White Grass Heritage Project
Interview with Craig Struble (S),
Former Director of the Western Center for Historical Preservation
September 4, 2014
Interviewers: Roger Butterbaugh (B), Matthew Heiss (H)
& Sam Tamburro (T)

Part One: Transcribed by Trudy Hansen, Page 1-35, September 2018
Part Two: Transcribed by Lisa Duskin Goede, Page 35-45, September 2020
Edited by Craig Struble, February 2021

B: My name is Roger Butterbaugh. I am the caretaker of White Grass Ranch in Moose, Wyoming. I'm sitting here with Matt Heiss, who is indexing and also filming this interview. We're sitting with Craig Struble, the first, and now a former, Director for the Western Center for Historic Preservation, a National Park Service project here in the Grand Teton Park and a wider scope than that, which we will discuss later.

The purpose of this interview, held at White Grass, in Cabin 1157, is to talk with Craig about his experiences as director, starting the Western Center for Historic Preservation and his reflections on his career in the National Park Service.

Just a reflective note before we actually start talking with Craig, I mentioned that we are taping this interview at White Grass and as we are doing it, you may hear construction noise in the background, which is work continuing on the White Grass restoration project, somehow a fitting background noise given the fact that you have been so much a part of this for so many, many years. So, enough from me, Craig, welcome – appreciate your time being here.

B: What historic preservation experiences brought you to White Grass?

S: I worked as a carpenter on many preservation projects in the Washington DC area and had experience as cabinet maker at the White House as well. After working with the Williamsport Preservation Center (now the Historic Preservation Training Center (HTPC) in Frederick, Maryland) on some of their field projects, I applied for and got into their internship program. It was a three-year National Park program, they called it the Exhibit Specialist Program at that time. I'm not sure what they call it these days. But, that kind of opened up the door to come west and I got a lot of interesting job opportunities. And so, with that program, you started out as a craftsman, and you worked with the other craftsmen. The second year, they bump you up a little bit and have you work with a project leader and then in the third year you migrate to project management some budgeting and all the things that go with that…

B: More administrative…

S: Yes, plus doing crafts work. That never leaves the picture, you're always involved in the crafts.

B: So, these would be projects of a historic nature? Would they be structures or furnishings or just buildings…

S: Just buildings, for the most part. We spent time doing shop work - building doors, building parts and features of building. Then we would, typically, show up to work on Monday and we'd all climb in a van or something like that and off we'd go to a project site and work 'til Thursday; 10-hour days and then drive back to Williamsport. The projects that were out west would be 6 to 8 weeks to a couple of months on the road.

After I completed the three-year training program, I moved to Yosemite as the heritage structures program manager and managed a team of preservation specialists working on park historic architecture which lasted 14 years. Then it was on to Grand Canyon where I was a project manager doing contract work and preservation training with the park staff. At this point, discussions began to take place between the regions of Pacific West and Intermountain West about creating a training center using White Grass Dude Ranch in Grand Teton.

B: I should say that, since we started, we've been joined here in the cabin by Sam Tamboro. Sam is a national park historian out of Santa Fe, New Mexico and he is joining us. Part of his expertise is oral history and documenting park activities, certainly the history of one thing or another and he will be joining us with a question or two or several as we are going along.

(Directed to Craig S.) What year did you get the job at White Grass (WG) as Director and what where the challenges you faced?

C: I started in the late fall of 2005, there was no staff or employees, office space, tools equipment or training program to run. So, all those things were an immediate priority.

My challenge, when I arrived here, was to stabilize these buildings (at WG) that were in horrible shape. I don't know why it is they always call the preservationists in when things are practically on the ground, but that's just typical for some parks.

B: So, for historical perspective. White Grass ended operation as a dude ranch in '85 and the buildings sat pretty much unattended and deteriorating.

S: Yes, for about 15 years…

B: For 15 years …

S: Except for Mr. Al Williams (Grand Teton National Park employee) who came out here on his own and put plastic on all the roofs to, you know, protect the buildings. Everything was boarded up with plywood, but the good news was that the buildings were still standing, but even then, we had our challenges.

Some interesting things happened in 2005 with the acquisition of the J Y ranch buildings.

At that point, the park (Grand Teton Park) had completed some of the planning and had started to move some of the buildings from the J-Y Ranch into the park. These buildings were part of a former dude ranch located down the Moose-Wilson road, which worked well with (matched) the time period of WG. Only the hay shed was to be moved to WG, since the White Grass Ranch Barn had been sold and moved into

Jackson. That all changed, when we learned that the J-Y big barn would be donated, so the hay shed was moved to another temporary site and eventually taken apart for W G restoration material.

B: We should say here, just as background, the J-Y Ranch was a Rockefeller ranch that they held as a private compound before they began to close that down and turn it over to the park.

S: It was Larry Rockefeller who owned J Y and always wanted to give the land to the park service against the family's wishes. His plan was to remove all of the structures and turn it into a wildland sanctuary with a visitor center and hiking trails. This was already in progress when I was hired, with some cabins being moved in the park for housing and some to moose for administration.

According to the original concept for White Grass, we were supposed to get the hay shed and that was going to be put over in the barn area for a shop. So, when we got the big barn (from the J Y Ranch) – their garage – whatever you want to call it, the building was moved to Moose, and that changed the need to have a shop here at White Grass. That solved a couple program obstacles, one being that this place would be closed during the winter…

B: White Grass?

S: Yes, White Grass. Our dilemma was, how are you going to run a training center with just six or eight months of operational time. So, when we got the J Y building, that changed all that, so we knew we could have a year-round training operation out of the Moose building and establish our offices there. So, when I started, there was nothing set up in advance. Al Williams who was detailed to help move the J-Y buildings moved from park employment to a temporary detail with us. For a while, we had no employees, it was just me and Al.

JY Ranch 'Garage' was moved to Park Headquarters in Moose (2005) and became the shop and offices for the Western Center for Historic Preservation.

The next thing that happened, was that we were supposed to get congressional funding for the project, but that fell through. We were budgeted at around $4 million dollars initially to do the whole project. Well, that was the year that the director of the Park Service was looking to close down the Nacoteches Training Center (NCPTT) by removing their funding from the budget. That became apparent when congress was

considering the budget in the fall of 2005 for the following year. The congressman from Louisiana, where NCPTT was located, took issue with the NPS trying to create a new training center out in Wyoming when the one in his state was being proposed to close? At that time, all of the training centers were ready to come together to explain their roles and what they do including: the Historic Preservation Training Center (HTPC); the Mather Training Center; the Grand Canyon/Albright Training Center; and lay out what each did. I don't think there was a very good understanding of their functions. The main misunderstanding was between the training center in Frederick HPTC, Natchitoches NPCTT and what White Grass WCHP (Western Center for Historic Center) was being proposed to do. The meeting to clarify roles and missions was nixed at the Washington office and never took place. And that continued to add confusion to the issue in future years.

So, the funding went away but there was a little bit of money left, I think we got something in the neighborhood of $100,000 to do the construction plans for WG because when we started on the cabin 1154, we had no architectural plans.

Then, there was an issue with calling White Grass a training center and a lot of discussion about the original moniker Western Center for Training and Technology WCTT. That's when all the name change stuff came about and it kind of evolved into ok, we're not going to call it a training center. We were advised to change the name and that's come full circle because it's now a training center again. But at the time, the current name Western Center for Training and Technology (WCTT) also became another political issue As the National Center for Training and Technology NCPTT in Natchitoches already had training and technology in its name. So, we changed the name to the Western Center for Historic Preservation and took training out of the name. Then it was looked upon as more of a resource center to help provide services to Yellowstone and Grand Teton.

And I have to say that there was a lot of negativity within the park from a lot of people who were hoping that this would fail.

B: Park meaning Grand Teton, here in Grand Teton? Park service employees? Wanting it to fail?

S: Yes, Grand Teton.

H: Why?

S: Just people who thought that it was a waste of money and had no real understanding of what preserving cultural resources was all about and how important it was. You have to look at the history of this park in terms of its preference for natural resources. It's always been considered a natural park by past administrations. In my experience, it's always the same thing in all these big natural parks – cultural resources are secondary to the natural resources. That's the fight we fight. We're always trying to find some equity there between these two resources. They should not be bumping heads, they should be, kind of meshing together. That's the way it's supposed to be, but there's always that argument.

B: So, the argument natural resources might say that to have people back at White Grass, it impedes the flow of wildlife and things of that nature, am I describing that correctly?

S: Exactly, That's the kind of the mindset for some of the people here. And I had the pleasure of working for Jim Bellamy and he mentioned that, if that whole budget thing had happened before they hired me, they probably would have forgotten the whole thing. Because the mindset then was, ok, now we can't make it work because we don't have the 4 million to do the project.

B: Because of that line item, the 4 million.

S: Yes, I was pretty much undaunted because of the things I had accomplished at Yosemite and there are different ways to go about it. The problem with line-item funding is that the work would have to be done in a certain time frame while also to training people doing the work. So, how was that going to work? If we had gotten the 4 million, to get the buildings restored, we would have had to hire contractors. It actually worked out much better I think that we didn't get that money and we went at it kind of piecemeal but as you can see, there were National Trust donations. You know, it was my job to pull all the strings to get the funding from year to year through the government. A lot of the money for the shop and the offices over there were funded that way.

B: At Moose?

S: Yes, at Moose, those funds came from the Park and were already available that they couldn't spend for housing. So, they had a chunk of money and gave us authorization to spend it on Western Center infrastructure.

We had a lot of things to accomplish in 2006. My challenges were to build a program, hire people, and put a program together which included, how we're going to spend the National Trust for Historic Preservation's money. What's the timeline and how many years is it going to take, were constant questions? So, over the years, I probably put together ten different strategies to figure out a spending plan and, each time, the National Trust would come in with some donations which would change our plan. Because often the donors wanted the money to go to a specific building which was fine, we just had to be flexible and change our priorities to suit those changes.

B: You should identify the National Trust and fill that piece in with a little bit of background if you would, because that National Trust flows through many, many parts of the evolution of White Grass and the Western Center. Can you bring those people into the picture?

S: Oh, absolutely. Well, let me just put it this way. If it were not for the National Trust for Historic Preservation, the Western Center would not have happened. The Park Service would not have done this on their own, and it was Barb Paul (fund raiser for the National Trust) getting out here with, I'm trying to think of the superintendent's name, Steve Martin, and the current regional director, Karen Wade, they decided at that point, this would be a good concept to pursue.

B: To be used as training center?

S: A training center. Yes, the discussion focused on, how to reuse the buildings and incorporate training into the restoration process. So that's how it kind of evolved. To a good degree, a lot of that has come to fruition. Some things have changed along the way. But Jim Bellamy was the guy who kind of kept pushing it.

B: Can you place him in the park structure?

S: He was the deputy superintendent.

B: For Grand Teton?

S: Yes, so he was my boss. And I just don't think this project was… Mary Gibson Scott, the Superintendent, was particularly fond of it, I just never had that impression. It was always Barb Paul and the National Trust coming in and spending their time to kind of push things along. When money began to come to fruition from the Trust, then it really set the wheels in motion. At the time, it was kind of getting to the point where the Park Service couldn't back out. There was a point in 2006, 2007 I think, when the park got the 4 Lazy F Ranch in Moose donated, which generated some discussion.

B: That was another dude ranch here?

S: Yes, and then there were meetings, as to how the park would use 4 Lazy F, which was in better shape, questioning why don't we use that for the training center? But by then, we're already too far into the WG project. It would have been a total embarrassment for the Park Service, you know, to do that. So, if it weren't for Barb Paul and what she did, I don't think this ever would have happened.

B: And, she did what?

S: Well, she raised the money, she was at that strategic meeting with Steve Martin early on to say that this is what we need to do - we need a Western Center that would complement the center back east, in Frederick, Md the Historic Preservation Training Center (HPTC). And so, with my strong ties with that organization, we utilized their existing training programs to do training and begin work on WG.

B: Yes, so there was somewhere in the neighborhood of $970,000 – that the Trust raised? Does that figure anywhere close to accurate?

S: Yes, it was just under a million dollars. It was under a million dollars because the regional office in Denver wanted to make sure that they controlled the funding and there was a policy that anything over a million dollars would have to be managed by their Washington office, so that's why that number was picked.

B: Thank you – very helpful.

H: How did the National Trust become involved with it? Did somebody in the park reach out to them?

S: Yes, I think that you'll have to talk with Pam Holtman (Cultural Resource Specialist at the Grand Teton Park) about that because she was here during those years. It kind of came out of the fact that the prior superintendents were not taking care of cultural resources here. And so that was what prompted a meeting out here with the regional director. I don't think this went on the National Register until 2001 or 2000 something like that. And by that time a lot of things (at WG) were going in the wrong direction. Anyway, so, some good things happened as a result in 2005 (Park acquiring the JY Buildings). Number 1, that we

were not going to introduce the hay shed to the historic landscape here (WG), which is not in alignment with policies for cultural landscapes. We've got all original structures here – what's left, basically, excluding the well house. Number 2, that the J-Y barn would be donated eliminating the need for a shop in the hay shed at White Grass.

B: Thirteen original buildings still standing at WG, I believe.

S: Thirteen, yes.

B: (Butterbaugh stops the interview.) We need to take a break to reset the camera for some recording issues. So, the interview with Craig Struble continues. And we were just finishing up some ideas about several things happening, including the connection with the National Trust. You were talking about how they were so helpful with raising money for White Grass. You had just finished with we have thirteen buildings at WG. We did not change the landscape and introduce another building and we took a break here. Will you continue?

S: OK. And you just reminded me of something. In 2005, we had a meeting with all the dudes and wranglers, a reunion of sorts with all the folks that worked at WG and their paying guests.

B: From White Grass….

S: …was the first kick-off for the fundraiser.

B: OK.

S: And that's why that was so important.

H: Can you talk about the role that the former White Grassers played in all of this? Was this really coming from a cultural resource standpoint or were they part of a catalyst for the rehabilitation of this property, or were they an add-on afterwards and donors?

S: I think after this original concept to create a training center came about, that they became important players, but for different reasons. Their interest was not so much in a training center but rather in seeing the buildings preserved because there's a lot of memories there. And as I began to interact with these folks, it just dawned on me that the buildings without the history and the people are just buildings. It's that connection to the people who worked this ranch and ran this dude ranch, that makes it critically important to the park history. Just the whole social context of people coming from the East to the West, meeting, marrying and having families, and coming back was all intertwined. Especially connections with Philadelphia, this was the area that Frank Galey went to school and was from. And so, I started to realize that wow, we the Park Service, have to start capturing some of these stories. And so, this whole idea of… I'm going to jump ahead just to say that this oral history idea started when we started to have another reunion here for 2013. So, it started before, in 2012, and it was decided that it would be better to do it in 2014 because we would probably have the Main Cabin pretty much finished by then.

B: And so that would cede to what we call the White Grass Heritage Project, which is why part of this interview is catalogued with that project.

S: Yes, in my role, that is always something I always wanted to do. History is all intertwined with historic preservation. It's the purpose of why we do what we do.

So, anyway, we're at 2006, 2007. We were pretty much getting the shop set up. I hired Al Williams and Greg Dodson and also another guy named Bob Williams to come in and set up the shop. In those preceding years, we were able to buy a bunch of equipment and get the shop set up through Bob – he's an incredible craftsman and he had worked for the Historic Preservation Training Center as their shop guy. So, it was perfect to have him come in and kind of get things set up. And, with that, we began to get into working on windows and doors here for this property and begin to put little training events together.

B: So, when you say windows and doors, you mean reconditioning, refurbishing, rebuilding, recreating?

Western Center Wood Shop where historic White Grass windows and doors were repaired or replicated and historic trades training are held.

S: Where we could, we identified windows that could be preserved, we labeled them and removed the windows to be treated in the shop. Repairing or replacing wood, adding new glass and glazing compound was a good starting point for window restoration and training events.

So, about 2006-2007 is about when we had Jim McDonald and A&E Architects out here (to WG) to do design work and spent about a $100,000 for construction plans, historic structures report and a cultural landscape report. At that point, we had already completed one cabin 1154, just as a preservation treatment kind of thing and we were starting on what's now the ADA cabin which we hadn't quite finished that when we got the plans. So that started to gel things a bit. The other thing that changed that was interesting was that when Jim completed the original concept plan it included a water tank.

Note: The Cultural Landscape Report and the Conditions Assessment by Preservationist, Harrison Goodall can be viewed in their entirety at www.whitegrass.org under Collections/ Documents/Western Center for Historical Preservation,.

B: Jim McDonald.

S: Yes, Jim McDonald. We were planning on putting a big water tank in the bath house as a water source. So, the redesign of that took place as a result of the fact that the park had since drilled a well and had good water production. That was another interesting little facet along the way that came up during planning. Early on there was a question whether we could actually get water here to support this place. As it was surface run-off from a creek when the dude ranch was in operation.

H: Could you help me with understanding something? Let me interject a question. When you say we hired these guys to do the design work, is this a master plan for all thirteen? Describe what this is, give some context for a guy who doesn't have much background.

S: Sure. Yes, it is looking at a number of things. They were to put together a history of the area. You have to have an understanding of the history in order to do some planning. They did a cultural landscape plan for the property, which is not just the buildings, but the hayfields, the whole property. All that was part of the planning process. So, Jim McDonald more or less hired the cultural landscape folks to put that portion together and completed a historic structures report. So we had a combination of the two that supported the development of the construction drawings. It was nice that we had the same person involved in all of the planning.

B: And I think it should be said that the architect, A&E Architecture Company, Jim McDonald has a strong background in historic preservation, working up in the Yellowstone and working on several buildings, etc., etc.

S: Jim and I did lots of training events, not only here but in other places – we worked very well together. After we got the plans, then things began to gel a little more. We had that cultural landscape plan that identified the archeological features and we knew where the barn stood. You can still go out there and basically see where the corral was. Anyway, in 2007-08 after the shop was set up (at park headquarters in Moose), we began doing projects for other parks and taking on Teton projects to support and pay for our employees. The budget, it was dismal, and I think it still is. We got $350,000 to run the Center, which was different funds than the White Grass donations. The White Grass money, the donor's money was to go specifically to the restoration of those buildings. The budget paid my salary and some of Al and Greg's salary, but after that there was hardly anything left. A lot of the money for our operation had to come from (outside) projects, so if we did a project and we needed something (e.g., tools) to get that project done, then it would get acquired through projects.

B: Which is the same model you did at Yosemite where your staff would go to another park…

S: Since you asked about models, I guess the model is probably the Historic Preservation Training Center in Frederick, Maryland – that's the old Williamsport Training Center. So, there was a lot of discussion about whether should we set up something in the west. There was always the discussion in the Pacific West Region, and I think they were a little sketchy as far as wanting to be involved in the Vanishing Treasures

program, which was a similar hands-on training program established in the southwest. They never got that established in the pacific west region, but it did get established here (in Moose, WY).

S: It actually springs off that same kind of process. So, you began to learn how to deal with the government in terms of how they fund things. If you plan ahead and get contracts prepared in case there is un-spent money floating around at years end, then it pays off. We took advantage of a lot of un-spent money out of the region. This whole infrastructure for the wastewater and the water system was the result of getting year-end money and having a contract in place. We did all that work in 2006, 2007.

B: Was that Grand Teton money? Grand Teton "extra" money?

S: No. Most of the project money comes out of the region for specific projects. The money for the infrastructure came from a fund called repair/rehab, which is mostly for water treatment plants and potable water projects. So, there was money floating around and we had the contract in place to take advantage of it. Time and time again, we were able to take advantage of money floating around, by just having that strategy in place.

B: Okay. So, who would write the contract that you just referred to so it was ready when the money was available?

S: That was me. And, you know, as an educational thing, I always involved the employees. I always kept the employees involved because I want them to be learning. And, I've said from 2007 on, I'm not going to be around forever, so you guys have to learn how to do this stuff.

B: So, do I perceive this correctly. You're laying out a plan, you're sitting in your office, and you're out there about four steps ahead of, as an example, how do I get a water system? I know so much about the National Park system and I know funds become available from time to time, so if I have this contract already prepared, I can drop it on the table and take advantage.

S: Right.

B: So, you're actually focusing down the road, assuming that these pieces are going to fall into place. Am I saying that right?

S: That's exactly right. Our strategy was, in construction there has to have a certain sequence. And so, our thought was, ok, we'll get the electrical in and also put in a lot of conduit for WIFI connectivity, and the wastewater system while we have trenches everywhere. So, all of that kind of subsurface construction went all at once in a 2-year process.

B: Like to the internet.

S: Yes, for internet. We also added subsurface lines the following year for propane distribution to all the structures except the well house. There's a propane tank buried out here, which changed plans a little bit too. Whereas, instead of having everything electric, we'd have a little more power to use for other utilities. So we decided to use gas fireplace inserts for each of the cabins that have chimneys and to install on demand hot water heaters (in individual cabins). So that also came about as a result of finding a little extra

money and having a number of contracts ready. When we started on the Hammond Cabin cabins 1154 and 1155 were pretty much completed. Then, we had our construction plans and design work completed (for other cabins) and Barb Paul started to come up with a donor that wanted to give a couple hundred thousand dollars to the Hammond Cabin. It was a corporation that put up the money. And so, she…

B: Are you at liberty to name the corporation?

S: Ah, yes – I'm just trying to think who it was. It was Tauck Tours. They were amazing people. The President of the company came out and they were from Connecticut. We put together a little event for them to work on at the ranch and they were loved every minute of it. They flew out here for a weekend and they wanted to be involved in the work so we did some log chinking with them on cabin 1154. They got here on a Friday, worked on a Saturday and a little bit of Sunday and got on a plane and flew back on Monday.

Tauck Tour management team volunteer work crew at White Grass, 2008.

B: I don't want to get on too much of a tangent here, but do you know how or why they were interested in this project? How did they learned about it? What the connection was?

S: It was through the National Trust.

B: OK.

S: Yeah. So, Barb Paul was constantly working her magic…

B: And you say that respectfully….

S: Yes, absolutely.

Barb Pahl, Fundraiser for the National Trust for Historic Preservation, & Craig Struble, Director of the Western Center for Historical Preservation at a Donor Recognition Luncheon, White Grass, 2012.

We had started the first year on a (Hammond) cabin and it just became apparent that we were not going to be able to do all this work ourselves. So, we began working with contractors.

H: When you say that, you're meaning the Hammond Cabin?

S: Yes sorry, I was talking about the Hammond Cabin. So, I'm trying to keep the sequence of what was happening in 2007, 2008, in order. The first year, all we could do with that (Hammond) cabin was to remove the floors and investigate its construction. What we found is one of the main purlins supporting the roof was severely deteriorated and needed to be replaced. And the foundation walls were severely deteriorated. Also these chimneys are constructed with un-reinforced masonry. So you have to understand that cabins with chimneys, can't be lifted up without tremendous structural reinforcement. So, we re-supported the cabin on steel beams and poured a foundation around it leaving the chimneys in place. None of these buildings had appropriate foundations. One of the things you have to recognize here with this whole process is that you're taking structures that were used for a different purpose and reusing them for something else. So, things like health and safety have to be factored in. For example, the crushing weight of the snow in the wintertime where there would be 6 feet of snow on these structures causes them to sink into the ground. As a result, a lot of the cabins had really poor foundations.

Hammond Cabin pre-rehabilitation with crumbling foundation, deteriorated exterior log walls, leaking roof, rotted windows and fallen floors internally, 2006.

The septic system was really substandard also. We learned in a lot of instances, Frank Galey buried a truck or a vehicle in the ground and stuck a pipe through the window (of the vehicle) and filled it with rock. That was their way of dealing with wastewater. So, we dug up a number of vehicles during the installation of the underground electrical and wastewater infrastructure. But that was the state of things. We had to fix all of that stuff that were not going to meet building codes and basic health standards. The foundation re-construction also provided a way for us to run all of the modern utilities that these buildings didn't have underneath and disguise them underneath the floor. It served a lot of purposes.

Installing new sewer system in front of the Hammond Cabin, 2007.

Anyway, on the Hammond Cabin, we hired and contracted out some of the work so that really allowed us to kind of finish up that cabin by the second year. The years are all getting melted together here, so I'm probably getting them all wrong, but I'm thinking 2008, 2009, I think, is when Hammond was finished. But it took us two years to do that one. Just like it took us two years to do the Main Cabin.

Rehabilitated Hammond Cabin containing conference room, kitchen, storage room and caretaker's quarters.

B: So, at that time, you have Greg Dodson and Al Williams and Bob Williams. Are there other craftsmen working at White Grass or other sites as part of Western Center?

S: Yes, during those years we were working at other parks and Greg and Bob were working on a project down in Zion and we had Teton Park projects. Those projects helped pay the salaries of our employees. So, there was always a trade-off - how are we going to fund our operation and also keep our program (at White Grass) on course. That's how this whole concept came about that we're supposed to help other parks with preservation. So, there were two operations always in flux. It was not just White Grass but also the entire Western Center for Historic Preservation.

B: Did you ever think that you had too many balls up in the air?

S: Oh yes. Then, training was also another part of it. And then in 2006, we started hiring interns through the NCPE program (the National Council for Preservation Education). And we got a lot of good people through that program.

B: And their skills would be what?

S: They would come in as interns and they would have different skills. Sometimes it would be a historian. At one point, we were challenged with dealing with all the National Register, with the LCS, and

B: LCS?

S: The – help me out Sam (Tamboro)…

ST: The List of Classified Structures.

S: We managed the park's List of Classified Structures. It was only because the park was not doing what they were supposed to be doing, so we took it on. During that time, we had a couple historian interns who filled that role for us. The park historian position, who previously managed it, was eventually filled by a cultural resource specialist years later. After that, the park recognized that it was a park function.

B: Um-hmm.

S: So, getting back to the interns, we'd hire sometimes a historian to come in and there were a couple National Register nominations written. Some of the nominations were so old that they needed to be revised. These interns were typically grad students working on a degree in architecture, history or preservation.

B: And some of these nominations would be White Grass, or and/or in the park?

S: Park structures. White Grass was pretty much done.

B: Yeah.

S: The environmental assessment for WG was pretty much finished by then, so we didn't have to worry about that either.

B: So, you're looking really more broadly as you're talking about updating applications – you're expanding beyond just Western Center per se to the park.

S: I've always hired these interns with the intension of trying to educate and get new blood coming into the Park Service. I had probably, over the twenty years, maybe twelve success stories. Katherine Longfield (now Wonson) is a good example. She was an intern in 2008 and now she's applied for the director, my old job.

B: She was an intern?

S: She was an intern in 2008. She was such a success story that the park kind of recognized that. At that time, we were managed by the park and my boss said, "we're taking her."

I was always kind of critical of the park because of the loss of the historian position and when that position was not filled, the park had no cultural resource program. When I was at Yosemite, we had a history program there and an archeological program with 5, 6 people in each program area and this park had zilch.

B: Well, a reference point is Pam Holtman, (cultural resource specialisit) who we talked about earlier. When she left, Grand Teton did not fill that position.

S: So, anyway, through those years, we began to do a lot of training in the shop with Bob Williams. We did a lot of what I call dog and pony shows for the museum in town. They were part of a committee (in Jackson) that was formed to help guide historic preservation in town. I forget the name of their group. It was a historic review board for town architecture, of sorts? That was kind of their role. So, we had a lot of interest from them every time Barb Pahl would have an event for the (WG) donors. Some of these folks were also donors, so we would do a shop demonstration for them.

H: When you say that, are you wining and dining the donors, something like that? Did they stay in the cabins or allow them to tour the WG?

S: No, we could never let them stay as we had requirements as to how the cabins could be used. When Barb Paul came for instance, she stayed out at Sky Ranch. That's another thing I should add. In 2007, when Sky Ranch was given to the park… (Let me put it this way, when the park finally got hold of the property - it was always to be given to the park through a prior agreement.) Jim Bellamy, deputy park superintendent wrote a letter and sent it to me that said this property (Sky Ranch) is yours (Western Center) to use and for you to take care of it which we did. We housed our employees out there; it was a perfect situation for our seasonal employees because we'd have to filter them in through the housing program in the park to find places for them to stay.

Grand Cabin, Sky Ranch, circa 1980s.

B: If I could add the historical context. The land for Sky Ranch was sold to the Balderston family by Frank Galey, who was the former owner and operated White Grass. And the property you're talking about is up on the north end of the original White Grass land. Frank sold it to Balderstons and they built several buildings up there to turn it into a family retreat with horses and that sort of thing.

S: Right.

B: Am I saying all that correctly?

S: Yes, that's exactly right. And they were friends of the Galey's, friends of the ranch. So, anyway, that worked well. We lost a chimney on the main cabin one year, the chimney fell off due to snow. So, it was our responsibility to put it back together. The only problem out there was the water system. It was surface runoff from a creek just like it was at White Grass. So, we had to truck water in for the season. It was not the most ideal situation but it worked just fine. So that went on for two years and then the park took it back basically saying, "we need it for housing (for seasonal park employees)." We were still able to keep our employees out there but I think at that point we'd lost control of the buildings. There were some out of control parties and the property got mis-used as a result of a lack of enforcement.

H: Can we come back to the notion of training? I think this is a good section to talk about how White Grass now serves as a place where people can come to volunteer their hours. Also, how the National Park Service uses this place now and how that developed.

S: Right. Well, I guess starting in 2007, we had a number of groups that would come out and want to volunteer their time. We took advantage of that. And some of the groups are still coming out. Even though they weren't trained in historic preservation and they weren't journeyman carpenters, let me put it that way, they were still very helpful. We guided the work and they helped us do things like stabilize roofs and chink buildings which is not too technical.

Volunteers from Vertical Media, Jackson, WY at White Grass, 2008

H: Would they contact you, would you reach out to them? How – what's the relationship?

S: Yes, well a little of both. A lot of that was handled by the intern we hired each year. We kind of gave that to them to help us with managing volunteers. When a group came out, we would assign them a project to do and the intern would stay with them for the whole day to coordinate the work with our carpenters.

H: How about reaching out to colleges and universities? I know that Roger has told me that sometimes a college will have a program and, for a summer internship experience, they'll send out some people for a couple of weeks. Talk about cultivating that...

S: Yes, we did that through the National Council of Preservation Education. We took on at least two students a year, which came from different universities. So, per se, we never had any groups while I was here but we would hire up to three interns a year. Some of them would have different skills. For instance, we had a lady here, Mary (Webb), who had completed a crafts program with the North Bennet Street Crafts trade school where a student could work on a Master's in historic preservation. It could be an architect; it could be a historian; or any similar fields and we had a least fifty applications every year. The people who called me and hounded me were usually the ones who got in, got consideration for the internship. Anyway, that was the kind of applicants who applied.

There are a couple of things that come to mind that we did. We worked with the Historic Preservation Training Center to get a couple of huge groups out here and the first one was in 2006 through this Preservation and Skills Training Program (PAST) that they managed. So, we hosted and provided the

money for the materials. The PAST program paid for all the travel and salaries. In that groups, there were about 20 employees, that came from parks located all over the country including Alaska and Hawaii. We did that twice. The first time they came out we did some deconstruction work on the Main Cabin and repair on the back kitchen roof to stabilize it. We also did roofing repair work on the Hammond Cabin and did some work here in cabin 1157, e.g., putting in stabilizing poles for the structures where their roofs were falling in – stuff like that. The focus was stabilization.

PAST Trainees worked on the Main Cabin, 2007.

We also did some little workshops in our shop at Moose working on windows. Such as, teaching employees how to glaze a window. Then again, for the second session, we stabilized roofs and taught a second round of shop repair techniques. We also worked down at Bar BC (historic dude ranch in the park) which was in critical condition. Here too the goal was to give them another good training experience in stabilization techniques. We were working on trying to get them back for this year, but I don't know whatever happened to that – you know, it got lost.

But we were also able to connect to do training at other places, e.g., your office (Sam's office) down in Santa Fe. We brought a group together, mostly from Rocky Mountain National Park and we set up a little mini training with groups that were in the area and part of the PAST program…

B: PAST program?

S: Yes, PAST – Preservation and Skills Training Program managed by HPTC. And so that actually worked out really well. We were able to bring a group in and challenge them with the issue of log column repair, which were all deteriorated around the bases. They were tasked wit: (1) coming up with causes and (2) how do we repair this so it doesn't happen again? So, there was a 2-week, 3-week project that worked out great. The training did not always happen here. As we took on projects (in other parks), there would be a training component we offered to that park. Thus, if you want to train your employees, we will involve them in whatever we do. There were a couple barns that we did…

B: Capital Reef?

S: Yes, Capital Reef. We did some structural repairs to the barn down there and we had the employees come out and work with us on roofing and timber repairs.

B: Do you have a reflection on the response from various parks that would hire you to come in – a response in terms of the employee buy-in, in terms of park receptivity to cultural resources, to historic preservation in general? In the beginning of your interview, you're talking about, boy, this is a fight. Over these years, since you've started chronologically putting things together for this interview, are you noticing a change in the park, parks in general?

S: Well, if parks were doing what they're supposed to do in terms of taking care of their cultural resources, there would be no need for us, because those buildings would have been maintained as they should be. But our role was to help parks out as they may have lacked the experience to take on a project or to do something to their structures. Many parks saw putting a contract together to do something like rehabilitation as a deterrent, and so it was easier to hire us, and sometimes cheaper, but that was an incentive. We provided expertise to not only handle the project but also do the planning and provide guidance through a project proposal with costs. So, there was a lot of that. That's where we kind of excel and I don't know of many contractors out there, maybe a few, that can come in and do that. Mostly, contractors are there to do the work and they don't want to be involved in the planning process. From a contractual standpoint, you have to lay out all the plans in advance, and as questions come up, you'd better have a plan in place.

H: Can I ask a follow-up question to that? I know we've talked about the tension between cultural and natural resources and budget limitations… I'm wondering, once you go into a park and you sort of, figuratively speaking, hit a home run – refurbish, rehabilitate the barn, save a structure… Does anybody ever come out and say, man, that's awesome!? And do you begin to win friends and influence people that way, or is it a constant reinventing the wheel and fighting to get some support?

S: I don't think we ever had a problem with that and one thing that we started in 2007 was getting our website up, so that people had examples of our work with past projects. I was always big on doing completion reports, which described what was completed and documented. All of those (reports) were posted on our website… a description of our preservation services and here's what our Center can provide. Also, let us design some training for you, if you need it.

H: As it became easier over time, with the website, with some on-line exposure, you had some things to point to?

S: It seems as though every time we started to make some headway, something else would come up.

H: Like a government furlough?

S: The latest was travel restrictions were put in place. You know, we were all set to go over to Hawaii, which was one of my former clients when I was in the Pacific West region. It was to help Hawaii Volcanoes with a rain shed project. At the very last minute, we had to cancel out because they could not approve our travel, even though both entities wanted it to happen. So that was, very debilitating because our organization was dependent on travel to fulfil our mission. For instance, if we host training, then we would need participants to travel here. If we do training elsewhere, then we need to be able to travel to

other parks. So, that was a little problematic. And I don't know where it's at now, but a few things did evolve out of that. One was, ok, how can we get around that? Maybe we can start to provide some kind of online training such as we began to videotape our processes and post that online. So maybe people don't have to come here necessarily. We've always lacked the resources to put those things together and that's where hiring the interns every year and challenging them with those sorts of things came about.

B: You're almost talking about a position that would be an educational specialist…

S: Right, I guess training is the other thing we were trying to put together but of lacking resources to do it. If you look at the Historic Preservation Training Center (HTPC), they actually have a training position to deal with all that, because there's lots of logistics. When I was out at the Grand Canyon, I did get the opportunity to work with the cultural resources training specialist at Albright Training Center. They created a curriculum for training maintenance people in cultural resource philosophy. That's one course we have hosted here. There's a lot of work that goes into developing a curriculum. So, it took him at least a year or two years to put this whole program together, maybe longer. That's one thing that always held us back a little bit because our programs and the training were connected to the PAST Training Program. In my opinion, training related to a project was the best way to do training. Our focus was to have trainees do preservation project work in their own park, rather than just a class exercise.

H: Craig, could I ask a follow-up question about White Grass? You've mentioned that your staff only had a few that were paid out of a base budget and the rest were basically project-funded.

S: Right.

H: Is there a relationship in the financial ways that it has taken to get this site up and running because of that?

S: Yes, well, a little bit. It really had more to do with planning ahead for the next couple of phases so money could be aligned to execute the plans. Without funds, you can't hire employees. Without the employees, you can't do the work. So, which one comes first? You need to have both. One of the arguments was that if we didn't have the staff capacity, then we couldn't ramp up and provide those services. It was always kind of a balancing act in terms of predicting what personnel we're going to need from year to year. But we always put out a hiring request to recruit not knowing what projects we're going to have every year. But the projects always came in and we always needed the people. But it was always a guessing game on my part.

B: Can you speak to the numbers of people you would bring in seasonally? I'm sure that changed over the years, but… Are we talking two, are we talking five?

S: Depending on how much work we thought we were going to have, we would probably hire two interns for the internship program and up to three or four people in the crafts side of things. So, that's pretty typical.

B: Yeah.

H: Could we take a little break and reset the camera – does anybody need a longer break? This will take about ten seconds.

B: Please do. (BREAK)

H: And we're back on.

B: It is the 4th of September, continuing an interview with Craig Struble.

Craig, several minutes ago you were sequentially describing many things that were happening here at the ranch particularly as you were moving from building to building, rehabbing them and putting them into service. You finished, pretty much, or stopped, at the Hammond Cabin as it was being concluded as part of a building by building here. Can you pick up from there as the Hammond was being completed, what happened next out here?

S: Well, there's just a couple more little tidbits on the Hammond…

B: Sure…

S: …that come to mind. That's the time that we started to get a lot of publicity. One thing that happened is we had NPR out here doing a radio interview. During the interview, we had the Becket Chimney group here (Beckett Chimney YMCA group from back East). They were one of those teenage volunteer groups that came out every year. They were helping to remove the form boards off the foundation walls and a guy named Jack was listening in his shop to this NPR interview.

B: Jack Shinkle?

S: Yes, Jack Shinkle, who is now working here.

Note: NPR did two stories on White Grass Rehabilitation which can be heard at www.whitegrass.org under Collections/Oral History/Post 1985/NPR.

So, he called me up wanting to work for us and this is how circumstances come up and people end up here. We worked a couple years to get him on board. He was the kind of guy who had great log skills and was very interested in historic preservation.

Tauck Tours not only provided the money but came out to work as previously mentioned. After that, I think we did another fundraiser in the Hammond Cabin with a lot of people. I think this was the first event that we had a place for people to come to. The whole project really took on a new air then and people were very pleased, especially the donors with what they were beginning to see. We were incorporating training into the process of restoring the ranch. And so, the next phase involved this building, 1157, 1158, which is the duplex, and then the triplex (1160) which is the one at the very end.

B: 1160?

S: 1160, the triplex. And after the fundraising luncheon at the Hammond, Barb Paul came up with money from the family who stayed in the triplex – that's the one with the three rooms. I'm blanking on their name right now – that will come to me in a second.

H: Messler?

S: No, not Messler. Anyway, they donated $200,000 for that structure. So, this pattern began to emerge where donors were giving money that they wanted it to go to certain structures because they had stayed there, or their family had stayed there, or it had some personal connection to them. Which is fine we can work with that. Along the way, it was always a combination of coming up with some Park Service money and there had to be a match, so I think that year we did. There was a special grant program the Park Service had going where they would match money with a private donor and so we were also able to get money that way.

Getting back to cabins 1157,1158 &1160, those structures had no chimneys. So, we began to rethink our rehabilitation techniques and decided to hire a moving company to move the cabins off their foundations. We did that because it was difficult to install a foundation under a structure because it was labor intensive hand work and difficult digging even using equipment. That was the case with the Hammond cabin, very difficult. (But with the other cabins with no chimneys), we were then able to pour the foundations and then move the structures back. That worked a little more efficiently, saved a little bit of money and allows us to get better foundations with more crawl space for all the utilities. All three structures were moved off their foundations one summer. And I think, they stayed off through the winter and then moved back on the following spring.

Cabin 1161 being moved back onto a new foundation, circa 2014.

B: And I might just add that, in consideration of that process, you were taking into consideration how much those buildings had shunk into the ground (over the decades), and so the three buildings (mentioned and several others) were actually raised higher, am I correct in that?

Cabin 1163's sinking, faulty foundation with dirt from spring runoff overtaking lower sill logs (R), cicra 2002.

S: Right. Well, you know, we always want to have a little separation from the soil. If sill logs are on grade (with the soil) either due to poor foundations or the foundations sinking into the ground, it was necessary (to raise the building when putting in a new foundation). Sometimes, it could be a combination of both, but all of these cabins ended up being a little bit higher in elevation. You don't want to repeat the same mistakes, as most all of the cabins, have a lot of deterioration to those sill logs or bottom logs because of the ground contact and/or just sinking. So, that's kind of an important element to factor into their rehabilitation.

H: Could I ask a question? I've seen some of the pictures of the big cranes and you lifting up parts of cabins and got somebody digging in here. It would seem to me – what do you have to do to secure the cabin. This are all just logs and I would think if you jiggle them a little too much all the logs are just going to kind of fall apart. What do you do to lift up a structure like this and move it and then move it back?

S: Well, these log buildings all have corners that are notched together. There's different types of corner notching and some of the park log buildings have hog trough corners that are held together by boards nailed into the ends, which not a true stabile corner. Like the cabins over at Bar BC which are structurally unstable because that type of corner does not lock them in.

Example of hog trough corners.

Much more stable saddle notch corners, Main Cabin, 2012.

So, when you lift up a log cabin, typically, you slide steel I-beams underneath it to move it on those beams. In most cases, the corner construction is what keeps the logs in alignment, but we sometimes bolt the log work between timbers to keep the logs from shifting. So, at this White Grass, we've got two different corner types here. We've got the saddle notch and then we have the flat notch, two different types.

H: But, it's ok to really lift these thing up and move them…?

S: They are pretty resilient and flexible buildings. We do lose a little bit of the chinking sometimes but its still more cost effective to hire a moving company and then repair chinking afterwards.

We've had to contract some of the work along the way to speed the process up. For example, we hired a contractor to pour foundations. The preservation woodwork, such as doors, window and the log work, were all the things that we did. Utilities, the electrical work, all that stuff were contracted out because they are just done better by those trades. Such are not our area of expertise, even though we could actually do those things. It just became apparent a few years in that donors were giving their money and they wanted to see some results. And, it was just taking too much time for us to do everything involved. Then, we also had other projects going on in other places, so we had to prioritize the best use of our skills.

Getting those three cabins finished really put things on the map. Now, we're starting to have places for students to stay. The idea, the original concept, was that the cabins would provide a place for students to stay in and we never had that up to that point. We'd have to put them up in different places, either in commercial lodging or at Sky Ranch.

B: So, you're lifting these three buildings up, they are going back on and we're talking 2009…

S: About 2009, 2010…

B: Somewhere in there.

S: Yes, right.

B: Which allowed then, really a number of beds available once those were finished.

S: Right. It took a couple more years after we got them back on the foundation to do the interior work. And, in addition to new foundations, we also installed insulated roofs. We added 4 inches of insulation which bumps up the roof a little bit but that's an energy-saving thing we're trying to do, which is permissible under the guidelines of rehabilitation. When you look at the buildings, you don't see that much difference in the roof line. Another change that probably should not be ignored is that we changed to roofs to green metal.

Metal roof on Hammond Cabin, 2012.

All the roofing was green rolled roofing historically, and we left two buildings with that appearance. Any building that just has a straight roof line, we decided to keep that rolled roof and keep that historic look as historic examples. We actually had a lot snow damage from high snow accumulation to the rolled roofing since we have replaced it. So, this will be an ongoing maintenance issue with those two roofs.

Example of traditional rolled roofing; life expectancy in White Grass environment is about 8 years.

H: Is the reason you bring this up… is this a preservation quality issue… that you want to go back to the way it was, but sometimes the way it was is not up to code now or doesn't make any sense, or something that's going to cause… be needing constant repair? Explain the notion of rehabilitation and all of that.

S: Right. It's always a trade-off. We're looking now at a re-adaptive use of a historic property - which is ok. The problem with rolled roofing is that it only lasts about 8 years. We did rolled roofing work in 2006 on the back of the Main Cabin. By the time we got to 2010, 2012, it was already ready to be replaced. So, anyway, that just seemed like a logical thing to do; t is well-documented as to what it was. So, in the end we've got a couple roofs (at WG) that represent that era. There's always similar solutions that provide good maintenance and looks close to what it did historically. However, changes to the Main Cabin for example, that wood roof, is not something we would go to metal with because that would be too drastic a change. But, there's always those little trade-offs when you want to readapt or reuse something.

B: The process of making those choices was… was that the architect's choice, was that Western Center choices, was there a historic consideration?

S: A little of both….

B: Where does the criteria come from, first of all, who's going to make those choices? At one point along the way, I was told that we're trying to get back somewhere in the 1950s. For example, the deck that was once there on the Main Cabin (built maybe in the 1970's) went away, taking it back to an earlier era. Who, how and why?

S: Well, you go back to the early planning work and our historic structures document that was prepared for the ranch. In there, we define a Period of Significance, that would be X years, from this period to that period is what is called the Period of Significance.

Main Cabin exterior, 1950s chosen as Period of Significance for rehabilitation efforts.

Thus, during rehabilitation, the porch (below) was removed.

Photo courtesy of Carolyn Allen, 1984.

New logs replaced the sliding glass door taking exterior to back to 1950 Period of Significance.

Mostly rehabilitated Main Cabin, 2014.

S: But some of the decisions like the roof are defined in the original compliance docs that guide our work under the treatment of "rehabilitation".

B: And that would be you and Al Williams and more of a within Western Center making some of those decisions?

S: Right, so now, we're getting to the point where we have structures that are restored now and how are we going to maintain them? How's that going to work? This is where we start having some discussions with the park as to who's responsibility is it to, say, maintain the water system? Should that be a park responsibility? We had decided at one point, that all the cabins would stay out of the housing inventory since the purpose was that they would be used just for trainees. Except for the Hammond Cabin which would be added into the housing inventory and the park would actually do the maintenance on the Hammond Cabin now that it's restored. We did question whether the park would know how to maintain these structures. As far as the utilities, go, the plumbing, water and the electrical, all that stuff was to be more their responsibility.

B: And it should be noted that there is literally, contracts/agreements between Western Center and the park and a lot of these issues – who's responsible for what… am I saying that correctly?

S: Absolutely. And so, after those discussions, we began to realize that we needed to have some agreement as to who does what and who gets called to take care of what? This precedes the Western Center moving under the regional office direction. And while I'm thinking about it, going back to 2010 planning again, the park did address some of this. Bob Vogel who was my boss at the time, wanted to do a strategic plan. It involved all of the divisions of the park and an opportunity for them to provide some input and discussion about the Western Center, i.e., how the park and the Western Center were going to interact with each other, who does what, let's define roles and answer some questions. Now, in the beginning we had kind of a model for what we thought was going to happen, now that we are more than half way through the project, are we going follow that model? How are we going to provide the income for managing the maintenance needs here?

Early on, the concept was that you'd have trainees coming out here to get trained. They would stay in the cabins and then we would capture money not only for the training but for the accommodations. But how were we going to recoup the money for the laundry, for all the things that were going to take place in terms of housekeeping? So, at that point, we're starting to talk about all those things we never talked about in the beginning. The attitude was, we'll cross that bridge when we come to it. Now, in 2011, we're there and need to figure out the next phase. So that was kind of a cool turning point, where the park began to support the Center. They began to see all the issues from the different perspectives, having been part of the discussions – how it's going to operate. And the EIA for this place was developed back in 2003, 2004…

B: EIA?

S: The Environmental Impact Assessment still guides what happens here today and is part of this larger discussion of how it was going to operate. The resulting document from the assessment is an EIS (Environment Impact Statement) and is the final governing piece of compliance which states how the ranch is to be used. So, things like parking are still part of that ongoing discussion.

B: So, we finish up these three cabins and then move on to the Main Cabin…

S: So, in 2012, we had a big influx of money from the National Trust and the NPS. With that, the Trust pretty much finished up their obligation of raising the $950,000. A lot of interesting things began to happen that year (start of the Main Cabin rehabilitation). We hired the same two contractors to come back that we had worked with on the previous cabins. One contractor raised and re-supported the structure on I beams so the existing foundation could be removed (by the second contractor). The lodge had two chimneys and was too big to move so we were only able raise it (off its original foundation) 3 to 4 inches to install new foundations.

Back side of Main Cabin on I-Beams raised 3-4" while old foundation is removed and new concrete foundation built, 2012.

H: OK, we're talking about the Main? Yes, the Main Lodge now. So that was the next building after the three buildings. Along with the Main Cabin we had already started on 1159.

B: Fireplace cabin 1159?

S: Yes, 1159, with the fireplace.

B: Which is the old Matthews cabin, 1159.

S: We had a donor give $22,000 for that one. So, work had begun on that one and, as with the Lodge, it could not be moved off its foundation like the others because of the fireplace.

B: Interesting enough, the donor had his honeymoon in that cabin.

S: Right, that's correct.

B: So, we're shifting down to the Main Cabin and…

S: The foundations were a piece of work, very shoddy construction. What I call cowboy construction. As different sections of this building were added and modified the ranch hands did most of the work themselves. When we removed the floors and really began to see what we were dealing with, it was just a hodge-podge of repairs over the years. That's why the building was really settling in some places. A lot had to do with deteriorated log work too. As the building would begin to settle in a place, new temporary repairs to fix it took place. During the ranch years, they would take out the floor and pour, just enough really rough concrete with big clunkers and rocks to level it out. In many places, it would be 6 inches deep, not even going down the full depth of what a foundation would be today. So, it's just amazing these places have stood the test of time. Once we got the foundation in and the building lowered back down – we're talking 2012, 2013…

H: Did you actually raise part of the building up, except for those chimneys?

S: Yes. Going back to what we were talking about log buildings, they are very flexible. So, some parts of the building had settled lower than other parts. The log work had already undergone stresses from settling, but we didn't raise it higher that we needed. We needed to take a lot of that soil out of the interior to create that crawl space too. To do that, we actually had a piece of equipment inside the building.

Removing 12" concrete inside the kitchen in preparation for a new foundation and crawlspace for modern utilities, 2012.

B: And you may want to add into this discussion the whole kitchen area, which was really different from the main part of the lodge.

S: The kitchen, was another design change as this was to be used as a modern kitchen for the ranch. Due to all of the utilities involved, there was not an effective way to do it with the existing concrete. So it was decided to remove the concrete which we found was actually 12 inches thick. It was unbelievable we did not expect that. So, it took a bobcat with a concrete breaker to remove it.

B: Kind of a skid loader with a jack hammer on the front?

S: Yes, to break that out, it took a couple weeks, I think, to get it out.

B: That was the floor, to the kitchen itself and the foundation, it was all cobbled together.

S: Right. We made a conscious decision not to put that back just because we needed to have a space that we could maintain the utilities in. As the use of the property evolves, its important to incorporate flexibility for future changes. That area of the building was also the main utility corridor with the bathrooms, kitchen and the electrical service.

B: Kitchen water, sewer…

S: There really was not a need to have that concrete back in there and not historically important. The other thing we had to deal with back there was a historic tree. We were afraid that we might lose that tree

because we had to cut some of the roots that had grown underneath the building and into the slab. In order to put the new foundation wall in we consulted an arborist.

H: And that tree was planted by…? Why was it a historic tree? We're surrounded by trees – talk about that?

S: Cindy Galey used to talk about it as one of her early memories.

B: Cindy Galey, the daughter of Frank Galey, who grew up on the ranch.

H: She and Rachel (Trahern) planted that tree from a little sapling.

S: Unfortunately, they planted it too close to the building.

B: Real close.

S: That was a challenge, to find a workaround around. I mentioned the cultural resource training for managers that we hosted which focused how to treat cultural landscapes. So, we had a long class discussion about how to cut the roots of that tree without affecting it. It was a neat little training event that we had in 2011, 2010 something like that. It survives today so apparently, we did all the right things.

Historic tree outside entrance to kitchen prior to rehabilitation.

S: The other thing that happened back there on that wing is that we couldn't really preserve the wall logs, so we made a decision to take it all out. One of the training events that we had early on in 2006 to do stabilization work on that roof, was to replace all the sheathing boards on it, so we decided to keep the roof. (So in 2011), we supported the roof, took all the (wall) logs out and actually worked backwards from the new foundation up. Typically, we're thrown into that situation where you're going to work backwards from how something was originally constructed. But in this case, it was to work from the roof eve down. Having all that in place really brought the building back to its original form.

Old kitchen roof supported as original rotten logs on three sides were removed, 2011.

New wall under construction while the historic tree remained intact, 2012.

Interior to Main Cabin Kitchen, 2015.

I just remember Tom McGrath, who is my counterpart for the Historic Preservation Training Center, (HPTC) coming out here right when we had just the roof shored up and him saying, "Why did you do that?" "Tom, it's historic preservation and we're preserving what we got." So, that's where he and I would differ. We saved ourselves 3 weeks of work by doing it that way. He's also a historical architect and he would have torn the whole thing down and started over. But why?

B: …he would have destroyed the roof and started from the ground up?

S: Yes.

B: And you decided to save the roof …

Note: For more information about ranch rehabilitation visit, www.whitegrass.org under Collections see Photos, Documents and Oral Histories.

S: Anyway, so what else have you got on your list?

H: Do you want to go to the administrative part?

S: Yes.

H: Before you talk about that, because you have some knowledge, help me understand the organization of the park. In portions of this interview, you've talked about how WCHP was hired by the park and you charged the park (for the work you did. As you talked, it sounded almost like you're an outsider looking in. But you were a park employee this whole time. Please explain that relationship just to help me understand.

S: Sure. The park is divided up into various divisions. So, you've got the maintenance division, which we kind of worked closely with and were providing a lot of training for. You've got the protection and the admin and – I'm leaving on out… -

B: Interpretation.

S: Yes, interpretation. So, we were one of those divisions.

H: You, being the Western Center…the Western Center for Historic Preservation?

S: Yes. So, I functioned like a division chief, more or less, and attended all the superintendent's meetings. I'm not exactly sure when this started but it became apparent that we had to work through written agreements (to do projects in this park), just as we did when working for another park. When money came in from the regional office for one of their structures, we would be assigned the project. That's a good way to kind of mentally put this together even though we worked for them. So, the money would come to the park and then they would give us an account and we would manage that account for them and execute the work of that project.

B: Which included salaries…

S: Which included salaries. So those temporary employees that we hired seasonally would be charged to that project. We would manage it and be responsible for any cost over-runs. Each division had base funding and were responsible for their own budgets. As an example, fire may get extra money in addition to base funding if there's a fire. We competed in these pots of money within the region, either for Tetons or may be hired by other parks who received funding from these same special sources. Early on, we started doing planning for the park, identifying projects and preservation concerns. We would develop a project proposal and the park would send it off to the region to get approved. Typically, what would happen is that the project would get accepted and the money would come to the park the following year.

So, there was that relationship. Some of our projects came from the concession's office. These projects would be work that the concessionaire was responsible for doing but the projects were either too complicated to contract out or they lacked preservation expertise to do. Am I getting to the heart of your question?

H: You are, yes. It's just that you were never an outsider, you were a park employee and part of the organization but a separate and distinct division and other divisions would become your clients.

S: Yes, exactly.

H: Got it.

S: The concessions office managed a lot of historic properties which were park owned but used and operated by a concessionaire. The Jenny Lake bath house project was a good example of a difficult structural log and foundation repair that we did for them. Anyway, the point I'm trying to get to here is that we realized we must have a better way of managing this interaction with clients. Typically, we would go out and look at a structure and give them a cost estimate along with a project proposal. Usually, it would get funded the following year. There were a number of funding sources the NPS used and fee money was one of them. There's a lot of fee money that supported many projects and the White Grass project as well.

B: Fee money?... is that the money collected at the entrance gates?

S: Parks were allowed to use a portion of the fees they collected to support park infrastructure. White Grass Ranch benefited from this as well, but it had to have some connection to the visitor services. There were criteria attached to funding sources that had to be addressed in your proposal. It was a constant process of planning for funding the next year so that the Western Center would have projects and funding for its employees.

PART TWO OF THE INTERVIEW BEGINS HERE.

S: You have to play the funding game!

H: You raise an interesting issue that I hadn't considered. Does White Grass, or these buildings need to be visitor oriented? Is that why there is this little kiosk down there with a sign and a sign-in book, so people like me can wander in and out? Can you talk about that?

S. Well, we always wanted White Grass to be a Park resource that people could come to.

H: But they can't use it. They can't stay here, they can't buy anything here, can't even get a drink of water here unless Roger offers it to them.

S: But they can come, walk around, and that's the one thing that I didn't talk about in terms of our planning. Early on, we always wanted to do a little interpretive exhibit in the east wing of the main cabin. So, we did prepare some interpretive posters describing the history and restoration process to educate visitors. I don't know if that's still the plan. The concept was those visitors could do a walking tour and get a sense of what a historic dude ranch was all about.

B: In honor of your idea, we had an intern this year working on developing the walking tour.

S: So that visitor connection has always been a part of what we wanted to do here. It's just that people may not see how a training center connects with our visitors?

B: (1:47) Well, I think in that way, ever since I've been here, the staff has said, that if there's a visitor that comes by with a question, be responsive and educate them. Our craftsmen are working here every day and come in contact with those people. So, the message is to educate those people, and give them interpretive material?

S: Where we had some strong discussions with the park was over how that would take place, and things like "where are the visitors going to park?" We came up with a couple of strategies that I still don't think are resolved. Such as, will we have people come through the entrance gate down below and park their vehicles. Or should we create a little parking lot here outside the gate, because this whole Death Canyon road corridor has not had very much planning? It's just been all up in the air. I'm not sure exactly where that ended up, but there's some unanswered questions as to how that would work.

B: To the question that Matt was exploring with you just previously, in one of his comments he said "outsider". Did you feel like Western Center was an outsider to Grand Teton Park? Did you feel a part of it? Is there a lot of ambiguity there? Did it work sometimes and not work at others?

S: We were always the ones fighting for good resource protection for the historic properties here. This the park is now going through a new process of what to preserve? Sky Ranch, for example, we (the Western Center) were always the ones fighting for it to be preserved. From day one, Mary Gibson Scott, would sit in meeting after meeting saying that that place is going away.

B: The former superintendent?

S: Yes, the former superintendent. And she would never let us do anything out there too far ahead of what she thought made sense for spending money on Sky Ranch. Because in her mind, it was going to be demolished. So those are the type of things that made us outsiders in terms of trying to make the Park do the right thing with that resource.

B: A Thorn in the side?

S: Thorn in the side. One of the last meetings I had was when the regional director, John Wessels came out here. He always liked the ranch, and we were going through the process of developing an

agreement between the park and the Western Center as to how this place would operate. We discussed all of the issues with the agreement. He said to send him a written response for him to send to the Park. And that's where a lot of consternation came about as a result of him not wanting to maybe confront the park. So that agreement sat on his desk for an entire year with no action. It was problematic because I was not feeling at that point like I was getting any backup from my organization, which was the regional office. When the Western Center's comments finally did get transmitted, it was good. But at the same time, it causes a lot of friction between me and the superintendent.

B: Ok, I wonder if we can kind of rewind the tape just a minute, because you're starting to talk about a major transition with the Western Center - that being moving the administration from under the Grand Teton Park to becoming part of the region. Can you take it back to the beginning of that process and how it started and why it even came up, that it would no longer be administered by Grant Teton Park, but shifting to the region? What's the history of this?

S: (0:06:32) I think there was a lot of discussion above my level that took place, that I was not privy to. But probably one of the things that happened along the way was going back to that strategic plan the Park and the Western Center had discussed, i.e., having a steering committee. The idea of a steering committee was to guide what the Center does. Such as, making those annual decisions about what projects are we going take on, what training are we going to put on and the goals we're going to accomplish. This committee would involve people from the region, maybe or something like that and be made up of a group of people who were interested in steering the Western Center. I think at that point there might have been some discussion about the organization maybe partnering with the training center back east (HPTC). The next thing I know, I got a call from Sandy McDermott…

B: (7:40) And she is?

S: She was Tom Lincoln's predecessor, the Associate Regional Director for Cultural Resources, at the region office.

H: When you say region, is the National Park Service divided into different regions?

S: Right. That's a good point. I think we're at ten regions, right?

T: (8:31) There's seven.

S: Okay. There used to be ten and we went down to seven.

H: Regional administration, decentralized from D.C., Washington D.C.?

S: So, it's organized by geographical areas and you've got Southwest, you've got Pacific West, Intermountain, which is the region we're in. Anyway, each of those organization's manages those parks within its region.

B: So, Sandy McDermitt calls you…

S: She asked, "What would you think about this?" and I thought it would be a good idea because I felt like the park was not being very supportive. Especially, projects in other parks, they were not particularly supportive one way or another, other than the fact that they knew that was income for WCHP. But I never heard Mary say, "Wow that's great that you went out and did this work, in support of another park", however that's what we were supposed to be doing.

H: (0:09:55) So, you got the phone call when you were down at Hoover Dam, about moving White Grass from the Teton National Park administration to the regional administration?

S: Right, but it's the Western Center to, not just White Grass. You have to remember that there's two things there that are intertwined. So, after that, we had visits from Sandy McDermott and some Washington office folks to pull it all together. It started to take place that year in 2011, and in 2012 there was a transition. I thought it really made more sense, because then we were aligned with the other entities that manage cultural resources regionally.

H: Is there the benefit here that you are in some ways, and I don't mean this to be negative, but sort of untouchable by the Grand Teton National Park, because you're now a regional…

S: That probably caused a little bit of angst that it was occurring. I'm sure Mary Gibson Scott was not too happy about it. You know it's all intertwined, all the issues that came up from the strategic plan and then moving from the management of the park to the region. So, it was not an easy transition to go through causing a lot of friction between the park and the Western Center, in my opinion.

H: How about the benefits to the Western Center?

S: The benefits were that we could, I think, work a little more globally, within our region and interact. The second thing that happened was that we would be part of this Vanishing Treasures group, which was located in the Southwestern Region. They provided professional services to Southwestern client parks in historical engineering and architecture. So, we began to have meetings to talk about a transition. At that point, we weren't working for the region, so the next step was to develop the concept of Vanishing Treasures and Western Center under the same umbrella.

H: Can you explain Vanishing Treasures?

S: So, the original Vanishing Treasures program had three people and they provided technical assistance to those parks that were mostly ruins. They were a collection of parks that fit a specific profile, where they had either a ruin, a mine or they had a resource that was somehow in danger of vanishing. They had a charter that defined how they operated. So, the idea came about that both operations would be under the same manager. After discussions began to take place, it became clear that we didn't necessarily fit into that existing charter. So, the concept was to create either two separate charters or have a central charter that combined both groups.

H: And where is that relationship now?

S: (0:14:21) I'm not sure.

H: Still under development, perhaps?

S: I don't know we'd have to quiz management. Do you know anything about it Sam?

T: All I know is that they've been revising the charter to include the operation here, i.e., White Grass and the training aspect of it into a larger charter.

B: I'm going to add this as a footnote, because I was part of the discussion amongst the staff at the Western Center when this was going on. And you (Craig) were leading those discussions and asked the staff to kind of think through, the charter—what is our mission? And after two or three meetings and lots of discussion, the question became, what are we preserving? The answer was, as I recall—the focus is not preserving buildings, it was preserving and teaching skills.

S: Right, and that's a good point. And that's where there was a possible marriage of our program and the Vanishing Treasures group. Part of their expertise was putting on training and teaching too, just like us. Part of their mission early on was preserving trades and preserving those types of antiquities that go along with the trades. So, antiquities and the trades that created them are an important part of that mission, including passing on those knowledges and skills. So how do you plaster a wall that is mostly made of mud and prevent those skills from being lost? The idea was, okay, this has always been our mission too and we would merge the two programs together. So, I hope that's still one the primary missions of the Western Center, to carry on teaching those trades.

B: That was such an interesting discussion to be a part of because I thought it would end with the mission is buildings, and as I reflect on it, the skills are the higher level of preservation. You can't do the buildings without the skills. It just seemed to make perfect sense when it unfolded that way.

S: I guess that not only is Al Williams going to be retiring but other staff also, certainly a loss of many skill sets. I've already retired, so how do you find another person like myself to carry on in management and keep things going? That's kind of where they're at right now, trying to hire a new person. I bring many years of preservation skills to what I do, along with a lot of bureaucratic management skills. You know, the guys out there are having all the fun but, you know, someone has got to do all the ugly stuff and that was me.

B: Other things you want to add, Craig? This is a fascinating story, very informative.

H: Before we get to our final hot topic. You know what, you said off tape, off camera that I thought was important. You said that there were many times the Western Center and White Grass were close to failing and yet it hasn't failed. Do you want to elaborate on that? If I missed it, could you restate and then comment on that again?

S: Sure, well going back to that whole event in 2005 where we lost the congressional funding. That was one time when everybody in the park including the management was thinking it was a lost cause but I wasn't fazed.

S: (0:18:55) I'd been through lots of funding challenges and it's just about knowing how the park service works. So, I knew how to move ahead, that was not a problem for me. And I think Jim

Bellamy felt confident. I kept reassuring him that we're going to redefine the process and so far it's gone through a couple redefinitions including a name change, but it's always survived.

S: Anyway, I lost my train of thought.

H: It was a good comment, so what if I was to turn this off for half a second, Roger will you slide that curtain closed, we're just going keep the audio running.

S: Now I'm still available to do more interviews.

H: Craig, I think the reason I wanted to do this as a final topic is that I've had a wonderful association with Roger (Butterbaugh, caretaker) for the last year. Ever since I was one of those tourists—visitors, peering through the window. And he came out and explained to me and my friend about White Grass. I mean he did his job. He did it very well. I'm wondering if you could go back and talk about how you first met Roger and the development of the caretaker position? And then why don't you two have a conversation because you know infinitely more about it than I do. But I'm just going to kick off the conversation.

S: I can talk about how Roger came about? But let me just back up and say that a lot of the employees came about because of some interaction or something happening. Jack Shinkle is a good example. He heard about us on the radio (NPR), called up and we went back and forth several times before we could actually get him hired on. But there was a lot of that and somehow, I had this uncanny process for being able to figure out, who fits in organizationally and who has the right skills. A lot of people have come and gone because they didn't fit in. Those that are still here are all the people who really make this place work.

B: (0:23:23) I was at a point (2010) where I was exploring retiring in a year or so, and I was talking to the maintenance supervisor in Colter Bay. We were exploring maybe working for him. And, he said to me, "I'm not sure about this, but given what you've told me about your background, you might want to go down and talk to Craig Struble. I don't know that program very well, all I know is that they work with old stuff." So, I called and made contact with you (Craig) and you brought me out to White Grass for a tour.

S: That was the time when we were already…

H: Was that in 2010?

S: Yes. The buildings were already moved on cribbing, it's the three buildings we talked about earlier. They were up on steel girders and moved from their foundations.

H: That would be 2009, because if this is your 4th year, then in 2009 you would have been exploring it. 2011 would have been your first year as caretaker here. Okay, so the dates?

S: Anyway, I just recall getting to know what your background was. We were looking for somebody to be a caretaker, and there was actually another person that Al wanted to get on. He wanted somebody that was more of a craftsperson. I'm thinking, no we need somebody who could get the big picture

and be a manager, an administrator to do all the things we needed to be doing here in the next couple of years. Roger had those capabilities and fit the role.

Roger Butterbaugh, White Grass Caretaker, 2011-2018.

H: I have two questions. I'm going to ask them both and then restate them so you don't get lost. The first question was that Roger tells the story of you had no clue what the caretaker's role and responsibility would be, and so it was kind of like, so let's develop this. Number two—was it a hard sell to come up with the position of a caretaker. 'Because all of a sudden, we're also talking' about some resources, to live in that cabin, the power, the water, a vehicle, that kind of a thing. So, talk about the development with those two thoughts in mind.

S: Yes, the year before, we had one of the doors kicked in. Maybe after Roger came on…anyway we recognized the need to have somebody here and that we were beginning to see some negative have things happen to the cabins. I think this issue goes back to when the original concept for White Grass Ranch was proposed. There were a few entities out in the public sector that did not like it. I'm not sure what the name of that organization was, but they were a wilderness group that was very opposed to White Grass. I think some of that sentiment was reflected in the doors being kicked in, and that, some people just didn't agree with it (the plan to rehabilitate the ranch). They didn't appreciate the history perspective, anyway there was a lot of negativity that was associated with preserving the ranch early on.

S: (0:27:36) The whole idea was to have somebody here to watch over the place and provide a presence for the visitors who were coming out. It had been talked about for a number of years, then once we had a place to put somebody, it made sense to do it. One of the comments I heard from the Deputy Superintendent, was well, "Why do you need somebody out there?" I insisted that we needed somebody out there, to take care of the place, especially when we're off working on projects somewhere else.

I think Roger has come into the role and taken what we had as a concept and helped us define it and flush it out. My only regret is that I always thought that I would be the caretaker guy when I retired!

B: One more guy that has a target on my back. (Laughter)

H: Well…Anybody who's looked at your living quarters, Roger, I can understand that. So, this is a very interesting thing. Has the position evolved, the notion of caretaker, how would you describe that?

S: I think so…To Roger—I think you should speak to that.

B: Well, kind of a beginning point, you called me and offered, "Would you consider being caretaker at White Grass?" and I said, "What exactly does a caretaker do?" Your response was, "We don't know"! And your next comment was, we want you to help us develop a job description. And my background—one of the most favorite things I did do was program development. So, I heard the invitation of being just that. White Grass, never had a caretaker and we're on this journey to begin a training center. The road map for this is being developed, and all of that as terribly exciting to me. So, may answer was, "Yes" with my wife support.

So, I retired, something like the 29th of May (2011) and was out here the 16-17th of June. It was a very quick transition personally for me. So, all the career stuff about decompressing (as a marriage and family therapist) …what a place to decompress from your career and start something new. It was a very exciting time. There were so many things that I did not understand. You know, all new colleagues here were trying to figure me out…"So who is this guy, is he on board, or not on board? The first year, there was lots of discoveries, but filled with lots of "I don't understand this" but we worked through it.

H: Well, is this caretaker position a permanent volunteer position? I guess you're not in a position to answer that because you're not employed by the Park Service.

S: I'm sure that now, we've set the standard here for what needs to happen, and it's recognized that through this oral history project, this is one thing that has become part of daily operations. It may be a temporary duty or more of a project for you. But it's the type of thing that I see as an important aspect of the role of caretaker. That is, to be knowledgeable about the history here.

B: One thing that is an interesting part of all this is—you know it goes back to the National Trust and funding and all that sort of thing, and the richness of the commitment that so many alumni White-Grassers continue to come back. Having a caretaker present, I can't tell you how many people who have just walked up and said, "Well I was here 25 years ago. I just came back to see it." But they also want to know, and I get this frequently, "Could I be involved, what could I do?"

The White Grass Heritage Project is now collecting mementos from some of the former White-Grassers. One day I had a conversation with a person who is 84 years old, she was here seeing White Grass again with her daughters. We talked and she says "Oh, I've got an old White Grass dining room chair that I bought at the auction in 1985." Oh wow, we've got a couple of those, and she says, "Do you want it?" And I said, "Yes"!

Note: Part of the White Grass Heritage Project Collection can be seen at www.whitegrass.org including oral histories, documents, photos, and artifacts. Under Documents/Western Center for Historical Preservation, see 100 Years of White Grass History, Parts One-Three created by Roger Butterbaugh.

So, we're at an interesting point with former dudes and wranglers, because the reunion taking place this weekend, is attracting the older White Grass legacy with stories to tell. That's really wonderful and satisfying, but there's a whole group of people from the late 1960s, the early 70s and up to 1985 that have not been engaged (in the Heritage Project). I think the role of the caretaker is to talk to people as they visit and figure out how we can document and tell their stories.

Many say, "Oh yeah I want to be on the mailing list". None of that would have happened if there were not somebody here to have those conversations. So, I think, whether it's me or someone else, that is an incredibly valuable role for the caretaker to play for the evolution of this place. In honoring history, we need to engage people who are the next generation who could help get some donors or recruiting volunteers to come and volunteer to work. Volunteers get to stay in the cabins, a part of the White Grass family experience. To say, "I came here when I was 12 years old or 25, and got to be part of this place", I think that's an important role for the caretaker to facilitate.

H: Let me ask just one final question. Craig, this is just to you. Would you take a moment to summarize your career from a personal reaction to having worked for the National Parks Service, for 40 years, how many years did you say? Starting out early in your career in Washington D.C. and ending here in this amazing place and ending, in essence, with this legacy. Why don't you just kind of summarize your career?

S: Sure. The first thing I always say, is it's been incredible. What a wonderful way to make a living, and gosh, I was just talking to someone the other day about my time in Yosemite. I made the point that I used to spend my days hiking, to get out to a project, through some of the most miraculous country in the United States. So, for the most part, there's been a couple of bad years but there's also been an amazing 40 years.

I was sitting in meeting last year in June, and I knew I was getting close to being up there in years but was astounded to find out it had been 40 years. They presented me with a plaque as a surprise. I have nothing but good things to say about the Park Service having made a living doing what I love. What could be better? But at some point, you have to decide when to end it, and move on, that's the point I got to.

I knew that White Grass, after a certain point would survive. The Park Service was already too far into it to change their mind, meaning to discontinue the project. It's been that way with a lot of the work that I've done over the years. It just seems like there's hundreds of structures, (even though there's not), that have been affected by my work. But it's not just me, it's being able to have a staff that gets along and understands the principles behind historic preservation to do good work. So, there's nothing' better than walking past a building that you were just pulling' your hair out trying to figure out how to fix it and then seeing the end result of what you've done. One of these days I'm going to take a trip back to Yosemite and see how things are holding up?

(0:39:07) I have one cool story for you. This was after I was working for the historic training center (back east) toward the end of that training program—I was off on a project down—

H: Was this your internship.

S: Yeah, just completing the three-year training program and I'm off on my own doing projects. I was working on a project that was down in New Orleans for a new park they were putting together. It was a Visitor's Center there. So, I was down there working on restoring doors. Right behind this visitor center is Chef, Paul Prudhomme's restaurant. So, about noon, all these smells would start to waft over the adjoining back wall, and oh man, it smelled so good. So, I decided to go around one night to eat at that restaurant". Inside, the way they have it set up, are long tables for communal dining. I sat across from a guy who is from Manassas, up in Virginia. After I explained that I worked for the NPS doing restoration work. He started talking about this historic stone bridge at Manassas National Battlefield that he runs across. He talks about running across this bridge for ten years and thinking why doesn't the Park Service fix the stone walls? So, he was out of the area for a while and goes back for a run across the bridge, and it's all fixed!" At that point, I stuck my hand out and said I know, "I'm the guy who repaired it!" Small world! To run into to somebody who actually appreciates what you do! Where'd that come from? A surprise connection from out of the blue...

H: That is cool.

S: We can do more, if you guys want to. I just need to kind of…

H: Time for lunch huh?

S: Yeah! Laughter

H: Thank you!

B: Thank you!

S: You're welcome.

End of interview (0:41.34)