than 15 feet deep or something. I mean, it wasn't very deep most places anyway. There were a couple of 1500s shipwrecks out there that were known about. They would be covered, uncovered, covered up again, uncovered. Of course they were protected by a lot of different laws but they're way at the very bottom of the park so we didn't get out there to see them very often. They weren't that well known to begin with and there wasn't much left. There were ballast stones. I think over time, beginning back in the 40s and the 50s before the park became a park, there were mini little treasures taken from these ships and stuff.

TM: Yeah. I would assume some of these ships would go back a couple hundred years.

BF: In the 1500s, yeah. I think there were four of them. I actually wrote about this in this... I just put out an administrative history of National Park Service diving which just got published. I just got a copy the other day of it.

TM: Oh great.

BF: We talk about it among lots of other things, Park Service diving-wise. So that was there. The park was created/began roughly about 1958 or '59, some place in there. Trying to remember, I think Mansfield was a congressman or a senator that was influential in getting this piece of property set aside. That part of Texas wanted a national park area, so he ends up championing this. It's like 64/66 miles long. In the 70s and the 80s, particularly in the 70s I guess, it got a real reputation as a party area. There are people younger than me, they could be in their 50's or 60's, who would remember that period of time, who might live in Texas at that point, who remember Padre Island. If you mention the name Padre Island, the first thing they would think of was this little Yosemite kinds of crowds with all the hippies and all the partiers. It was a party area for spring break. It was mentioned in the same name as some of the big beaches in Florida. Not the same name, but the same breath as the beaches in Florida. It was quite a party part of Texas. In the 70s and probably the early 80s, the time that I was in Yosemite, there were rangers and staff and the superintendent that were dealing with those kinds of issues there in Padre Island National Seashore. Of course, that part of our history moved on and for whatever reason Padre Island, it's being famous for partying sort of evaporated. That went away. But the park was still there. Lots of people would camp in it, which was perfectly legal. We had certain restrictions on where you could go and that sort of thing. But not too much.

I went to the bottom of the park, drove to the bottom of the park, mostly with somebody else, at least initially, who knew how to get there because it wasn't straight forward down the edge of the water. There was into the dunes and out of the dunes and around. You had to know where the soft spots were coming up and that sort of thing. The park belonged to two families principally. The Dunn and the other family was McCampbell. When the state of Texas mostly, with probably a little federal money, bought these families out, or at least this part of the country, one of the caveats/one of the things that was put into the law was that one: it would remain as a state highway, or that was put into it that it would be a state highway, just the beach, not every place, but also, those two families reserved the subsurface mineral rights. Which means that they still have the rights to oil and gas below that park. Now the jurisdiction there was proprietary, which means that the only laws that we could enforce would be federal laws. There is a law within the federal statutes which incorporates state laws as well. But we didn't enforce the state laws, there might have been exceptions to this, but basically when you have proprietary jurisdiction you really are only doing the code of federal regulations. So these two families reserve the mineral rights. In the park there were perhaps five or six active oil wells along this 66 miles, and most of it was closer to the city of Corpus Christi as opposed to being further down the beach. In your mind's eye you might have this vision of these big pumping wells with the big derricks and what have you. That's how they got into the ground initially, but then once the well started delivering the oil or the gas, the superstructure was much more minimal than that. Very often unless you knew where these little pieces of property/these oil wells were, you wouldn't know they were there probably. So they weren't particularly obnoxious, but they were there and they were active. The people who had put these wells in, which generally was not the two families—actually that might not be totally true, I think they put in several of them. They had the legal right to access them, but they had to do it in certain ways, on certain parts of the roads and whatever.

This...it's the 36 CFR, which means Code of Federal Regulation, 9B, which is the code within the federal regulations about subsurface mineral management. I probably read that once or twice but I had really had no idea about what was going on until one afternoon somewhere around March of 1994. I get a process server into my office who serves me with a lawsuit which ultimately was for \$150 million. I was named as the superintendent of Padre Island National Seashore as well as named personally, along with

the Secretary of the Interior and I think, trying to remember, there's some other... When the federal government gets sued, there's a certain process it has to go through. When this process server came in, he gave it to me and, of course, I quickly scanned it real fast and I recognized that they had not done this properly. So I'm telling this process server, I said, "You do know that..." and it might've been like the Secretary, I said, "You do know that that office has to be served as well?" He did not know that so he ends up taking it back to the lawyers which are based in Houston, although they have some representatives, or they will have some representatives, in Corpus Christi because it's closer. They go back and they rewrite this summons, or serve, to include whatever I told them to include. They ultimately would've got a rider, ultimately would've come out anyways, so I sort of sped this thing up for them. As it turns out, not too long before, within months perhaps of this taking place, a gallon of oil started going way down and at the same time a suit had been lost by the United States Forest Service in New Mexico by something that looked on the surface like what was taking place at Padre Island. Because what I had been doing is when a little "mom-and-pop", a small operation, not a Texaco, not an Exxon, not a Shell Corporation, not of that size but just a small company that might be local who thought that they might be able to make a little profit by putting a well in. And, of course, they have to do it with the permission and in conjunction with these two families, the Dunn and the McCampbell families. So there's this suit in New Mexico which the government had lost, and also the price of oil has gone down quite a bit. But over time, the previous two years roughly, we would get these applications of people and small companies that wanted to drill in the park. Of course, we could not keep them from doing this, but they had to provide an Environmental Impact Statement, an EIS, which when done properly, there's a whole process to take care of this, it'd end up costing \$30,000 or \$40,000 for all of the hoops that they had to jump through. There are companies out there that will actually do these EIS's for these small companies.

TM: Would the company have to be working under the umbrella of one of the two families?

BF: Well, at least holding hands. I don't know that under the umbrella.

TM: So, it seems as though if you have the two landowners, they have the subsurface rights, they would sort or be calling the shots on what small company could come in and put an oil well in the ground. Isn't it? Because otherwise it's a national park and you can't just come in and put an oil well in a national park, can you?

BF: Well, not all national park areas... This is not a national park, this is a national park area, it's a national seashore. There's a big difference between national park, like Yosemite National Park, and Padre Island National Seashore. I think there are like 64 or so national parks, but there are 419, I believe at this time, this is 2020 now, 419 national park areas which includes everything from historical parks to recreation areas to lots of things. So not all parks are created equal. A part of it has to do with how they're set aside and the legislation to get them and what comes first, the state or the national park area. I mean there's a whole bunch of things here that would take a week to clean up on the tape. But in this case, they had retained the subsurface mineral rights from these little, small companies, for lack of a better term. Mom & pop companies could come in and they thought perhaps they knew enough about this particular geology that they could tap into this oil or gas that was below the seashore. It was a gamble on their part, there was nothing for sure that would happen, but the seashore did have—in this case I'm using the word park and seashore interchangeably. I'll try to avoid that—but at the time there were 6 or 7 of these little oil and gas companies actually in the seashore. Did I describe already, not to confuse this with having some great big oil derrick and big superstructure.

TM: Right, you did.

BF: I did. Okay. So the general visitor probably wouldn't even know there were any of these little gas pumping or oil pumping areas. These facilities in the park might be no more than perhaps 50 yards to a side and closed. They wouldn't be on the beach, they'd be behind the sand dunes some place. Whatever lighting might be out there at night would be all because of solar. There would have to be somebody going out to maintain the diesel probably for a generator kind of a thing. But they did exist in the park. I inherited them. It was all before I got...I inherited them. In order for these companies to try to make a small profit out there, the Park Service, the federal laws, the various regulations that we had required an EIS, an environmental impact statement. Did I describe this already to you?

TM: Yep.

BF: Okay. Well that was a requirement and these could cost a fair amount of money, you know, \$30-, \$40-, \$50,000. Because of this requirement, and I was keeping peoples feet to the fire, I was new enough and young enough in the operation to want to do the right thing. Sometimes I wasn't even sure what the right thing was, I had to get counseled from others that knew what was going on. I was trying to keep protecting the park but allowing, at the same time, the legal right to explore. Which is an interesting learning curve on my part. It was almost straight up there for a long time.

TM: So, what was the basis of the complaint?

BF: Because of this lawsuit in New Mexico, where some oil and gas people had gone into the forest and they wanted to drill. I don't know all the detail about that particular suit, except the oil and gas people won. So now we've got that case sitting out there and it's visible if you're in the oil and gas business. The industry magazines and newsletters and things will, of course, make note of this, and if you are an oil and gas person like the Dunn and the McCampbell families are, then you know this. You recognize this so that's in the back of your mind.

TM: So, am I assuming then that the Forest Service laws basically might've said something like, you don't need to do an EIS?

BF: No, I don't know the details of that, Tom, at all actually. I just know that there was some similarities, 'cause it turns out the similarities were only superficial and they really didn't have any real comparability to what I was being sued for. But, it was still sitting there and unless you got in and looked at the details, you might not recognize what you might see is, oh, the federal government lost and maybe we have an opportunity to go in and drill or at least sue rather, not so much drill. Then at the same time the cost of oil per barrel was going down significantly. So these two families, I think, and this is only a supposition on my part, were getting tired of being sort of nicked and dined to death on these small operations and in the back of their mind is this suit that the federal government lost. One of the main things in the suit itself, when I was served this... I'll tell you, I actually dug out the title of the suit. You can Google this easily enough. I did it the other day.

TM: So, hang on Butch. Just for clarification, it was the Dunn and McCampbell families that brought the litigation forward?

BF: Yes. These two families, they used to own the surface and they sold it to the state of Texas. The state of Texas goes into an arrangement with the federal government and they create this national seashore.

TM: And the families still have the subsurface rights?

BF: Yes. That's right. And they still own the subsurface rights, 36 CFR 9B, which then goes into a small paragraph on retaining the subsurface rights. In this case it's oil and gas, but it could be gold or silver or anything else. I don't know that the family ever really expected to get \$150 million dollars out of the government. I think what they were trying to do was to call the bluff of the federal government thinking that because of this previous lawsuit in the Forest Service, that they've got the federal government over a barrel, no pun intended, and that they would be willing to settle for some significant amount of money in order not to go through the headaches of trying to defend this. Well, in this case the federal government said, "No, we're gonna defend this." So, my learning curve on oil and gas goes straight up. One of my employees that works in the resource management is actually quite familiar with oil and gas drilling and all the things attendant to that.

TM: Ah, that's helpful.

BF: The laws, what's necessary for an EIS for oil and gas. He had worked in at least one other park where he had to deal with this a lot more frequently. He also was the go-between with these little 6 and 7 other oil and gas companies that already has wells in the park. He was the go-between for them. He had a couple of other responsibilities, but he was our go-to person in terms of oil and gas. I also would end up dealing with a group in Denver, in our regional office in Denver, who were...it was a division and their specialty was mining, and oil and gas, and caves as it turns out. Put caves in there. So, pretty much anything below the surface was sort of their bailiwick. Several of them, three or four of them, were attorneys. One or two of them actually were involved in prosecuting and defending cases. So they were actually working lawyers for the government, for the Park Service.

TM: How did you find that out? I mean did region get in touch with you and say, "Hey we hear you've been sued and we want you to talk to these guys over here"?

BF: I got a hold of them. I knew that these people/this group existed. I didn't know any of them at the time, but over time I ended up becoming very good friends with the head of this group, her name was Carol McCoy, to the point where we exchanged Christmas cards for a long time afterwards.

TM: Oh, that's nice.

BF: Her assistant in this whole operation was Eddie Kassam, and I also did that even with... I haven't talked to him on the phone within the last several years, but I still keep in touch with him if I can as well. I got to be very good friends with them. They were nice people, they were very knowledgeable, they were very passionate about what's going on. Finally I get a Department of Justice attorney, did I tell you about this person?

TM: No.

BF: I get a lady. She's a very nice person. She got her law degree in Puerto Rico. English was her second language. She knew less about oil and gas than I did, and I knew pretty much nothing. She is the Department of Justice's attorney. Initially, we interact for just a short, like a couple days at a time and it's almost like she's got other things on her plate. This has not risen very high in the food chain in terms of priority for her. But we go into the preliminary hearing with the judge in Corpus Christi, who is a woman, and I'm a little afraid that perhaps because of her having actually grown up in that part of the country, that she was going to be very pro-oil and gas and we were going to get our heads cut off. So,

I'm down at the front table, you know, the defendants. It's just my attorney and myself. The people who have brought this suit, or their attorneys, there's like three or four of them and they look like they're out of the TV series *Dallas* with their thousand dollar boots and full suits that are probably a couple thousand dollars, you know, cowboy cut. I mean they are Texans from the word go and they are very good. They're from Houston. They know oil and gas backwards and forwards. But what ends up being a big problem for them is that they know it at the state level, they do not know federal law. So that was part of, as I mentioned sometime back, that when they served me initially, I had to tell them that the process server, "Well you forgot to name..." I think it was the Secretary of the Interior, whoever. So the next day or two later, he comes back in with a better...

TM: Papers to serve, yeah.

BF: ...papers, I guess is a better way to phrase it. So now we're in court with these guys that are big time oil and gas lawyers, but for state issues. And I've got this lady who doesn't know an oil and gas well from anything else. Within half an hour of this preliminary hearing starting in which the judge is gonna set some trial dates and whatever, literally within half an hour or less of this all starting, the judge looks at my attorney and looks at me and says something to the effect of, "Lady, you do not know what you're talking about. You do not know anything about this subject. You need to, basically, go back to the drawing board and learn what it is that we're dealing with here." I mean it was that bad. Of course, I'm sitting there next to her. I've never been in that kind of a situation before and I'm like, "Holy moly, we're all in trouble here." Well, as luck would have it along the way, when I was in Washington D.C., I got to be fairly good, professionally at least, friends with a couple of people, particularly one person who was like the number two person in the solicitor's office within the Department of Interior. I talked to this person right afterwards. Like within a day I got hold of him, talked to him and said, "We are in trouble here. I need some real help in this." It didn't take him real long to recognize that there was a lot of precedent setting nature to this lawsuit. I don't know that I was fully appreciative of how broad/how encompassing this suit could potentially be, but I did learn. So I put him on notice. He doesn't supervise informants, he's from the Department of Justice. You know, this guy I'm talking to is within the Department of the Interior, but he's been dealing with these kinds of cases for years, or similar kinds of environmental cases because he was with the Department of Interior.

So he's on notice now and not too long later, within a few weeks or month or so, we have a big meeting in Denver where a lot of the oil and gas people are, as well as some supervisors above me. I bring 5 or 6 of my staff and we fly up from Corpus Christi to Denver. The idea is to put everybody in one room at one time. There's roughly 20 of us trying to figure out what's going on, what do we need to do, what's next, what's our strategy going to be, et cetera, et cetera. I'm gonna paint a picture real quickly of how frightening my attorney was. And I say, she was a very lovely lady, very nice, but in terms of oil and gas and defending us, she was terrible. So we're in this room with 20 of us in there, we had set a time, she had set a time, say 10 o'clock in the morning, we're gonna talk about all this. She's a couple minutes late, she comes into this room. It's an interior room, there's no windows, there are two doors, literally two doors in this small meeting room. One door is the door that she walks in through. She comes down in front of the group and pretty quickly within a minute or two of talking and introducing herself, pretty quickly, I think she gets like a call of nature kind of an upset stomach thing and she excuses herself. Remind you there are literally only two doors in this whole room. One door is the door that she came in and one door goes into a projection booth. The projection booth is locked. She literally is up at the projection door trying to get out of this room. She spends one or two minutes trying to open this door which is locked. It becomes embarrassing, not only for her, but for us. Finally, I don't know if somebody at the back of the room said something to her or whether she finally realized that, "Maybe I should try

the other door, which is the door that I just came in." Well of course that's the door that she goes out. So I know that I'm sitting down in the front row, I've got my chief of resources, I've got this oil and gas expert, I've got probably one or two other people there with me as well. I throw my pencil way up into the air and probably say out loud some cuss words and say we're in real trouble. Well, she comes back in. We end up spending the next hour or two laying out a strategy. Preliminary ideas on what kinds of materials we need, what does she want from us, what do we want from her, what do we want from the other parts of this group of us in order to deal with this issue. Well, okay, we sort of take care of that. I've already talked to the solicitor friend.

After this meeting in Denver, I talked to the same solicitor friend again just to give him a heads up and not very long, within a few days, this attorney that represents us is removed from the case. She is replaced by three, young, they haven't been out of law school too long, attorneys. Two men and a young lady. They're in their late twenties. They are very environmentally passionate. That was probably their focus when they were in law school. They really, for lack of a better way to phrase this, they want to get in and just kick ass on taking these guys off. They could not wait to go up against these JR Ewing, Houston style, big time oil and gas attorneys. They were just chomping at the bit to do this. So, for the next 3 years... I looked this up, I was served on March 8, 1994, or at least that's when the date was that this entered into the legal books. And the title of this lawsuit, which you can Google, which is what I did, I'm gonna give you the name of the lawsuit, which is "Dunn-McCampbell Royalty Interest Inc. Texas Corporation; Dunn Padre Corporation Texas Corporation; McCampbell Minerals Inc." then it's "Plaintiff Appellate versus National Park Service, an agency of the United States Department of the Interior, Butch Farabee..." which is not even my legal name, it's really Charles, but "...Butch Farabee in his official capacity as superintendent for Padre Island National Seashore" and then the defendants-appellees and it's number 95-40770. Now on the actual legal documents themselves, I think it actually specifies the Secretary of the Interior and I think maybe the Attorney General.

TM: Director of the Park Service?

BF: No, I don't think the director's on there. I mean it could be. But when you Google it, that's what comes up. So, Dunn and McCampbell are locals. I've met at least the Dunn people before. I've talked to them, we probably went to a couple social things together. So I know who they are and they know me by sight. As I say, we've met each other. They're sort of small oil and gas developers themselves but they believe that their livelihood was being threatened by me being... Part of the lawsuit says a cold and chilling effect on their livelihood. As I say, I think, based on the Forest Service losing this case and the fact that the oil industry in general is going downhill because of the price of oil that was going way down, that they thought it was a good time to get out of the business. We are going to sue the government for a lot of money, they're gonna back off and settle for a lot less, but we'll still come out looking very well. I think that's the overall assessment for what they want to do.

Well, so these three young attorneys, for the next almost three years, I spend literally half of my time it seems, working with them and working on this case. In my entire career, this includes the 25 people being killed in that midair collision and some other incidents, this is probably the most significant incident I was ever involved with. Possibly more significant than most rangers or superintendents are ever faced with in their career. The problem was that if we were to lose this case, it had such a precedent setting nature to it because it would allow, now this is the theory, now giving a scenario that's probably pretty radical, but in theory, if there was a significant oil deposit below my visitors center, they could put an oil well through my parking lot. It had that effect, not only for Padre Island National Seashore, but it was precedent setting for the National Park Service and the other land management

agencies of the government, including the Bureau of Land Management, Fish and Wildlife Service for their refugees, and the Forest Service. Any land management agency, any agency that had land that they manage for the people of the United States, that was a potential precedent setting case. It had some real impact on where you put a road or a campground or a picnic area or a visitors center, how you developed any of your land. If we were to lose this particular case, this was a potential impact. I did not realize all of this when I began this but after three years sort of everyday, half a day at least—and of course that's a generalization but that's what it amounted to—after that period of time I knew a lot about EIS's and EA's, which is environmental assessments or environmental impact statement, EIS, and the fact that this is what we had to lose. So we go into court and we win at the lower level. Of course they appeal, and I got it right here.

TM: So they would appeal to the State Appellate Court?

BF: Oh no, no, no. This is...

TM: Oh, this is federal so they would have had to appeal to the Circuit Court.

BF: Yep. So on May 23, 1997... Let me back up here. So in June, I got it written down, in June of 1995, U.S. District Judge Janice Graham Jack, I got her name, provided a 32 page letter summary judgment and Jack had said that state laws governing mineral rights at Padre Island were preempted by federal regulations and that protected federal surface land at the National Seashore. So we won that case.

TM: Okay. So just hang on a second. It sounds like what the families were trying to do was to say, regardless of the fact that this is a National Seashore, they can put wells in wherever they want without needing environmental impact statements and because they've been limited to do these impact statements they have been harmed by some giant amount. And what they judge says is, no, the federal control of the land supersedes the state law.

BF: That's pretty much close to exact as far as I understand it.

TM: Thank you for the clarification. I'm just trying to figure this out because it's important.

BF: I think you're pretty close to being correct. So this judge Jack, this woman, Janice is her first name, Janice Jack, she ruled. There is no actual trial, she ruled a summary judgement from the bench. She doesn't have a jury.

TM: Right, yeah. It's not a jury trial.

BF: So she gives this finding and Dunn and McCampbell lose at that level, at the District level. It's appealed, obviously, and on May 23, 1997, United States Court of Appeals Fifth Circuit handed down a verdict validating the lower court's decision. So we won at the Appellate level as well. It never went any further than that and maybe perhaps legally it could not, I don't know for sure how that works, but we won at the District level and the Appellate level of the Fifth Circuit. So these three young attorneys, I think I mentioned two men and one woman, super nice, got to know them very well. Not only did we work professionally, but we started doing a little socialization together and going out to supper kinds of stuff. They were ecstatic. I mean, they were very pleased, but they had put in a lot of work, a lot of effort. I don't know if they were the world's best attorneys, but if I were in trouble, at least from an environmental sense, I'd want them defending me or helping me out for sure from a personal level. This Carol McCoy and Eddie Kassam, in Denver, were very ecstatic. We ended up doing lots of sort of high

fives philosophically or conceptually. It really was quite a significant case which in certain levels in certain circles was pretty prominent and pretty important. My boss/my regional director, John Cook in this case, was very pleased. Of course I would keep him apprised of what was taking place periodically, every week or every couple of weeks, on how things were progressing and who was doing what kinds of stuff. John was one of these people that you needed to do that with, make sure he knows what's going on. But I mean, it really was a big deal for me. It kept me busy and as I say, my learning curve was straight up. I know, or used to know at least, a lot more about oil and gas than I ever wanted to know certainly from a refining/manufacturing/drilling kinds of perspective, a lot of which has blended into the background now and I don't remember all the details. I do remember, though, that I was so relieved when this all took place. The final verdict at the Appellate level was after I had moved to Glacier National Park, I was no longer at Padre Island at this point.

TM: When did you move to Glacier?

BF: Well, I knew you were going to ask me that. In 1996. I have to go back, I mean, if you want me to tell you, I could probably dig it up in about...

TM: No, I'm just looking at we're going to wrap up this interview here and I'm going okay what... 'cause this litigation ended it sounded like in '97 and you had already left Padre Island and gone to Glacier.

BF: That is true, but there is one other thing I would like to mention before we leave Padre Island I think.

TM: Uh huh, please.

BF: It had to do with... I got a GS-14, which is a lieutenant colonel, basically, while I was at Padre Island. Let me backup. The regional directors and the people in Washington at that level, it was the leadership council, I think it was called the NLC, National Leadership Council, I think that's right. It's made up of 15 of the real bigtime players within the Park Service, right. And of course I was way down in the mid part of the thing. They needed a person to work for the Assistant Secretary who had some field experience. So, somebody in Washington D.C. asked me if I would be interested in maybe applying for this job. So they created a job. There were already two people working for the Assistant Secretary, who was George Frampton at the time. Secretary Frampton was over the National Park Service, the director of the National Park Service answered to him.

TM: Okay, so he was the Assistant Secretary of Interior over the National Park Service.

BF: Correct. Over the Park Service and I think maybe Fish and Wildlife. I'm not sure about that, I'd have to go back and look. There were two women that were working for him currently for the Park Service. Both were GS-15s, both were attorney's, but neither one of them had any field experience. They were nice people, but they didn't have any field experience, it was all at the central office and working... They'd never worked in a park at all. The NLC, this group, realized they needed to have somebody who had some field experience, so I applied for the job and it was offered to me. It was officially offered to me by the number two person in the National Park Service the Deputy Director. His name was John Reynolds, who I knew. I had worked with him in Yosemite when he was a planner. I was offered this job. It was a promotion. I'd be working in Washington D.C. I went back and interviewed with George Frampton and he thought I would be just fine. We hit it off very well. So I'm offered this job officially. Okay, so a week goes by, a couple weeks go by, this John Reynolds calls me periodically and says, "Well, we're having a little trouble." In the background what's going on is the Park Service is being... There's a

lot of noise in the background about there are too many people in management at these levels and they wanted more people in the field. Does that make sense to ya?

TM: Yeah.

BF: There was an effort to actually take people out of these central offices and put them back in the parks. So that's sort of going on in the background and everybody knows that, there's no secret to it. So I'm offered the job. A couple of weeks pass. I actually interact with George Frampton at a social gathering of a group that I probably never even told you about that I was one of the founder's, the Association of National Park Rangers, and that was back in like 1976. Every year we would get together at a ranger rendezvous. He was the key speaker at one of these during this time when I was being told that I was going to come back to work for him. He comes over to me at this rendezvous and says, "What's going on Butch? How come you're not back here yet?" I said, "Well, I don't know. You'll have to talk to the Director and his office." Well, anyways after about 6 weeks, the Deputy Director calls me and says, "You know, perception is all wrong. We cannot bring you in from the field to go into this job." The jobs been advertised, it's been approved at the highest level, the money's there, I'm officially offered it. I have told my boss, the Regional Director John Cook, that I was offered this job. I have now been interviewed by the local newspaper, the Caller-Times. My staff knows that I'm leaving. Six weeks later John Reynolds calls and says, "You know Butch, I can't bring you in for this job." Well obviously I'm disappointed. I have to sort of explain to my staff, well, it didn't happen. I'm disappointed, but I also recognize no one owes me a living. I'm sort of a realist.

Not too many months later, the Park Service is in this throws where they are making many regional offices, they're called... Jesus, I've been out of this too long now. They're saying there's like 15 of these little, local regions that's been instituted. And this is a big deal, it's a big sort of a reorganization for the whole Park Service. The big regions, the John Cook level regions are still intact, it's just that from a management standpoint it looks like it would be a good idea to have these smaller groups-

TM: So the Regional Directors like Cook out of Santa Fe, he would have these smaller regional groups under him?

BF: Correct.

TM: And then they would have the parks under them?

BF: Correct. There would be a couple per region perhaps depending on the size of the region. So that's going on in the background now, this is like 6 months later or something, and there's a...let's see, it's a SS something superintendent, SS Superintendent. I was trying to figure out what the name of these 15 things are. But, the Regional Director back in Philadelphia and Boston, name it Marie Rust, her number two person Sandy Walters called me, and we're old friends. She calls and says Marie would be interested in whether I would be interested in coming, perhaps applying for one of these little regional directors jobs. I said, "Well, sure why not?" I need to back track for just one second, Tom, I'm sorry. After I got turned down, after this offer for the Secretary's office was pulled back, not too many months later I've applied for the superintendent of New River Gorge in Virginia. It's a promotion for me, it'd be a GS-15. So, I apply for it. I go back and meet with Marie Rust, this Regional Director, and Sandy Walters is there. I have an interview with them. A good friend of mine is the other real contender for this job. His name is P. Hart, and he has since deceased. So I go back, I'm in full Class A uniforms. I look spiffy, got my uniform on, et cetera, et cetera. During the interview, Marie asks me several times... Well she starts off, one of the questions early into the interview, she says, "How did you like working in Washington

D.C.?" I said I loved it. I loved doing what I did. There's kind of a pain in the rear in terms of logistics of driving and that sort of thing and living, but having said that I really enjoyed what I was doing being in the central office, and not having the mountains and trees around me didn't bother me. I was doing good. Ten minutes later, she asks me the same question, but differently phrased and from a little sort of different direction, but it was basically the same question. I tell myself, "Aha! There's some other agenda here, but I'm not quite sure what it is."

TM: They want you in D.C.

BF: So, that night my good friend Pete and I had already agreed whoever gets the job offer will let the other guy know. He ends up going and getting that job. Well, like literally that night, this Deputy Director, Sandy Walters, calls me. She says, "Butch, Marie would like to know if you would like to be the SSO?" I can't remember what the S.S. means. I mean S.S. is superintendent, one of them. But it's the head of one of the little, mini regions. I said, "Well, yeah sure that'd be fine." I would end up living in Philadelphia. It would be some of these little park areas back in that part of the world that I would be involved with. But I'm far enough along in my career I don't need to be in a national park area. I don't need to live where there's mountains and bears and trees and stuff. This might be the end of my career, but I would much rather retire as a GS-15, which is a full colonel, as opposed to a lieutenant colonel. So I said yes. My friend Sandy says, "There's going to be a job opening on this position back here in Philadelphia. Marie wants you to apply for it." "Okay." I apply and I'm offered this job by her, formally. I call my boss, the Regional Director, to tell him. He congratulates me just like he did the last time. I don't tell my staff except for one person, my number two person, Betty Franpum. I don't tell the press. The press knows nothing about this. As I say, my staff doesn't know because I got sort of hung out to dry the last time I did this.

Marie is a regional director. There were, I think at the time, 8 or 10 regional directors. In the Park Service hierarchy of 30,000 people, she's fairly high up the totem pole. So it's offered to me. She called me once a week said, "Butch, I don't know what's going on." I even went back one time to a meeting of this group about her formally introducing me as their supervisor. I just sort of sat in the background. Some of these people I knew, some of them I didn't, because it hasn't been officially approved at the highest levels yet either by the Director's office or the Secretary's office yet. But, it is offered by the Regional Director. Well, five or six weeks later she calls and says, "You know Butch, I can't offer you the job now. I have to rescind the offer because John Reynolds says that we can't bring you in from the field because the perception is all wrong." This is during this downsizing, getting people out of the central offices and putting them back into the parks. So, I'm about the only person that anybody probably ever met who's been formally offered positions by the highest levels in the Park Service, at least. In one case the number two person and in the second case, one of the people who is a regional director. That almost never happens, you can't tell anybody else that this has ever happened.

TM: Yeah. It sounds really odd because you would assume that they would say, "Yes, we have a position. Yes, we have a person. Make them the offer." So when they're offering you these jobs but then they say, "Wait a minute, we haven't cleared it with the Director or Secretary of Interior..."

BF: They did clear it. It's just that I think they had second thoughts. They never did get anybody into this job with George Frampton, they never did fill that position.

TM: So how did Glacier come up in all this?

BF: Oh, okay. Right after this happened, I am really now demoralized and I'm pissed off now. The first time I say, "Well okay, that's just the way life is." The second time however, I really think I've been screwed. Of course John Cook, my boss, knows this. He can't promote me, he can't put me from my level as a superintendent at Padre Island, which is a GS-14... The federal service laws and policies prohibit him from just putting me into a GS-15 job someplace which would generally be as a superintendent of a good sized park like Zion. Legally he can't do that but he can move me at the same level that I'm at. He can move me into another job someplace else as a GS-14 which is what I am currently at that point. I had also sort of been for a couple of weeks in there, some place in there because I was so pissed off, I ended up applying for several jobs outside the federal government, like the Nature Conservancy, one of the Grand Canyon Trusts with...there's a big outdoor group.

TM: National Parks Conservation Association?

BF: No, not with NPCA. It was a group that takes kids out on these adventures around the country.

TM: Like a NOLS kind of group?

BF: Yes exactly, NOLS.

TM: Okay. National Outdoor Leadership School.

BF: Yes. I sent out, not applications so much, but resumes to like 5 or 6 of these kinds of groups. Several I just mentioned and a couple I can't really remember. Just floated them out there to see what kind of bite I could get based on my past experience and qualifications and whatever. So, in fairness to John Cook, I called John, I said, "John, you need to know that I've applied for these jobs outside the government, outside the Park Service." By this point, I had roughly 30 years in and I could probably technically retire. I certainly wasn't ready to retire. I don't mean retire so much, but leave the Park Service. I wasn't really ready to do that, but I was still so irritated by what had taken place over the last 6 months that it was like screw you Park Service. John knew about all this of course, and within 30 seconds of my whining and sniveling to him, he calls my bluff and he says, "Of course I can't promote you, but I can move you to the assistant superintendents job at Glacier or the assistant superintendents job at Rocky Mountain National Park." He says, "I could make that happen right now." I said, "Well jeez John, let me think about this over the weekend." It was probably like a Friday. This came out of the blue. I had never even thought about this actually. I said, "Give me a weekend to think about this." On Monday morning, basically Monday morning, his number two guy, a guy by the name Ron Everhardt.

TM: So is this Ron Everhardt that was overflights? Really, really well versed in overflights from Grand Canyon?

BF: Well, he may have been eventually, but he had been at the Grand Canyon. He had been out at Desert View.

TM: Yeah, alright.

BF: He was at a lower level than I was when I was the Assistant Chief Ranger. Well, we didn't work together. He was there before I got there, then left before I got there. But he ends up eventually becoming Deputy Regional Director under John Cook in Denver because John now... John when I first started working for him was just the Southwest Region. They combined what was the Rocky Mountain Region with the Southwest Region and they made it the Intermountain Region. So it's bigger. John Cook

now has many of the big parks: Grand Canyon, Yellowstone, Grand Teton, Zion, Canyonlands kinds of parks.

TM: So, Ron calls back that Monday morning and then what happens?

BF: Oh, he didn't call, he's in my office.

TM: Oh. He walked in.

BF: He's in Corpus Christi. Now, he's got other things to do with me so it wasn't like he didn't have some other things to do down there as well. But he walks in basically and says, "John Cook wants you to know that he is serious. If you want to move and take one of these other two other jobs right now, he'll make it happen." By this time, I'm sort of calmed down, I'm not ready to leave the Park Service. So, I said, "Well, I've been to Rocky, it's a nice place, but I don't see anything really exciting particularly, but I've never been to Glacier. I go from the Mexican border to the Canadian border. I go to a park that's got grizzly bears and eagles, and lots of issues with the Blackfeet. And just the park is big, and it's a wild park, and there's lots of wilderness to it. Okay, I will go there." So the guy that's the superintendent, Dave Mihalic, another old friend of mine, he ends up becoming the superintendent of Yosemite. Dave's a good friend of mine. He's really excited for me to come up there because he has this position available. He doesn't know who's going to come into it. He might not want that person particularly. He's perfectly happy with me coming up. His wife, I know his wife before they were married. So I have a lot of history with both Dave, well mostly with Dave. So I accept going up there. Then, I don't know, like a week or so later, I'm at a superintendent's conference of the parks within John Cook's domain and the superintendent of Canyonlands, Walt Dabney, who worked for me in Yosemite, who has gone off and done lots of other nice things, and then I work for him in Washington D.C., right. I think I mentioned that along the way. At this point he is now the superintendent of Canyonlands and he says, "Butch, why don't you come up here and be my assistant superintendent?" Well, I would've enjoyed that more. I just love Walt, like working for him. As much as I think Glacier's a neat place—which it is, it's absolutely spectacular—but I'm also really attracted to the desert and to the red rocks. The Four Corners kinds of landscape and the slots canyons, I'm really interested in that. So we go to John Cook that day. Walt says, "We'd like to have Butch come work for us at Canyonlands in Moab," and John says, "Well that's great, but Walt has already given away half of his money that would have been for that position and John won't give him the rest of the money for my position there." So that's how I end up going to Glacier, it's sort of a circuitous route.

TM: Well, we're going to wrap up here but I would think personally I'd have been mad going into this and I'd have been mad right there because here's a need for Dabney and Cook won't allow the funds to make it happen. Yeah, I'm going to go work for Dave at Glacier. I know Dave and that's nice, but I'd rather work for Walt.

BF: Yeah well, I think ultimately I could have probably made a real issue with the Department of Interior and the Park Service about these two formal opportunities being given and then withdrawn. I think I could have made a...

TM: Yeah, the whole thing sounds very unfortunate all the way around.

BF: But anyway that's how I ended up going to Glacier.

TM: Okay. And this is 1996 sometime?

BF: Yeah, yeah, yeah.

TM: Summer? Summer of or fall, spring roughly?

BF: In the summer. I think in June, maybe perhaps May someplace in there.

TM: Okay. Summer of 1996.

BF: I'll find out for our next meeting.

TM: Alright. Well with that this will end Part 20 oral history interview with Butch Farabee. Today is July 13, 2020. My name is Tom Martin. Wait a minute, today's not the 13th, I'm sorry about that. Today is the 16th. My name is Tom Martin. Butch, thank you so very much.

BF: Well, my pleasure.