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Interviewee: Allen and Carol Naille
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Interview note: Allen Naille was General Manager of Fred Harvey at the South Rim from the 1970s to 1990s. Carol Naille led tours of El Tovar in period dress. Allen recounts the behind the scenes business management of the South Rim.

TM: Today is August 6th, 2014. We are at the home of Allen and Carol Naille. And my name is Tom Martin. Allen and Carol if you wouldn't mind, spell out your names for me and tell me the year you were born.

AN: Allen Naille. I was born Christmas day, 1945.

CN: Carol Naille. I was born 11/14/1946

TM: So Allen how is it that you started working for the Fred Harvey company?

AN: I should probably go into a little more background before that. I grew up in Springfield, OH. I was born in Pensacola, FL by the way. My father was a naval aviator. And after about a year we moved back to Springfield, my parent's home town, where my dad was an educator. And he taught school, he was a guidance counselor, he was principal of the high school, and Assistant Superintendent of Springfield Public School systems. That's what he did. And I graduated from North High, where my father at the time was Vice Principal. Rather exciting time, I had to be on my toes for three solid years. But uh, I attended Wittenberg University in Springfield where I was on an academic scholarship. At the end of that year, Uncle Sam wanted to take a look at me. And I spent 4 years flying helicopters, including one year in Vietnam. I then went back to school to finish my degree and that was at Michigan State University where they had the hotel school program. I had spent my summers out of Springfield working for Rock Resorts and Grand Teton Lodge Company and that was the impetus towards me wanting to be in the resort business, and in particular, in the concession business. In national parks that's all I ever wanted to do was be General Manager of a hotel in a national park. Well, after graduation I had applied for several jobs. One was a job over several state parks in Alabama, through a company called Ohio State Parks. Interesting enough, Xanterra owns that company today. And its infused into the structure of the company. It was part of TW Services.

TM: So Allen, how is it that you wanted to be the manager of a hotel in a park?

AN: Well, it was a summer spent in the Tetons. I was 18 and 19 years old those two summers. And I loved the Grand Tetons first of all. We had been out there the year before which was when I applied for a job. I then went out with a guy from Wittenberg University. His mother was a history professor, and he and his brother both worked out there. There were several people in the system. My mother was

secretary to the Dean of school at Wittenberg. And so I went out with them and of course had the job and loved the environment. I started as houseman and within about a month I wanted to work in the kitchen and so they made me the kitchen porter, which is the guy who cleans it up. And one day Chef Walter Bloom, who was the chef of the Arizona Biltmore, and most of the Biltmore kitchen staff, came to the Grand Teton Lodge Company to work because the Biltmore was closed in the summers in those days. So anyway he drove a 1946 MGTC, and uh, I am a nut for vintage cars and that was one of my favorites. He would drive over from the lodge and check on Coulter Bay where I worked. And one day he walked in and the guy was making setups. Now that's the lettuce, the onion, the tomato and the pickle all skewered with a frilled toothpick and that's what you would put on the side of the hamburger or whatever, you know. And they would make trays, the cafeteria tray. And put them in racks. 100s of them. All day long. And this guy was just kind of haphazardly throwing things around, you know doing stuff. And the chef walks in behind him and he flips the trays in the air and fires the guy. And turns to me and says, cause I had been talking to him about his car out on the back dock when he pulled in, he says, "You're now the garmage and he's the porter." So that's how I got into the kitchen. By the end of the summer I was a fry cook. And the next year I came back as a cook. Another interesting point to that early beginnings, his sous chef, Franz Nicodemus, also the sous chef of the Arizona Biltmore, eventually became vice president of some hotel company in Phoenix. And when I was president of the Arizona Hotel/Motel Association in the 80s, he was my vice chair of the board. And it was so funny because I had worked for him in effect in the Tetons when I was just a kid. But anyway, I just loved the work and loved the experience. I loved being in National Parks. When I was going to Michigan State, we would each summer drive our VW camper bus out to the Tetons and Yellowstone and go backpacking up in the mountains. And I used to climb when I lived out there those two summers. I climbed most of the peaks in the Tetons. And so, that was just part of my life. So anyway, I had this offer, back to the original part where I had the offer with this Ohio State Parks Lodge who was bidding on these state parks in Alabama. They lost the bid and with it I didn't have a job. So then I had to scramble and start looking and we sent out resumes and I was offered the Resident Manager of a brand new Holiday Inn high rise at Ohio State University campus. And that wasn't exactly what I wanted to do, but it was a job upon graduation. And uh, one day we noticed that the resume and letter didn't go to Fred Harvey at the Grand Canyon that we had put together. And when you're applying in the spring and summer, or early summer, for a job in a national park, it's a little late for a management slot. So all of a sudden, we sent this out and it was like June. And I got a phone call within a couple days from John Hyatt, who was the director of transportation up at the canyon. He was from Michigan he said and the General Manager Bruce Curtis was a Michigan State grad and that was good enough for them and they would hire me without ever even interviewing me.

TM: What year was this?

AN: 1973. So anyway, not wanting to take just any old job, or not even knowing what we were going to end up with, Carol and I at our own expense flew to the Grand Canyon. We were met by John and Betty Hyatt at the airport. They waltzed us around the Grand Canyon for about three days and we flew home. He showed us the apartment that we would get in Rouzer Hall, which was a treat for a year. And then I was going to be designated a Management Trainee. But my first job had to work for John and run the Transportation Desks. There was one at the airport, one at Yavapai, one at El Tovar, and one, the main one was at Bright Angel and that's where you go to book the mules. So I did that job for a year and I was getting offers from different companies. Like I was offered a Royal Inn at the time, in Mission Bay, San

Diego, as GM. And John Hyatt told Terry Hall, the vice president of Fred Harvey, which was based in Brisbane, California, near the San Francisco airport, that they ought to do something with me or I was going to be leaving.

TM: So Allen, help me out here because the original Fred Harvey corporation,

AN: Was in Chicago.

TM: And they sold to,

AN: To Amfac in '68. The family did.

TM: So who was your employer then in '73/74?

AN: It was Fred Harvey; it was called the Fred Harvey Company. And it was a subsidiary of Amfac Inc., based out of Hawaii, but they had offices in downtown San Francisco. Which later I had an office too, though I never really used it much. I stayed at GC. But, Terry Hall was the VP of Personnel for Fred Harvey based out of SF. And he came to meet with me and the next thing I knew I was the Director of Personnel at GC. Now, I say in those days they were going knocking on tents in the campground to find employees, they were getting people without green cards from Mexico, they'd send a bus to Nogales. I also jokingly would say, every personnel director had to be hauled out of the GC or strapped to the back of a mule as it went out through Tusayan. I had a very successful year. In typical fashion, I am a big person for legal pads. And I went around not knowing one thing about human resources at the time and asked everybody what they did and wrote it down. And then I reevaluated in my mind what I thought they should be doing and how they should be doing it. So, I reorganized the entire personnel department. The other key thing that I did was, I'm from the mid-west. Everybody who worked in a western national park for the most part is from Utah, California or Arizona. And my objective was to go give kids in the mid-west a chance for jobs because I knew they would come out in droves, which they did. We also worked with contracts. If you stayed for 90 days, which was my policy, you got a bonus of \$100 for staying.

TM: Had it been difficult prior to your starting to investigate this to retain employees for more than 90 days?

AN: Oh it was a nightmare. They, people would stay on the average, I think there was uh, oh I have lost the numbers. Somewhere in the 30% or more turnover range per month. Okay. That's a phenomenal number to try to handle. At the time we had about 800 employees. Well pay was bad. I think at the time I remember when I took over personnel, they had changed the policy, and you got paid as a housemaid, \$1 per hour plus room and board. And you worked 8 hours and you cleaned 16 rooms, so 2 rooms per hour. Which is pretty industry standard except for high-level operations.

TM: But you guys are turning over every room, every night. So that's 16 rooms and 16 bathrooms, 32 beds.

AN: Every day.

TM: Every day.

AN: But you do that in any kind of a hotel pretty much. You should be running somewhere in the 70% occupancy ratios. So you're doing that. And GC actually used to run pretty much around a 78%

occupancy. So as busy as it is in the summer, it was not busy in the winter. Okay. In those days the El Tovar was closed, by the way. The Bright Angel was open.

TM: In the winter?

AN: In the winter. And later, when I, just before I took over, we had changed that. So that the El Tovar was now open and, you know, we closed other things here and there. Anyway, I forget where I was.

TM: We were talking about retention and you...

AN: Oh, retention. So anyway, the recruiting program of course worked perfectly with all those mid-western kids and they all stayed. And the objective was to make it fun. You know, start to come out and have a good time. Work, but have a good time. And they did. And we made sure everybody had 2 days off, which was important. And when you have enough staff you can pull that off. Then we started to run into a problem with housing. Okay, so when I was, I can't, oh I should hold up here for a second because from personnel, after one year in personnel, I only agreed to these things on a one-year basis. They made me General Manager at Furnace Creek Inn and Ranch Resort in Death Valley. So we went over to Death Valley for a year. And I went over there cold. I had nobody around other than the chef who happened to be Jimmy Marcus, a 40-year veteran of Fred Harvey in the railroad days and he was dying of cancer. In fact, he died while I was there. He was a great man, from Santa Fe. Course the chef of the El Tovar, he was from Santa Fe also. He retired after 50 years with the company. But you know we had a chief engineer, Tommy Lopez, and he was like 40 years with the company and this was back in those days when people who had been with the company never left. Mary Hoover, you know same type of person. But, people who you could totally count on, you know, because they were so dedicated. But as a young guy you have to be, because I was in my 20's, you know. But I was different because I had spent those years in the military flying and then I'd been in combat and stuff like that, so I had a different attitude about things. I consider that a huge key to my success, my military background. But uh, anyway, after one year I came back to Grand Canyon as GM. So now, in my third, or actually finishing up my third year with the company, I was now GM of the place that I started at.

TM: Okay, can we spend just a minute or two talking about Death Valley and some of the big challenges you were faced with there? Some things that went well, some things that didn't.

AN: Right off the bat I had an engineer who was there, for years. There are two separate operations, the Ranch and the Inn. The Inn is a 1926 adobe structure that is equivalent to like the Biltmore. The Ranch is more motel like, in fact the units that we built there the year I was there are identical, only a little bit bigger, than Yavapai. So it's a double loaded corridor type of a system. And there's natural flowing water at five cubic feet per second out of the Funeral mountains. Which is hard for most people to understand, we owned two and a half cubic feet per second of the water, and the park service owned the other half. We owned Furnace Creek in fee in the middle of a national park. There is an 18-hole golf course, there are tennis courts, there are all kinds of things that might fly in difference to park service standards, but they'd been there. It belonged U.S. Borax, a British company. The Inn was built as a retreat for the board. They would come even when I was there and after I was back at Grand Canyon, because Death Valley, everything was under me when I came back as GM. All the park operations were under me as Vice President of the company also. So I got to know the board members of the whole U.S. Borax company. And, but when I was GM the Inn was closed in the winter, I think it's open, I mean it was closed in the summer. It now may be open a little bit in the summer time, and I'm not totally sure about

that, but the air conditioning system did not work and the engineer didn't tell me until about 1 week before we were going to open up the Inn for the winter. That was November. I arrived in August. So needless to say I was extremely upset, guests were coming, and we had no air conditioning, and it's still warm into November. So my engineer, I fired the engineer and brought over the assistant engineer Kerry Jet from Grand Canyon. I asked Tommy Lopez for him and he gave him to me and Kerry was an electrician, knew a little bit about air conditioning systems, and so we had to go to Vegas and get everything re-done and in place, but by then the Inn had been open at least a week and guests were furious. So that was the beginning of my real experiences there.

CN: Tell them about that guest.

AN: Oh that's, not a big deal. A long time guest stayed there.

CN: Yeah.

AN: Furnace Creek was big on people who had been there for generations.

TM: Oh really?

AN: Yes. And it was expensive.

CN: Mmmhmm. They had to have the same waitress.

AN: It was, yeah, they sat at the same tables with the same waitress year after year after year. And one of the things that I wanted to change was after my year, I got rid of that. You know, I had watched it. And I made lots of changes actually after I was leaving. But I made changes while I was there because things just, I needed to get rid of those old systems, but I needed to do it without infringing on everyone's goodwill as a guest and everything that we owed them, you know. But anyway, so that was one arena and then I had a chef who was like the only stable thing at Death Valley for years, dying and I actually took him to Lone Pine with his family in my car to leave him there to die. I mean I had to deal with all of that besides.

TM: What was his name again?

AN: Jimmy Marcus. He was a very famous chef and had been with the company for over 40 years. Cause you know, a lot of things were in New Mexico, Santa Fe, Albuquerque...

CN: La Fonda.

AN: Yeah, that was Santa Fe. But anyway, they then moved, they were with the railroad feeding along at these Harvey houses all the way across, all this kind of stuff. He was the sous chef at the El Tovar and what was the chef?

CN: Eli Gomez.

AN: Eli Gomez, was the other one. And, Ellie was the chef. Well they sent Jimmy to Death Valley in the winters because the Grand Canyon wasn't busy. And so he was the chef of Furnace Creek and he did most of his work up at the Inn, which this was fabulous food. I mean, this was an amazing place. Do you know Eric Gueissaz? Eric was also my chef at Furnace Creek. I brought him over there after Jimmy died. And Eric is a phenomenal chef when he wants to be (*laughs*). Anyway, the other big problem we had was, and this was a more serious problem, you know we've got that golf course and you've got to pump

all this water onto it to keep it green and everything. Well, half of the course, and this course by the way was the old alfalfa fields for the 20 mule team Borax units.

TM: Cool.

AN: And there is a museum at the Ranch of all this stuff. Some things I have given, Borax works, I gave a 20 mule team wagon set is up there that belonged to us. And I have one out in front of the Ranch also, we had 2 of them and I think the only one left is over at Boron, owned by the outfit over there. So anyway, you have palm trees and they're all Date Palms, and we had date-shakes and date-bread and that was our famous thing you know and all this. So anyway, we have a sewage system of some sort. Well it was ponds. Those ponds were located out on the salt flats on park service land under agreements and so all the sewage would flow out to these ponds and then dissolve and go away.

TM: So this was untreated raw sewage or was there at least some sort of...?

AN: Oh no, there's no treating. This was sewer ponds like you see anywhere. Okay.

TM: Was it aerated? Was there at least a little bit of...

AN: Well yeah, the air in the air. That's nothing. The business got so big over the years, because by the time I was GM we were in full crank. I mean that place was one hopping operation from definitely November 1st until the end of April. I mean it was full, the Ranch and the Inn.

TM: Okay, so now there's two things I'd like you to wrap up here. Tell me what happened with the air conditioning when the manager...

AN: Oh, we straightened that out.

TM: Oh, you did? You straightened that out?

AN: Right away. That's what I said...

TM: Okay. How?

AN: Well within a week we had to have all kinds of parts made in Vegas by hand. And then eventually we put a whole new system in a few years later.

TM: Okay.

AN: So it's got a whole different system. We've done a lot of restoration work with Furnace Creek. But it was all done in bits and pieces, like the El Tovar I've done totally different and that goes back to the early 80's.

TM: Okay, so that sorts out that. Now let's get back to the solid waste and how you sorted that.

AN: Okay, that's where I was going. What I did was I built a 50,000-gallon tertiary treatment plant. And we ran the stuff through there. Now interesting enough, there was a spot where the flow would come down and it would go into the plant at an angle or we could sandbag it and it would go straight out to the ponds. So if we got over capacity for the plant we could send it out there. California law requires a certified operator. Kerry Jet became the certified operator; he went to school, he passed the tests he did everything. Now the interesting part of the thing for me was that I got kind of interested in this whole

system. Eventually we built two more. So we have three 50,000-gallon tertiary treatment plants. We no longer use the ponds at all, they're gone. And that to me was worthy of an award I think.

TM: No, really it is (*laughs*).

AN: Everybody talks about all these environmental things that they're doing and everything else. Well that to me, that was a real deal, you know. And I just love it because nobody knows what went on with that thing. But what was humorous about it all, eventually I brought Kerry back to be the..., when Tommy retired I brought Kerry back to be Chief Engineer of Grand Canyon. Eventually he became my engineer for the whole company. And he was my only certified operator the whole time (*laughs*), so we beat the California rules by Kerry going over and running the tests. Well when Kerry wasn't there I'd run the tests because he taught me how to do it. I got so interested in it that I'm going to skip here for a second and tell you that for over nine years I chaired a congressional board for the Interior Department of the senate and the house, and it was called the Concession Management Advisory Board. It still exists, but I left after nine years. I was the first chairman of this board and we held hearings all over the country, mostly in Washington and then once a year in a national park. And people can come and present ideas or concepts that have anything to do with concession management. And we had different national accounting firms work for us over the years to help us give ideas on settling contracts and negotiations, we were involved in all kinds of things. But we went to Key West for a meeting one year. The President of Aramark lived in, at the time, he's gone now, Key West. And so he invited us all there, the board and those people that had participated and everything, and the park service always provided things to show the board the park. Like in the Tetons one year we went on a river raft down the Snake. In Key West took a 75-foot boat out to the dry Tortugas to...oh shoot, what's the name of the fork where mud was? Doctor Mud, the guy that treated John Wilkes Booth was at this prison. Shoot I just went blank. Well anyway, you can figure that out. So anyway, the Superintendent of the park is taking us on a tour, which is typical. Showing us all the facilities and everything at this old ancient fort, you know at least from the civil war era and on an island 75-miles off the coast of Key West. And here sits this thing about the size of a garbage truck. Big metal container. Guess what it was? Tertiary treatment plant, a portable unit. I climb up to the top and I'm looking down in and checking it all out and the superintendent he's going ballistic because he's saying "You're gonna get hurt." And I said, "Well you know I'm kind of into these things." It was so, it's just an antidote to the whole thing because I really got a kick out of seeing this portable unit. I thought, how impressive that you can just get something about the size of a garbage truck is pretty big and yet it handled all the sewage treatment at this place out in the middle of nowhere.

TM: For their needs and numbers.

AN: Yes. Yes, it was a wonderful, wonderful concept. So anyway that was Death Valley. I then came back to Grand Canyon.

TM: Okay, just recapping, you were at Death Valley for a year?

AN: One year.

TM: And they sent you back, and so my question just a quick, brief, if you could touch on...

AN: Why?

TM: Well, was this typical of corporate to move people? Let's put 'em here and let's put 'em there...

AN: No, he quit or actually he got fired, the GM that was there before me. He got into a big argument with the uh...

TM: Now who was this?

AN: His name was Bill Maxwell. He's passed on.

TM: Okay. So, so, because I'm wondering, Franz Rotter was_...

CN: Oh, yes, before.

AN: That was a long time before me.

TM: Wait, so he burned up when he was a real Fred Harvey employee and when Amfac came in and he crossed swords with them, they're tearing down the laundries and decentralizing and all kinds of stuff. So you're way after him?

CN: Yeah.

AN: Except the laundry was there long through my era.

TM: They rebuilt it again. So Amfac, they have a central laundry, with Fred Harvey, and Amfac came in and said, "Oh no, each individual facility will have its own little washer and dryer."

AN: Oh, okay, okay, okay.

TM: And, and then they, that didn't work so they had to rebuild a whole new laundry and that was the laundry that you would have inherited.

AN: Yeah and we eventually did the same thing again. You know, under my era somewhere along the way somebody, and it wasn't me, decided that it'd be more efficient if we had units all, well first of all we built a new big laundry over by Maswick.

TM: Yes.

AN: And then we had these units spread out still in other places, so I don't even know what goes on now to be honest with you, but we did dry cleaning at one point in time with Mary and Beauford.

CN: Yeah.

AN: And Beauford's wife, but eventually when we shut that down, that which was worked for a long time where a purchasing office moved in there to that building and I believe it's empty cause they're over in their new buildings. And I just got a tour of all their facilities last year with Jon Strait, the GM took me all around. And I ran into all kinds of employees that had worked for me and they all had white hair. Which was a bit of a shock and I told them they all ought to be considering retirement. And I've heard that a number of them have, since I was there. But anyway, yeah all that type of stuff has occurred on and off throughout the history of the Grand Canyon for sure. But the GM before me, who had been there two years, because he's the one that sent me to Death Valley, okay. The GM before him is in effect the one who hired me through John Hyatt, he had been there for, Bruce Curtis, about three or four years. He was a Michigan State grad also. Last I knew of Bruce and for a long because I had all

those hotels in Hawaii, Bruce was running a Marriot in Maui, that Kaanapali area. And he could still be there for all I know, he just became entrenched in Hawaii. But anyway, I was only GM for about two years at the Canyon before I became Vice President of all retail operations and everything else, because those were really Fred Harvey operations to begin with, they were part of the old family day and we were shutting some of those down when I was personnel director. I actually went out and they sold, and in Illinois there is a toll road system and, called the Illinois Toll Road, all that, you know how you drive and you hit a plaza and they have restaurants and all that...that was Fred Harvey. And Fred Harvey was Chicago. So anyway, and it might have been the Indiana Toll Road now that I think about it, but they're right around Chicago. So anyway, they sold them, Fred Harvey under Amfac sold them to McDonalds. So if ever you were on them and then they suddenly became, and I have been on them since they've become McDonalds because I was up there and it was like, oh man here are all these neat Fred Harvey restaurants and now they're McDonalds. Cause as a kid we'd stop in them and have lunch or something, you know and then they all became McDonalds. And I'm not knocking McDonalds, but it was quite a difference. But they had all kinds of places like that. They had airport retail operations, they had airport restaurant operations all over the place and that was all part of what I call the modern, more modern change when Amfac took over things. But all corporate was based for Fred Harvey out of Brisbane or the greater bay area of San Francisco at that point in time. With Amfac having offices both in downtown Honolulu, and downtown San Francisco, down by Union Square. But Amfac was a very diverse corporation into everything, but...

TM: So after a year at Death Valley I would assume that you were getting pretty settled in there and there's a call to go back to the Grand Canyon and you just drop everything?

AN: Oh yea, Death Valley was under me.

TM: Yes, yes, but...

AN: The connection was still there. Every time I moved I still had control of the previous place I was at.

TM: But how are you going to run Death Valley from Grand Canyon?

AN: I'm not. I have a GM, I hire a GM to go into Death Valley, Toby Allen an Englishman with a hotel degree, who worked for me for years, including running everything in Hawaii at one point in time, when he took over that.

CN: And he's still a good friend. *(laughs)*

AN: Yeah. We just met him in Vegas in April.

CN: All these people he talks about we're still friends with.

AN: Anyway, so I was GM at the Canyon about two years and I put a guy by the name of Tony Gressick, who was Food and Beverage Director when I returned to Grand Canyon. And he later, when he left after a while, I don't know how long he was at Grand Canyon, a number of years, he became Vice President of Cheesecake Factory, or whatever it is, yeah. And I think he might still be with them. I think eventually he got into marketing for them. He's an operating guy though, and good. I always said he's a guy that his favorite line was, "kick ass and take names." Heck of a guy. But he was good under that exterior, you know. But I lived at Grand Canyon. My office was next door to his until I moved into the superintendent's house. Dick Marks, he gave me that building. If I gave him a house, one of our houses,

which I did and then we would renovate the general office. Now I'm not totally sure why they're still there because we only had a deal till the end of that contract in '98.

TM: And so what year was it when you came back from Death Valley back to Grand Canyon?

AN: '76.

TM: Thank you.

AN: I was there in '75/'76, that season.

TM: And so Merle Stitt would have been the superintendent at that time.

CN: Yes.

AN: Merle Stitt was my best friend. He and his wife. He was superintendent when I got there in '73. But when I came back as GM of the Grand Canyon, and we always respected one another. And of course I'm the one that straightened out that personnel function, which still thrives on that same theme today and many other national parks, including TW Service's. Steve Tedder, who eventually came as Vice President of Xanterra, Steve started adopting those policies for Yellowstone when he was GM up there. So that was the movement. And, eventually I should say, we moved clear to the east coast. We didn't just stop in the mid-west, at some point in time we were in Boston and up and down and all around and so we would do a two-fold recruiting program. We would recruit for permeant jobs at a hotel in Lansing, Michigan. And at the Hospitality Motor Inn, because I had worked there when I was at Michigan State. And then we had another recruiter at Michigan State and set up appointments for all this and people would interview. And so then we would have summer jobs for students, or if they wanted a full time they could, and anybody who worked for us we always tried to keep them if they wanted to stay. Okay, and like Moqui, we would shut down Moqui Lodge, we kept everybody on health insurance free to want them back. And it worked. But anyway, I'm losing it.

TM: Okay, so you're coming back to the Grand Canyon. Merle.

AN: Okay I come back to Grand Canyon, Toby, Toby, oh Merle. Every, for example, every...

CN: Thanksgiving.

AN: Thanksgiving, we would hike down to Phantom, Merle and his wife, would fly down, this is back in the helicopter days, and they would stay at a government cabin and we would stay at Phantom Ranch and then I would feed them. And they would fix lunch for us as a tradeoff.

TM: Oh, that's cool.

AN: So we'd eat in the dining room for breakfast and dinner and he and I would fish. We fished all the time.

CN: Lorna.

AN: Yeah, Lorna. So we did that for a number of years, until he retired and then unbeknownst to most of the public I gave he and Lorna flights and hotel stays in Hawaii after he retired. I waited until he retired so there would be no controversy and he died.

CN: Yeah.

AN: And so Lorna called me and said, "Would it still be possible that we could still do that if I took a friend?" So and so, some lady. And I said, most certainly. So I flew her and her friend to Hawaii and they stayed there and all that. But it was so sad because I saw this fishing scenario after he retired where we'd be doing that. You know, I loved that guy. He's one of the great, great guys. I believe he went to Fort Collins to school. And there were, I had a real good friend, Tom Doerr, who had been sixteen years in the Park Service when I stole him away and he became head of our security at Grand Canyon, Fire and Safety. And he was a motorcyclist and so that's how we knew each other and we'd go on trips a whole bunch of us would do things together. Well Tom used to talk about the Park Service in the good old days when they were either from Dartmouth, they were from Fort Collins, or 10th Mountain Division guys. And that was the old school leadership quality that was so strong in those early days of the Park Service you might say. Or even the middle days of the Park Service. They were a different breed of people. And then things changed. And I hate to denigrate the Park Service, and I'm not trying to, but I don't think that the quality of leadership is the same as it was back then because fewer and fewer, and if you look at it realistically, fewer and fewer park service people have ever seen the military, let alone be in it. And I think all those early park service people were all military background, beside the really unique geology degrees and biology and everything else. And so many of them I say from that 10th Mountain Division, there were a lot of them in that 10th Mountain Division you know. But those days are gone. But, it is what it is.

Anyway, Merle put together, he was the Superintendent in charge of what we call, what I refer to, as a 74/75 Master Plan, okay, which made all kinds of major changes to the park. All the early stuff, even to some degree the concept of mass transportation into the park and everything. All that kind of stuff changes in the program. I think Thunderbird and Kachina Lodge were built in the late 60s, early 70s, 68/72. And by the time we were fooling with the 75 Master Plan, they were slated to be removed. You know, they're still there. And I'm glad they're still there. There are few occasions you can ever stay on the rim. You either have a few cabins at the Bright Angel, but it's a little bit overdone because there aren't that many. And then you've got the El Tovar which has about 88 rooms in it and that's it if you didn't have Thunderbird and Kachina. And actually they're, what I always found interesting is you can go over to Hopi Point and look back, and you see the Bright Angel and you see the El Tovar, but you don't see Thunderbird and Kachina. And it's like, to some degree we did that right. You know, I don't know, but in Brown Building, which is one of the dorms by the apartments was sitting there, it would look like the same wood and everything, it would show up too, where Thunderbird and Kachina are. But anyway....

TM: So Merle did the Master Plan 74/75...

AN: Well, Merle did the Master Plan and leaves. And nothing gets done. Well one thing got done. I built 175 apartments, Coconino Apartments they're called over there in Maswick area. And that's part of the whole recruiting issue and personnel issue. We had nothing but dormitories and a few homes. And I can't remember, I think I built 80 some homes over the years. The 175 apartments, that was really a thing Merle wanted to see and I did too and we worked together to accomplish that task. But, we, as you retain people, things happen. They're no longer a student, shall we say on a student visa? They're young people looking towards a career path or some kind of growth which we tried to provide. I totally advanced people that were internal. Rarely did I go out, I tried. And we had all kinds of management

training programs constantly through the whole era. But, couples develop. You know, and one of the first things I did by the way as Personnel Director was they had all these male and female dorms and I threw that out the window. Shirley Hall was a female dorm and Victor Annex was a male dorm. Everything else could co-mingle. And I remember a bunch of old timers, from 76 on I was on the National Park Hospitality Association it's called now. It used to be called the Concessionaire Association, so it's all the concessionaires in the country have this organization. And I was on the board of directors from day one cause we were the biggest and all these old timers, the guy who owned Yellowstone operations, the guy who owned Stove Pipe Wells in Death Valley, and Hamilton's stores in Yellowstone, the guy who owned Mammoth Cave, and all these different people....

CN: They were families.

AN: We're in a car, it was families, and we were in a car somewhere in Washington going to see a Congressman or something probably. I'm telling this story about how the dorms and how they are mixed and the one guy, Trevor Prova, he owned Hamilton store and he was a character, and he goes, "Fred Harvey is rolling in his grave because of the Harvey girls and keeping them separated," you know and all this. And I said, "Yeah, I'm the new Fred Harvey," you know, so. Anyway, those apartments made a big difference cause people got married and I didn't care whether they were married or not, but they did, a lot of them got married. And then they had kids, so then we had to get more housing, you know more houses and everything, and so I swore at some point in my career, and it was early on, that I would never ever be accused of building a dormitory in my lifetime, and I never did.

TM: So Allen, help me out here on the corporate structure because it seemed to go from Fred Harvey to Amfac, to TR Services?

AN: What's TR Services? TWA?

TM: I'm sorry, TWA, is that right?

AN: No.

TM: Well who is after Amfac?

AN: Okay so let me do it. First there was Fred Harvey the family. '68 they were bought out by Amfac Inc. So until, I know what you might be thinking of JMB, does that ring a bell? Okay, 1988, okay so '68 Amfac bought Fred Harvey, everything was cool until 1988 when JMB Realty out of Chicago, interesting, a privately held company worth \$25 billion, real estate guys. Three guys of which one had left. So JMB, the J was gone. Malkin and Bloom were the two characters, good guys actually, they bought all of Amfac Inc. in a hostile takeover. Okay. So in place in that year, that was November, was a CEO of Amfac Inc. I by that time was Vice President of Amfac Inc. and CEO of Fred Harvey, which legally went under the name all along, Amfac Resorts. At one time it was Amfac Parks and Resorts. At one time it was Amfac Resorts. At one time it was Amfac Hotels and Resorts. We were a part of that, but I always kept Fred Harvey. I was the President of Fred Harvey in my mind even though I had these other specific titles. When we moved the offices from, and I've got to remember I've got offices now, and I've cleared out all of Brisbane, it's gone. Okay, let me go back. In 1984 I get a phone call on Thanksgiving Day and it's my boss, Ron Barr, who was the Group Chairman, which I became. That's the senior vice president of Amfac, so you have a division. So there was a food group, there was a health group, there was a...

CN: Mechanical.

AN: Mechanical and electrical group, and there was a hotel group and Ron Barr was the Group Chairman, so he was my boss. There were three presidents. Island Holidays was nine resorts in Hawaii that Amfac bought back in 1960..., you know I've been saying this wrong,

CN: No you're not.

AN: They bought Fred Harvey in '67 and they bought, no wait it was '68. In '69 they bought Island Holidays from a guy named Lyle Guslander, he went by Gus and he was a board member. So was Dagget Harvey III, a board member of Amfac, plus a bunch of other dignitaries over the years. They had a real exclusive board. So Island Holidays, Myrtle Lee was president of that forever. Chuck Sweeney was president in Brisbane, back to Brisbane by the airport in San Francisco, he was president of Amfac Hotels and Resorts. We had hotels in places like the airport at Dallas, the airport at LAX, San Francisco because where Brisbane was there was a hotel. We had Fresno, California. They had a hotel in Minneapolis. They had a hotel in downtown Denver. And then they had...

CN: Silverado.

AN: Silverado Country Club in Napa, very exclusive place that dates back to the Civil War when a southern General built this mansion that looks like a plantation. It has two championship courses that have been pro courses over the years, tournaments. 100 tennis courts, 50 swimming pools, and all kinds of condos. Every condo that goes on sale when we would build them was on a lottery because everybody wanted them and that's a whole other story that I probably don't want to go into because it gets wild. Someday if you want to hear the story we can talk about it, but anyway. But Amfac did all that development, see. Then they sold it somewhere, you know, like '85, no before '85.

CN: Getting back to Thanksgiving.

AN: '83 they sold it. Then we managed it for years. And they just lost the management, cause it was sold several times. But anyway...

TM: So JMB came in with this hostile takeover?

AN: Yeah, but let me finish this other part though. So there were these three parts and I had the other one, which was called Fred Harvey and it was national parks and retail operations, okay. Now, what they did, they got rid of Amfac Inc. and '84 got rid of Bar, fired him and then fired the two presidents of the other two companies and gave everything to me because they were losing their ass. Those two companies lost 20 million a year and I made 10 million a year. So they were losing 10 million a year as a corporation.

TM: Simply by poor management?

AN: Yes, deadly poor management. Because I will tell you, I sent my friend Toby, the Englishman from Death Valley, he was GM at Grand Canyon by this point, and I sent, and by the way I am still at Grand Canyon. That's where I set up my corporate offices for Fred Harvey and all that. And they say Monday we are sending the jet in for you. They had two jets and every time you flew, it cost four thousand bucks, which I got rid of those when I took over, but anyway, and I loved it. It was fun to fly in a private jet, but very expensive. But, just to fly from San Francisco to the Canyon and pick me up and fly me back,

that was four grand. If I then turned around and flew back to Grand Canyon and back it was another four grand. So it was eight grand to fly somewhere and I could go for five hundred bucks first class, so anyway. I went up there that Monday and they tell me that I am going to be the Group Chairman, Senior Vice President of Amfac and blah, blah, blah, all the divisions are now under me. And I go, "Well what'd you do with all these guys?" Well, they got rid of them. So everything all of a sudden came under me where I have to scramble; I have to work for a living now where I was pretty comfortable, sliding along there. But I started going to Hawaii every month. I started going to all the other properties. And then I started selling things, okay. I didn't want these commercial hotels. I am a resort guy. So I started selling them to the Marriotts, the whom ever. We had one in Albuquerque by the way, I kept it until the last hotel because I had sent so many of my team to Albuquerque to help them out over the years. Albuquerque was a Fred Harvey community. And so, I think we kept that place for over five years because I just didn't have the heart to hurt those people. The rest of them I didn't care about. So anyway, then we had the best part, my favorite story of all time is, that Brisbane office I talk about, had 169 employees in it. Now that's accounting, personnel, merchandising, food and, you know, we had these meetings in Hawaii all the time with corporate. Every month we had to go explain why we didn't make money or why we made money. And that other group would bring 20 staff members with them, senior VP's and all this stuff. And they'd dress in their Hawaiian shirts and talk about how they lost money this month, but next, in five years they're going to do better, type of thing. And I would come in with my finance guy only, who was from Hawaii by the way, and we dress normal for eastern boys and you know we'd go through the numbers and our numbers were beautiful. We made money every time. And at one time I even brought this up, you know I sat there and they went through the whole other routine and then they came to me and they said, "Okay, Allen why don't you talk to us about your month." And I said, "Well Tom," he was Senior VP of Finance for Amfac Inc. Big huge guy, dwarfed me beyond belief with one of those big Tom Selleck mustaches and everything. And he was a character and a half. I know he played pro ball somewhere in his life. But anyway, I said, "Tom, I thought I would come here today knowing that you've already looked at my numbers and you'd go, 'Wonderful month Allen as usual,' slam the book shut and that was the end of the meeting. He slams the book shut and says, "That's the end of the meeting." (*laughs*). And the guy who was CEO of the company, Ron Sloan, who he and his wife are some of our very best friends. They live in Portland and we were just up to see them. We've always been close. He and I were a lot alike. And he was so mad. He said, "Allen, you deserve to be heard." He said, "you do so well and blah, blah, blah, it was unfair to make you fly all the way up here and shut you off." And I said, "No, that's fine with me." Which I didn't, I could care less about talking, you know. In some ways I was almost embarrassed because we always did very well and they never did.

TM: So besides just your management, I mean what else was going on here, why was it such a failure there?

AN: Let me explain. I can explain that real simple now because now we will go back to where I took over. In 1984. I send Toby to Hawaii. He's now VP of Hawaii and manager of the Wielhi Resort, the most famous of our resorts on the island of Kauai, wasn't it?

CN: Yeah.

AN: And it has suffered a hurricane that has wiped it out. And they've rebuilt, and you know. They have these marketing guys that are just beyond control. Spending money right and left and everything else.

So I go to Representation Marketing Management and there was a guy we knew who we had used for our operations at Grand Canyon for a long time . He was based out of Chicago, I think.

CN: Oh, yeah.

AN: Anyway...

TM: What was his name?

AN: A representative company is a company, you are in the marketing business, you're a marketing company. And you're going to go out and find all kinds of organizations. Like, what's the, starts with a T, the famous bus company? Talk Tours, you ever heard of Talk Tours? They come up the Canyon. Okay, so, Talk Tours is a very expensive bus tour company and they're going to deal with them and work on them and get all kinds of deals and you can stay at Grand Canyon in the middle of July if you send your people to the Wielhi, okay and I'm making this up, but that's the way you work it. So, you have a very mixed group of properties and you cross-sell them all the time and what better one to cross sell than use the Grand Canyon? And so that helps. Within one year, one year, all of Hawaii was profitable. And the hotels that we were going to be selling, those commercial hotels, were profitable. Silverado Country Club was cranking away. And, when I say, you can't always cross-market, you can't always cross-market. Silverado is another ball game, that's big corporate groups come in there you know for retreats and meetings and everything else. Because it is a conference center type of resort, like a Biltmore or something you know. But anyway, everything changed within one year we were totally profitable. Now, you know you can say what you want to, but I say we know how to make money. Okay. And we did. We built it up, built it up. Now '88 has arrived, JMB Reality has now done the hostile takeover, they had bought Amfac Inc. With it they acquired me. It was rather humorous because they were going for loans, to negotiate the buyout. I had to go to these meetings with all the bankers and everything. Do you remember the time where Yosemite MCA was looking when they owned it before Delaware North and they were going to sell to a Japanese based company? Kind of remember that? I don't much remember the details any more either, but it was before Interior Secretary Lujan stepped in and said you cannot sell to the Japanese, that type of thing. And so that sale was shut down, it was ended and we actually looked to buy Yosemite and we actually made a bid, but it wasn't as strong as Delaware North who got it at the time. But, so that's what I am at. And two of the biggest players in the whole deal was the Bank of Tokyo and the Bank of Australia and that's who did the loan. So in an indirect way the same damn thing happened that was this big, and nobody ever knew it.

CN: Because it was a private.

AN: But what was funny was the JMB guys are in front of me so I am sitting behind them. The advisors which were based out of San Francisco and New York, a consulting company for the hospitality industry and I've long lost their name, but they were the Sharpies of their day and they stood there and said, "We have studied all hotels around the world, all companies, and we have never seen a company as strong in management or the ability to make the profit that they do, like the Fred Harvey group. And I leaned up to those JMB guys who, they're buying us right, and I go, "I want a raise." It was so funny. But, anyway that was at Caesar's Palace by the way. I just forgot that that's where it was. It was a big deal at Caesar's Palace. But I met that person from Tokyo and that lady from Australia and I thought, 'Oh God, if they only knew that's who is bank rolling this thing.' But, so anyway, JMB Reality had no, not an ounce of knowledge about the hotel business. And so I ran things...

TM: So they saw...?

AN: They wanted the land in Hawaii.

CN: Yeah.

AN: Amfac owned shorefront land all over Hawaii. 60,000 acres or more on almost every island. Amfac was the biggest corporation, other than maybe, and I think they're bigger than, what, is it Del Monte? It's a pineapple company.

TM: Yeah. Dole.

AN: They're also big in sugar cane. Dole, that's it. Dole. They used to be the biggest sugar cane producer in the world too and they had government affairs guy in DC, who I dealt with a lot, cause he was always looking to fight sugar beets out of Cuba. It was a riot in those days.

CN: It was a typical conglomerate. Yup, that's what it was.

AN: Yeah, it was a conglomerate. But anyway,

TM: So JMB wanted the land in Hawaii and that's all they cared about?

AN: Yeah, they didn't know what they got with me. They only found out that I was extremely good at profitability. And I always say, you know, it wasn't that I was a hard-ass about numbers. I had certain rules and everybody that worked for me grew up with me. Okay. I mentioned Bill Bohanan, the GM at the Grand Canyon. He was a desk clerk when I got there, NAU grad in Sociology, which I'd given talks to at NAU, the hotel school years ago. I would always say get a Sociology degree because that's how you learn to deal with human beings, you know instead of the Hotel Management. They loved me, they quit having me come over, but anyway. Everybody knew me. Okay, and I was laughing the other day to myself because I remember Bohanan and we were close. We were a lot alike. And he said, he'd say to me, "Has anybody called you an asshole today?" And I'd go, "No, but you will."

That's the way I dealt with things. Anybody could talk to me, every employee knew that they could come to my office any time they wanted to and sit down and talk to me about anything. We had unions at Grand Canyon. The Wranglers were a union, the Bus Drivers were a union and I broke them both. I don't like unions. Have no use for them. Yosemite had a massive union over there for all their employees and those people came over and Toby Allen, when he was GM would chase them through the woods out of the dorms. They were in the dorms trying to get people, and but we never had another union form on us. We got rid of unions and Hawaii is all union. None of our hotels were union. I paid union wages in Hawaii. I paid good wages up at the Canyon. We got rid of that dollar an hour routine somewhere (*laughs*) along the way.

I always gave food and room free, so I never charged them for that. Plus, we raised their salaries. But, and then when I moved the offices from Grand Canyon, I had nine people by the way. That was the other part I forgot to tell you. The 169 people that we got rid of, there were 50 in Honolulu too, with Island Holidays in a corporate structure. I kept 25 for reservations and got rid of the rest. I sent my finance guy for 2 years, he lived up there and worked the offices. We eventually brought one guy back to Flagstaff, who is still up in Denver with Xanterra. He's got to be older than Methuselah. I had nine people here at the Canyon. Accounting and personnel and my secretary and me.

TM: And those nine people weren't just focused on the Grand Canyon? They were focused on the whole corporate structure?

AN: That's right. And I moved down here at we were at Continental Plaza. You know where that is? Country club, that plaza that's over back in there. We had the whole back building where Jackie's now is and all that bit. There was Connallee's Market, which was a little market, and us. And that laundry and all that stuff wasn't there. So anyway, that was an empty shell to be a grocery store. And we took it over and my contractor went in and completely designed it the way I wanted it and the office flowed through winding corners and everything. My office was, I had a secretary blocking the way, but everybody knew that if you came in and talked to Teresa she was going to let you, and she works at National Bank, that she was going to let you come see me if she felt it was appropriate. But you know, nobody ever did. And I wouldn't make people come to my office, I'd go to everybody else. And that's just my style. I treated the Fred Harvey Company much like it was a family. And the key thing to think about here is that Amfac allowed me to be that independent person, especially with Sloan.

CN: Oh, yeah.

AN: Now Bar never messed with me. He knew better because he knew I was good and I made money. He was my Group Chairman boss that I replaced. Now he was a good guy, don't get me wrong, but he was not a good leader. And he left, and I took over and I ended up reporting to Sloan from that point on because he was CEO of the corporation. And he and I were just alike. Everything we do is alike. We still are that way.

CN: Yeah.

AN: So that was good. And he knew to leave me, I ran that company and nobody messed with me. Well JMB when they took over in '88 they of course had to find out what the hell we were, and then they realized that we made good money and they didn't want to mess with us a whole lot. But they thought they could do things tighter and better. So they would try to put crimps on me. They would attend some meetings with my staff and I remember one time, this guy that I reported to at JMB started arguing with Toby Allen, an Englishman. Now Toby's a great guy, but he's somewhat classic English and can be a little frail. And he was like getting chewed out by this guy, you know. So right in the middle of the meeting I said, "Arnold, outside." He's my boss and I took him outside. I said, "If you ever do that again I'm either quitting or going to knock the shit out of you because I'm not going to put up with it." I said, "This is my company. This is not your company. And if you want it to be your company then you get rid of me." And I said, "From now on that's not," and he agreed and there were no problems and I never had any more trouble with him. Except that I got him fired because he did try to get involved with too much stuff and at some point in time Judd Maulkin, the M part of JMB calls me up and says, "I thought I told you that you have an open door with me?" And I said, "What are you talking about?" And he says, "Arnold." And I said, "Who told you about that?" And he said, "Why didn't you tell me? Why do I have to find out from somebody else?" And I said, "Well, I think you have more important things to do than be bothered by fooling with me. That's my job to deal with it and I can deal with it." And I went to Chicago, had dinner with him. Got to meet Oprah Winfrey and her, what's that tall guy that's her boyfriend or whatever? I forget his name. Anyway, they owned a restaurant together, Oprah and Maulkin. And we were eating at the restaurant, so that was hilarious. But anyway, they fired Arnold. Then I reported to Andy Todd, now I didn't report to any of these guys, they were like funnels for the money. So Andy Todd, who is now President of Xanterra in Denver, was a finance guy. And after my 5 years of working with JMB Reality he

wanted my job because they were going to eliminate his. They didn't feel a need for it anymore. And so he wanted my job and wanted to know if I would consider retiring because he had asked me one time. He's the one who got rid of Arnold. And he said, "Well what are you going to do about it?" And I said, "Well he's either going to straighten his act up or I'll walk away and retire anytime I want to. Because one nice thing about the buyout was I had shares, you know because I had gotten shares over the years as part of my bonus structure. And so when they bought Amfac out at twice the value of my shares that was pretty good. But I should tell a side story to that because, when I was going to be, we going to, the management of Amfac was trying to bid against JMB and keep it. And when Amfac shares were like \$20, I had never seen it above like \$25 a share.

CN: It was a joke (*laughs*).

AN: And they bought it at \$51 and when we got to about \$49, we as management decided that was too much, so we backed out of the sale and it went to JMB. But during my thought process we had Shearson Layman and GMAC behind us, finance. And the GMAC guys told me that I would be worth \$25 million in less than 10 years and all this stuff. I thought to myself, 'I like Porches.' And there was one called a 959, which was a very special car and it was the 9-11 that was extremely different. It was wider, it was four-wheel drive. It was a race car. It was rally car. And they only made a few hundred of them. And there was one for sale in Tokyo for million dollars at the time. I think they made 200. Anyway, I thought, 'Okay, if we buy it, I'm getting the 959 in Tokyo for a million bucks.' We didn't get the bid so I went to the camera store and I got this Contax-T camera for 850 bucks instead.

TM: Consolation prize.

CN: Yeah.

AN: I still have the camera by the way, and I never got the car.

TM: So can you help me here go from JMB to Zurich to...

AN: To Xanterra?

TM: To Xanterra.

AN: To Xanterra, okay. All that was was when I retired, which was in '90, roughly '95, I had a, what they did was they offered me a contract and my contract was through the end of '98. And you could call it a golden parachute, whatever. And my company car, I shouldn't say this on tape, but it's sitting out there and it's a 9-11 convertible, four-wheel drive. And it was a '91, this is a 2001, so I had it in my contract that they would buy me another car. You know, no matter what. And they carried us on insurance until Medicare. So I had all this in a golden parachute deal when I agreed to walk away.

CN: Yeah.

AN: And I could have stayed. Andy said, "You can stay, but they're going to be more controls placed on you and they're going to make changes," and all this kind of stuff. And I wasn't interested. I was 48, and I actually had decided I was retiring at 51. Now, everybody was nervous about that always, because I was pretty open about my feelings, but everybody knew that they could talk me into staying and I always said, "If I really am enjoying myself and you people are working your asses off, I might stay around," you know type of a thing. But anyway, I did leave and a lot of my staff is still around here. A lot of them

retired elsewhere, we are all the same age. Nobody really wanted to go. Like I said that one guy went up to Denver, but what happened was, I under that 5-year agreement for a couple years, I came into the office quite a bit. I had a different office. Andy had mine. And they moved me around in the office structure, I never cared. But, people would come to me, see. That was the problem. And I knew that was a problem so I tried to get away from it. They would come to me, well I got this problem what should I do about it? Because Andy, Andy is a nice guy, but not a manager. He is a finance guy. You know, I don't even know how many secretaries he went through in the first few years of his career, which he has now been there for darn near longer than I was. They would talk to me. They liked talking to me on the phone because they could never talk to him. He'd come to work, close his door, and he'd send them emails. You know now this is for sure, I know this for a fact. But that's fine, that's his style I guess and they've done well. But what happened was about 2 years after I retired is when they acquired TW Services with Steve Tedder, who was the GM at Yellowstone, and over Bryce, Zion, North Rim and that.

TM: So this is JMB that acquired TR Services?

CN: Yes.

AN: Yes, that acquired it. T W Services.

TM: T W, Thank You.

AN: Which was part of TWA years ago, but they were bought out by Canteen Corporation, but that's dissolved, all sorts of corporate changes occurred way back when, but Xanterra. Fred Harvey, you could say, Amfac Resort's legal name, Fred Harvey. Because we eventually became Amfac Resorts DBA, Doing-Business-As, Fred Harvey. Yeah, everything I had, my stationary, my business card, said President Fred Harvey where I was CEO of the bigger corporation. Well, because I love Fred Harvey. She did the Bright Angel, which I now understand is going to become a tea-room so, the museum which was with the Heard for years, and because we gave 4,500 pieces of antiquity to the Heard in '78 or something like that. There was even a book printed on all the stuff we gave and I've been down and they've pulled the shelves out and showed us everything, but I had them bring in part of the collection and every few months they would change that out at the Bright Angel when we turned that into a museum. But anyway, where was I?

TM: We were talking about JMB acquiring TW Services.

AN: Okay, TW Services and they got Steve Tedder. Now the important thing about Steve Tedder was he was just like me, he was a park guy, you know. He was a GM of a national park and that's all, he was from Daytona Beach. I think the way he originally got with them was he was running uh....

CN: Everglades.

AN: Everglades, yeah and they eventually acquired back to this, Ohio Inns. The state park lodges in Ohio that I originally was going to work for and they didn't get the contract in Alabama, so that was a real interesting connection. Another part of that, because the guy who was running those things in Alabama had been a former VP, the Group Chairman years ago, John Lizner was his name, of Amfac over the hotel division. He also ran Playboy clubs for years too. He's a character, from over in southern California. He's a dirt bike guy, so I still stay in touch with him every once in a while, but he's got to be in his 80s now. So Steve was a good guy to get because he had empathy for the parks, he had empathy for his

employees, and that made up for everything Andy might have been a little lacking on, okay. So, that was a good move, if nothing else, to acquire Steve. But then Steve retired after several years, but not before they, he didn't like coming under the name of Fred Harvey. See, he's TW and Fred Harvey is his competition in some ways. Yeah. So, and that's speculation on my part I should add, but I think it's pretty good reasoning. Because shortly thereafter they did these focus group studies and everything else and came up with Xanterra. Beautiful places on earth is what that stands for.

TM: So how did Zurich fit into this?

AN: Not Zurich, Xanterra.

TM: No, let's back up a little bit.

AN: There's no Zurich.

TM: Okay, Zurich was the insurance carrier and somehow I thought that the Zurich corporations as insurance carrier, but was also owned by the JMB, one of those folks...?

AN: Not that I know of.

TM: Okay, I clearly had that wrong.

CN: They financed it. They financed the JMB.

AN: I don't know that that is true at all. There was all kinds of financing that went on, they always do that. But I don't know what's happened in more recent years now since the guy from Denver bought it.

TM: Or California?

CN: That's another whole story.

AN: No, he's from Denver and his name is German, Anshutz. Peter Anschutz, he's from Denver and I suspected since they're in Denver, Andy met him somewhere and talked him into buying because the JMB people, which is privately owned by those guys, and all the staff got a piece of the rock. They have to be 90 now, okay. Andy was the guy who would buy and sell stuff all along before he got involved with me. And so he was like a right arm to those two guys. You know, he saved them money when Japan took a dive years ago, 30/40 years ago. You know, so he probably told them, you need to think about selling this, let me find a buyer. I assume that's what went on. And that occurred just a few years ago and I saw that as a positive because Anshutz is very big into parks and the whole environmental thing. I don't know much about him, but what I've read, he is that way. Now I talked to Jon Strait, the GM up at the Canyon recently, he's taking him to the airport and he sees the Grand Hotel out there. Which Tom Mason and all of them built. See Tom used to run TW Services back in the old day. Steve was an employee of his. Oh yeah. I've known Tom for 43 years before I ever met Steve. And then Tom went to work for Rex Maughan. Rex owns Forever Living, which happens to own Mormon Lake, that's the closest one here, but they've got the North Rim, they got Bryce, and they took him away. Rex is the second richest guy in Arizona.

TM: That's Forever Resorts?

AN: Forever Living Products, that aloe-vera thing, okay, a pyramid deal, that's Rex. I knew Rex when he was a controller at Wahweap lodge, when it was owned by Dell Web 40-something years ago and he

worked his way up to being president of Dell Web's resort company and then that became an Aramark operation at some point in time. But anyway, Rex had a retail store on Trail Ridge Road, up the top of Rocky Mountain. And Xanterra went after it and won the bid a number of years ago. Really pissed Rex off. So Rex, they actually came to me, I know them all. And they wanted me to work for them and help them get the bid for the North Rim. And this is 15 years after I've severed any relationship, but I still felt an ethically problem with that so I told them I couldn't do it. I would be glad to look at things, or if they had questions they wanted to ask me, but I couldn't help them put together their thing. I just didn't feel that was right. And so they did it and they got it. But so what I had learned was that he was willing to take a loss just to take the contract away from them. Then they went after Zion and they didn't get Zion, Xanterra kept it. But they got Bryce last year, or whatever.

So it's been kind of interesting, and then Rex had a connection at Glacier. At one point he owned 20% of the Glacier operation and I don't know if he got out of that, or what the deal with that was, but Xanterra got Glacier this past year. So I don't know what went on, but there is a war going on and what really bothers me about all this is coming back to my other job as Chair of that board for the Park Service and Congress. The fact that the objective, and this goes back to when I was first GM and MCA was this big movie corporation that owned Yosemite and people were pissed about that whole concept of big corporations running their parks. We were really the big corporation, but we looked like just the little old Fred Harvey guy, you know. And that was the other thing that happened at the thing at Caesar's Palace when they were talking about, they were talking me and they said you know what he, here's this company that's made more profit than anything we've ever seen in the hotel business and he's had his management team together for over 17 years and his favorite line is, he tries to keep a profile lower than a grasshopper's knee, which I did say that one time. But I tried to be this little guy in the park see, not this corporation, and it worked obviously, but the park service has gone in that direction for 40 years and what have they turned around and done? Xanterra is the biggest thing in the world. I mean, between Xanterra, Delaware North and Aramark, that's all that owns anything anymore. And so it didn't work. They didn't do it right. All this contract crap they're doing, this thing up at the Canyon where they split this contract in half is not working. And I would have gone for their jugulars. I don't know who accepted all this stuff. But if I was chair of that board I'd be on their back like no tomorrow. I mean I am so furious because you now have, or you now will have, if it works the way they think, you're going to have 2 sets of dorms, 2 sets of food feeding facilities, 2 sets of administrations, 2 sets of maintenance. You're going to have 2 sets of some kind of transportation services. You're going to have 2 sets of recruiting programs to find the same people to come to Grand Canyon. It's just monumental the kinds of extra expenses that are going to occur because now you have two separate, but somewhat equal, concession operations in a park. It's insane.

TM: I'm speaking out of place here because I certainly don't know this topic, but I'm wondering, is the concept of breaking the desert view, south rim structure apart simply a way to break apart the whole Xanterra or this concept of this one big concession that rules all?

AN: No, because the likelihood of Xanterra keeping it all is probably heavier than Delaware. The only two bidders in the whole process, and they apparently, the one side has been thrown out, the Park Service is not accepting the two of them bidding on, I guess, the east side. I don't know all the details. I am hearing this from people. But I will tell you here is the reason this was done. Only one reason. When the Park Service decreed a number of years ago that they owned everything in the park which Fred Harvey owned from day one, they took over what we called possessory interest. And that was our

interests' in all of those buildings. We own it. So, if you wanted to bid against me you had to come up with whatever money I wanted for it. Okay, which in some arenas, that one especially, allows for no one else to compete.

The other side of the issue is that when all that occurred, which was around the '98, which didn't happen until the 2000 or whatever it was, bid, the bid, the Park Service decided they owned everything. And took on a debt. Now while I chaired that board every year in public meetings I would ask, "Do you know what that debt is now? Do you have any idea what your debt limit is? Because you have appreciation going on every year and you have depreciation going on every year and probably the appreciation is growing at a higher amount than the depreciation is occurring." And I said, "You don't even know, do you?" They don't. They don't know anything. They just float along. And I said, and we had all these accounting firms that could figure all this stuff out for them, but nobody ever spent any money to do it.

And at the time they acquired, they took over all that possessory interest that the Grand Canyon owed Amfac or Xanterra, it was a hundred, I think it was 165 million dollars. Okay, well, my opinion was that by the late 2000s, it probably was worth a quarter of a billion dollars in value. And that was a wild ass guess, but I don't do anything too wild and I think it's a good number. So anyway, they can't account for any of that and that's even worse because if Delaware wants to come in, the Park Service doesn't have, and let's say Delaware wants to take over everything, then they have to pay Xanterra whatever that value is because the Park Service isn't going to come up with that money. They just own it in verbage, you know. So anyway, or anybody else that might come in. So the problem is it still exists as a problem. So this way, if you split it in half, and let's say it's an equal half, it isn't, but let's say it was equal, and let's say it's 200 thousand because that will make it simpler, million. There's a hundred million here and there's a hundred million here, so Xanterra, well let's forget Xanterra, Delaware would have to come up with a hundred million dollars to pay Xanterra for Xanterra to walk away from that. And that's the only reason is to make it a smaller number to have somebody take over. Do you understand what I'm saying?

TM: Yeah, but that won't, help me out here because what it sounds like basically you've got 250 million, let's say 200 for the numbers easy, so we're going to break that apart into two 100 million chunks. Ten years down the road it's going to be the exact same problem only worse.

AN: Well yeah, it continues to grow. The problem with this one is the government still owes a 100 million to Delaware then if they bought Xanterra out. See, that doesn't go away. Okay, so unless there was something in the contract, cause I've never seen it, that said you will relinquish possessory interest that you buy it for. You know, I can't imagine any idiot in the world doing that. You know, why would you invest 100 million dollars into that, and get nothing. Never get your money back. Why would you do that, see? So yes, it is a serious problem. I don't know what brain-child came up with the idea, but I have a major problem with it and if I was in charge of the company I would have more than a major problem with it and obviously someone doesn't see it that way. So there may be pieces of the puzzle that I don't have that makes it more lucrative than I am anticipating, but I doubt it. I seriously doubt it because corporations don't give up one hundred million dollars. So I don't know what's going to happen. But right now it isn't working because they can't let out a contract. It's such a mess. So I don't know what's going to happen in the long run. This isn't going to solve the problems, but what they've done, the Park Service has created a nightmare over, let's say, the last 10 years, give or take, because they went the wrong direction. You know when Yellowstone was owned by....

CN: TW?

AN: No, before that when they were owned by the food company.

TM: Not Aramark? No.

AN: No, they were owned by a company that made cereal, didn't they? I forget. It started with a G, but I can't come up with it...

CN: General Mills

TM: General Mills.

AN: Was it General Mills?

CN: Yeah.

AN: Yeah, I think it was. They then sold to TWA back then, and then TW Services just is a name that they tried to keep some semblance of connection with, but anyway, General Host. It was General Host is who is was.

CN: Oh, that's right.

AN: And I can't think of the GM back then, he was a good friend of ours too. But anyway, they, the Park Service bought it for 25 million dollars. All of Yellowstone. 2,500 rooms, plus everything else. Okay, now this would have been in the 80s, and I want to say the early 80s to be on the safe side. It was a big congressional brew haw because they didn't want to, government did not want to come up with the money to give the park service.

TM: So the concept was the Park Service was going to buy back the possessory interest?

AN: Yeah and they came up with a value of 25 million back then and to me, you look at it now and that was the deal of the century. And Congress was in a fit over the whole thing and I thought, 'You guys are idiots, buy it!' You know, well, they did. They own it. Now, things have gone on that I don't have details on and Zionterra is in that, of course, because that's their operations. But they built things. Okay, the government says, 'We need a whole new hotel operation at West Thumb. So build a hotel and we will give you possessory interest.' They did and they got it. And so the ball starts rolling again in the wrong direction. So, I don't, and then they have to depreciate that, but see, with hotels you can depreciate all you want, but every 5 years you're re-doing everything in the rooms and in like '80, 1980 or '81 whenever I did, when I completely restored the El Tovar, you know, I put 10 million dollars into the El Tovar alone in 1980 dollars. Okay, now that was every, those are slabs if you didn't know. That's not real log, it's a slab and they're Douglas Fir and they were brought in by the railroad of course years ago. So I had to find Douglas Fir in Oregon.

CN: Mmmhmm.

AN: Then I had to eventually ship it to Moscow, Idaho, which was the only place in the United States that would hand peel the logs for me. And then they sat drying on the railroad tracks, this is before the trains had started, and we completely replaced every piece of wood on that building. And then we went in because inside all the wiring was cloth. So we completely re-wired it, re-plumbed it, we did

everything. We roofed it, and they've since done another roof. But it was like, and then we completely changed the bathrooms and everything. I mean it's a completely different hotel.

But I think 10 million dollars back then, that would probably be about 50 million dollars now or more. Is it worth it? Because I can tear it down now and build a new modern hotel in that spot for half that amount or even less. That's the problems you get into in working in parks. That also is what you have to do. You have to restore those things, but when you do then you get possessory interest, see. So, sometimes they write in the contract where you have certain maintenance things that you have to write off. You know, you have a maintenance contract to maintain this in this condition or other things, and those are operating expenses. They're not capital and so that kind of thing gets written into contracts too.

You will, you will pay a franchise fee of 25% up at Yellowstone, where part of it will be used for maintenance, blah, blah, blah. Well then they see that as, okay, well my maintenance budget was 10% at Grand Canyon. So, and that was the other thing that I always did, maintenance loved me, because if I made more money at any place in the system then they were allowed to increase the maintenance budget by the percentage that they had for the year agreed to. So they always ended up with more money. If they worked harder to make more money, then the maintenance department got to do more things. And I thought that was a good way to do it.

But anyway, that where at Grand Canyon when I got there I think I paid one, one and quarter percent, franchise fee. And every five years I met with the Park Service and most concessionaires would say, "No we are not going to increase it because we had a contract, yay or nay." And every year we would agree, in fact one Park Service guy from regions, the San Francisco region where we were in those days, made a statement at a Superintendents' meeting and says, "It's always a joy to work with Allen Naille when you have to negotiate a contract. Because you come in there and you're going to raise it a certain amount and he already knows what he's going to accept." And he said, "And that works because he always lets us raise it." And I would let them raise it like a quarter of a percent maybe or something you know, maybe a half a percent here or there. He said, "And then we'd go the El Tovar and have lunch with cake and all this kind of stuff and it was such a delight." And I laugh because you know, you're just being civil about the whole thing. But yeah, I always agreed that they should get more money each time, but I also knew that I had the deal of the century, you know with those kind of franchise fees.

Well, they are gone. Those days are gone. And that's fine. They should be gone. But somehow the Park Service can't, somehow they do these deals, and they do them with all these maintenance fees and these things in there, so they don't walk away with any money that they could be buying down the possessory interest. Now, interesting, when I chaired that committee there were a couple things I really enjoyed with the company, the accounting firm, and I just went blank on who it is. I have trouble remembering, I'll remember, but the head guy of the team had been a Captain in the Army. Of course I had been an Officer and he came up with the idea, and he says, "You know what we need to do," and this goes back to the superintendent issue, is he said, "There's a lot of retired Generals out there, they'd love to run a park." He said, "They're leaders, they like to tell people what to do." But his idea was to put retired Generals in as Superintendents in all the parks, you know. And I thought, 'that's not a bad idea, you know. At least it'd do something for a while,' type of concept, but it was more of a joke than anything else. But the other thing that they came up with that I just bounced on and this one is very important. Grand Canyon pulls in what, 4 or 5 million a year from gate fees? And the park gets 80% of

that to do whatever they want to do and the other 20% goes to Washington. Okay, so that goes to the Treasury and sits there at no interest. We were gonna, we wanted to, invest it in the market. Now unfortunately the market fell about the time, we were um, I was before the market fell and so it might have hurt them for a few years you know. But the plan was to put all those fees in the market and earn interest and really boost the amount of money that they had. And do you know that from Washington down to the Superintendents we couldn't get them to go for it.

And I'll explain one other thing with this. It's already done. Because all PX systems in the military, you know what that is right? They all work under this thing, this program, and I sent, I picked people from the public, a couple board members, I picked people from the accounting firm and I picked Park Service people as a little team and they went out with the Army and the Navy and they went around showing them how they do this. And the Army agreed for free to take the government, the Park Service's, money and invest it in their program, you know with the markets, until they got their people trained. They would train the Park Service people and set this program up and the Park Service still wouldn't do it. It was a major recommendation to the Director of the Park Service that year and they turned us down. And I am to this day furious that they didn't go for that and it would have been that smartest, because they have total control of that money. But see the problem is that the Superintendent gets to decide where that money is spent and them alone. So they were afraid they'd lose it. And I said, "I'm not touching your money. I'm investing it. I'm trying to make more money for you to spend." And they wouldn't do it. I mean, business does that on a daily basis, but that's a problem, so. You want to cut?

TM: You know, yeah, let's think about wrapping this up, but I think if you wouldn't mind, let's just talk a little bit about some of the challenges, you're doing that right now, sort of thinking about what's happening at the South Rim now, where you think it needs to go and where you'd like to see it in the next 5 to 10 years, maybe 15 to 20 years?

TM: You got 5 minutes, that's okay.

CN: What would you think Allen?

AN: Do I have to stick with concession?

TM: No.

AN: Um, because I think there is a problem with the Park and it has been there for a long time. And that's called interpretation. At one point in time, and I think it was back when Dick Marks was taking over from Merle, that I felt interpretation was going down the tubes. I said, "The only Ranger you get to meet in the park anymore is the guy that pulls you over for going too fast down Center Road there." Um, I was willing to spend my money to put together interpretive programs and put them under the name of the Park Service. They would control it, my people would do it, and I would pay for it. And basically I got it turned down except for one person. She did a historic tour of the El Tovar from the turn of the 19th century, dressed as a Harvey girl with the Park Service.

CN: The Park Service introduced me.

AN: She had the Park Service interpretive person introduce her and then she took the guests on a tour of the hotel and only answered questions as if it was the 1900s.

CN: Yup.

AN: A living history type thing.

TM: Great idea.

AN: Because I always say she was the unpaid historian for the Fred Harvey company, but anyway I...

CN: And they sent their interpretive people when they'd come into Albright and they'd come on my tour.

TM: Cool.

AN: But she also worked one year as an Interpretive Ranger for the Park Service prior to all of that.

CN: But interpretation had been....

AN: I think it was the year before I was personnel director wasn't it?

CN: Yeah. The summer.

AN: Or no, it was after.

CN: It was the first summer on the east rim.

AN: Okay, well anyway...

TM: So, interpretation....

AN: So interpretation is a nightmare to me. I still am, and I should be honest with you, I haven't been in the Visitor's Center for several years, but that's the most disgusting piece of crap in the park because there is nothing in there the last time I was in there. And, you know, Gaylord Staveley, who was an old friend of mine, a boat guy, Canyoneers, has a big effort about building a boat museum up there and he owned some stuff, and I, did you know I was chair of a Grand Canyon National Park Foundation for like five years? I was on the Association Board for years and then Rob Arnburger split the two apart because he didn't like Bob Kuhns and so we hired a person, which was Deborah Tuck, and she did a great job, but was not liked by a lot of people. But she found money, okay, and that part I liked. But anyway, for like nine or ten years it was separated and it should have never been separated. It's back to the way it should have been, but that was Rob's doing and he regrets it. Okay, he regrets it because he replaced me at some point in time. And I got off that board and I refused to go back on the Association Board even though Chris Muldoon, do you know her? She's the President of the chair, board, chair of the board for the association. She's a former employee of mine. She was my training director. So anyway, I think that there are so many ways that the concessionaires should be involved in the interpretation because they're the ones in total contact with the public, not the Park Service. And something needs to be worked on that. That's what I would put in contracts. That they're required to provide interpretation that is totally controlled by the Park Service, I don't have a problem with that, because I would worry if it wasn't. But you know, we have had training directors my whole career and we've had some damn good ones that could put together really fantastic programs and because we have the connection with the public, that they could you know, do something. But that's a flaw, that's a flaw in the system. I still think housing is an issue that needs to continue to be upgraded. Those apartments that I built that were so wonderful are now 30 years old. I mean they start to remind me of Avenue A there, where all the old Santa Fe buildings are. But that's an issue that needs to be taken care of.

You know the transportation system we started back in the 70s when I was working the transportation desk, '73. Because John Hyatt really put all that together and at some point in time when Dick Marks, and by the way Dick Marks and I got along great. He had an ego the size of an elephant, but he was a good guy. And he at one time came to me and this would have been in the early 80s and he said the GAO or somebody was doing an audit and they found out that we were co-mingling inventory. We ran the diesel bus system, and we ran the propane, at the time, propane bus system. We started the propane bus system. There was nothing. It was never gas, gasoline. And our transportation director, Jan Cuttler at the time, would buy tires at our costs and they would store them in the same warehouse. Now they're a totally different tire. Totally different size, everything. There's no doubt that anything we did was something that didn't fit our buses, okay. And we did it because we could get a better buy than the government could. Now you have to realize that we made 10%, this contract was 10% on the money spent, so we made 10% of everything we spent. So when I bought the things cheap I didn't make as much money, but it was better for the government if we did it that way. So I remember telling Dick, and he was so apologetic when he came to me, and he said, "We need to separate everything and then we will get it straightened out with them." And I said, "That's fine you can separate it with no problem whatsoever because we are not going to run it anymore. When the contract comes up for bid we are through." And I never bid on it, somebody else had to come in and build a warehouse, do all this bull shit, because of that crap. I think to this day that somebody else is running it, but I'm not positive. I don't think it's Xanterra.

TM: It's Paul Revere.

AN: Okay, well I don't even know who they are. But it's like, that was a waste. We more efficiently ran it. Hell we started it. Our whole concept was designed to do some, anyway, that was part of the, sort of part of the '75 Master Plan, and then the Merle Stitt Plan, and the Rob Arnburger Plan was in the 80s and I was involved in that although I wasn't at the Canyon anymore. No actually that was in the 90s, I think I had retired.

TM: Was it '95?

AN: Yeah, '95. I had retired and Rob had me go with him to all the public meetings. Me.

CN: Oh yeah.

AN: Because I knew more than anybody else and I could explain things better, especially from the concession point of view. And so that was a blast. We went all over the place doing those hearings or whatever you want to call them with the public. But anyway, that whole system is botched from the beginning because that was '95 and it's soon going to be 2015 and it's still not effective. And there is something coming in from Tusayan now, but nothing is working like it's supposed to. I will tell you one interesting thing. Because we had all these plans to build museums, the boat museum, all of that stuff, a fine arts museum. And that was a lot of stuff controlled through the foundation and it never happened and that's because the Master Plan never happened. And Rob Arnburger to this day will tell you, because I am still close with him, that the biggest mistake he made in his life was to become the Regional Director of Alaska. He left for ulterior ambition and he never saw his plan work. He deeply regrets it. And I would tell you that that is a system of the Park Service. One superintendent designs it and they never get to do anything with it. The only one I know of is the superintendent from Gettysburg, because we with the foundation, spent time with him understanding. He elected, he gave up all

promotion to stay at Gettysburg and see his plan through. And the Park Service doesn't work that way. They let one guy design it and then I think they throw it out the window by moving the guy to another park. And it never gets, I've watched this three times at Yosemite, which needed a Master Plan from the 60s and Yosemite is a nightmare. And it's like, how does this happen? You know well, it's a leadership problem in the Park Service and the leadership starts with the director of the Park Service, who I would tell you maybe one in the 40-some years I've been involved. And if you go back to my Teton days you're talking 50 years. There's been hardly anybody in the leadership of the Park Service that really knows what they're doing.

CN: Well it has all become very political.

AN: Now I would say the guy who is there now...

CN: The woman...

TM: Jarvis

AN: Jarvis

TM: Jon Jarvis is the Director.

AN: Yeah, he's the Director and he's a Park Service guy. Okay, I also knew his brother real well. He is an environmentalist.

TM: Destery.

AN: Destery is an old friend of mine, and Destery at one point in time when Rodger Kennedy was the Director of the Park Service, another guy who should have never been there, but a great guy. You know, he ran the Smithsonian History Museum. Well, Rodger was a sharp, smart guy...

CN: And he wore the uniform.

AN: But then Destery had never worked for the Park Service. But at one point in time when I had retired they tried to hire me as Deputy Director of the Park Service over concessions and everything and business activities and I was under contract with JMB. I saw it as a way, as a brilliant opportunity to loan me to the Park Service because they wanted me there all the time and I said what if I come up one week a month to DC? And I told them my plan, I talked to the attorneys with JMB, who one in particular was one of my best friends. They all agreed that is was a great idea and Andy turned it down. It was a big mistake. They should have done that because things could have worked different. I don't know whether I would have hit the wall in that position, but at least my ideas could have maybe tried to work. Because I think, you know I became, Babbit appointed me, they built that board, that Congressional Advisory Board. They made it for me to be the chair of. Not only on the board, they appointment me chair right as they were putting it together because the Park Service wanted me there and the concessionaires wanted me there. I was a good blend. And I did it for nine years and I'd had it and I said I was resigning, but I had a recommendation who was Clay James, the General Manager of the Grand Teton Lodge Company. And a guy that when we were both kids working at the Teton Company knew each other and he went on to stay with Rock Resorts his whole career and he just retired. And I recommended him for the slot, they appointed him and replaced me as chair and he lasted six months. About three months in he had had a meeting and called me and said, "How did you put up with this crap?" He said, "If I have

another meeting go like the one I just had then I'm through." And I said, "Clay I did it for nine years." And he said, "And you're the biggest idiot I ever met in my life." And you know it's just so funny because I said, I gave 9 years of my life to this thing, you know, and now you stay, and he did, he stayed 6 months. And he quit. And it was sad because Clay was a lot like me and I really wanted to see someone who was a balance come into the slot.

You couldn't be an operating person, you had to be retired or had been in the business somewhere and yet be appropriate that the Park Service would want you in the slot. Clay was a good choice he just couldn't, he had just had it. And so I was quite surprised at that and what they then did was they appointed Jim Eyster, who was vice chair for me. And Jim was a hotel instructor at Cornell, retired, and lives at Ithaca. And I just talked to him about some other project that somebody was trying to get me involved with in Africa and I thought it was better for Jim. And Jim said, "Hey, I am just like you. I am retired. I don't want to do this crap anymore." And so, anyway, he came up with some professors there, they want to set up a hotel training school in Bennin, Africa. A friend of mine in DC called me and he said, "you're the best I can think of." And I said, "Oh, I don't want to do that, to go back to work, but I've got a guy." So I called Jim and Jim doesn't want to do it either and I'm going, oh what am I going to do now? So we got them and they're all set up and they're going to start working on a program. A very wealthy man from Bennin and I've talked to him on the phone has bought a hotel, and I actually Googled it and he's right on the damn beach of the ocean there and I thought, perfection. And he's going to build a hospital adjacent to the hotel and he's going to build a school for training and then he wants to build more hotels and all that.

TM: Cool.

AN: And I said I would go if they need me to go and follow the operation through and see how it goes, but I said, I really don't need to. But I said if you decide that you want me to then I'll give it some thought. And my friends...geese I lose it. What's his name?

CN: Spencer?

AN: Spencer, thank you. Spencer Hathaway is the guy's name that is my buddy, and anyway he said, "If I rented a motorcycle over there for you would you do it?" And I said, "I might, I'll think about it a little bit." Because he knows we ride motorcycles all over the world. Anyway, I don't know if that was the right kind of answer that you wanted.

There are all kinds of issues with the concession business that need to be straightened out. I don't think they're going to be straightened out at one property. I think it's a collective thing. I would like, you know I don't have a problem with corporations in the parks at all. I was the biggest corporation in the parks, but you can play a much lower profile than some do, although I think for the most part they don't do a bad job at playing those lower profiles. You know I think that certain people stir up that side of it more than anything else, but I would say that you still run into some things where they can be cheaper or tight or whatever where they could be a little more loose with things. I guess I should explain, I saw my job as a social responsibility in some ways, in that I felt that since I drew the traffic, the regional traffic flow, in fact there is an organization called the Grand Circle, okay I was never really a part of that. I think the North Rim might have been. But they never really went with us, they never even ask us. And that's, I think they were afraid in general, but I felt it important to promote Grand Canyon as a destination, but they're all these places you can visit coming to it.

And one big example of that is that for the past 38 years I've been on the board of directors for the Navajo Hospitality Association, which has a hotel in Page, Tuba City, and Window Rock and just outside the Petrified Forest we have a truck plaza type thing place, with a Subway and all that and it's called Navajo. But we may soon be taking over Gouldings up in Monument Valley because I think the tribe is going to buy it and if they do we may get it. We are not in the casino business, that is not our thing. But we were at one point willing to build a casino because they couldn't get the money together and we could get the loans. We were a very profitable company, which is unusual and I like to take a little credit for that. I feel that I've been a big help to them and helped them be a feeder line into that traffic flow into the Grand Canyon and all of our hotels are Quality Inns, so we have that franchise-ability to draw traffic too, through the franchise. But when we started that organization, well I got on the board about a year after it started, maybe two years, and we were worth maybe a million dollars in Window Rock. And now we are worth about \$38 million and while there is some debt, if we sold it all the tribe would get all that money. We are supposed to give them money every year and under my guidance we don't give them a dime. But we keep buying more, and rebuilding everything and upgrading and all that, and I think that is more important because I don't know where they would spend the money if we gave it to them, so. And I don't mean that in a negative fashion, you know, I just don't know where they would spend it. Because somebody wants us to build, do you know where Baby Rocks is? You know where Kayenta is? So if you go towards Cortez there's those beautiful hoodoos that are in a little area that looks like Bryce up above, and there's a couple old buildings torn down and all that stuff. That's called Baby Rocks, obviously the little hoodoos, you know. And somebody wants to build a 50-million-dollar resort there, somebody who lives there. And she's on our board and she's on the council for the tribe and she just recently got on our board and she's driving me nuts, but who would spend 50 million? If you want business, you somewhere align yourself to Monument Valley. And there are two properties, you know the new one, the View and Gouldings. And we have done studies and think we can build hotels there, a third hotel, and still do well. Not at Baby Rocks. That's 15 miles away. So what does that do for you? So anyway, I try to, those kinds of things I try to really fight to do the right thing, where you might spend money on things and not be so good at it, so.

TM: And so Allen I want to thank you so much for your time, and Carol. I think we are going to bring this thing to a close. I've got a whole paper here now of questions that I think would probably lead to another two-hour interview, probably at least another 24 questions here. That's another 48 hours. So to be continued. And again thank you so much for your time on this.

AN: No problem.

CN: It was interesting to me.

TM: This was a lot of fun.

CN: There's so many things I'd forgotten.