

National Park Service (NPS) History Collection

NPS Oral History Collection (HFCA 1817)
Association of National Park Rangers Oral History Project, 2012-2016



Mary Martin
October 31, 2012

Interview conducted by Brenna Lissoway
Transcribed by West Transcript Services
Digitized by Marissa Lindsey

This digital transcript contains updated pagination, formatting, and editing for accessibility and compliance with Section 508 of the Rehabilitation Act. Interview content has not been altered.

The original typed transcript is preserved in the NPS History Collection.

The release form for this interview is on file at the NPS History Collection.

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

ANPR Oral History Project

Mary Martin

31 October 2012

Interview conducted by
Brenna Lissoway

Transcribed by
West Transcript Services

Audio File: MARTIN Mary 31 Oct 2012

[START OF TRACK 1]

Brenna Lissoway: Okay. This is Brenna Lissoway, interviewing Mary Martin. Today is Wednesday, October 31st, 2012. We're at Ranger Rendezvous in Indian Wells, California. And Mary, this is your first interview with the ANPR Oral History Project, and so I would like to start by just having you tell us your date of birth and where you were born.

Mary Martin: Oh, okay. Well, really? Year Two, huh? [Laughs.]

Brenna Lissoway: Go from the beginning.

Mary Martin: Okay. April 19th, 1951.

Brenna Lissoway: Okay.

Mary Martin: And I was born in Galway, the city of Galway in county of Galway, Ireland.

Brenna Lissoway: Oh, wow! So, what brought your parents over there?

Mary Martin: Well, they – they were from there.

Brenna Lissoway: Oh, cool!

Mary Martin: I mean, we emigrated to the United States.

Brenna Lissoway: Ah—

Mary Martin: Yes [laughs].

Brenna Lissoway: Okay, I gotcha. Um, so what did your parents do in Galway?

Mary Martin: Um, huh – this is interesting. You're asking me questions I don't actually know the answers to. They – my mother was from Galway, not my father, and after I was born, they went to England to work and it was in the '50s, I think employment was hard to find, so they came back to Ireland, got me, and we came to the United States.

Brenna Lissoway: Huh, wow. And so where, what part of the United States did you all start?

Mary Martin: Well, we came on the Queen Mary and we came into New York, and then went to San Francisco.

Brenna Lissoway: Okay.

Mary Martin: So that's where I grew up. [Laughs.] Although in San Francisco, they're very fussy if you're not a native San Franciscan.

Brenna Lissoway: [Chuckles]. Yes. And what part of the city did you live in?

Mary Martin: Noe [NO ee] Valley, which is kind of Upper Mission, below Twin Peaks.

Brenna Lissoway: Right, right. And do you have siblings?

Mary Martin: I do. I'm the oldest, and I have five brothers.

Brenna Lissoway: Mmhm. And so, they were all born in the United States?

Mary Martin: Yeah. Yes.

Brenna Lissoway: Okay.

Mary Martin: Yeah.

Brenna Lissoway: Um, and so what did your parents do when you arrived in San Francisco, for work?

Mary Martin: Well, at that point in time, my mother was of course stay-at-home mom, and my dad worked for PG&E, which is the gas and electric company in San Francisco. And then he went on to own a couple businesses, bars – he's from Ireland, you know.

Brenna Lissoway: Oh, wow.

Mary Martin: So yeah.

Brenna Lissoway: Wow, okay. And so, what, ah, where did you attend elementary school?

Mary Martin: Ah, between all-Catholic school, between St. James and St. Paul. Catholic all girls.

Brenna Lissoway: Oh, all girls – wow.

Mary Martin: Yes, yes, Mike Tollefson. There's a group of us in the Park Service that have come out of Catholic school, and we all came out of, you know, single-sex schools – like Mike came out of a boys' school. [Chuckles.]

Brenna Lissoway: Hm, that's interesting. What sorts of activities were you involved with as a kid? Extracurriculars through school or maybe other things on the side?

Mary Martin: You know, sports and when I got to high school, volleyball, that sort of thing.

Brenna Lissoway: Mmhm.

Mary Martin: Ah, but in San Francisco, there wasn't – you know, it's not like it is nowadays for kids and sports. My grandkids are very involved in sports and travel throughout the western United States – wasn't like that back then.

Brenna Lissoway: Uhhuh. So, what did your family do, ah, sort of recreationally, for fun together? Did you – were there things about the city that you liked to do, or did you go traveling a lot?

Mary Martin: Well, we didn't travel a lot, because we just didn't – at least in my family – you didn't do that back then. But with PG&E? They had

PG&E family camps up in northern California, and for five – I think it was five – dollars a week, you could rent a cabin. And that's where I, you know, grew fond of the outdoors in northern California and yeah.

Brenna Lissoway: So, what kind of activities would you guys do when you were up at the cabin?

Mary Martin: Oh, swim. Constantly [laughs]. They usually had a swimming pool or fish, you know, my brothers, my father would fish, and I'd get dragged along to do that, too, but there was basketball and all sorts of things. But swim. I love to swim.

Brenna Lissoway: Mmhm. And did you – were you at all familiar as a child growing up about national parks?

Mary Martin: No.

Brenna Lissoway: I mean, being, living in San Francisco, were you aware that your water was coming from Yosemite, the Yosemite area, for example, or—?

Mary Martin: Not at all, although when I became a teenager, and we used to venture out in cars and go down the Peninsula, we discovered Crystal Springs, but even at that point I didn't know it came from Yosemite.

Brenna Lissoway: Mmhm. Mmhm. So when would you say was your first sort-of, did you become aware of national parks and that sort of thing?

Mary Martin: Probably – well, you know, remember, my parents were immigrants to the country, so I don't think that they knew the difference between national parks – and I didn't know the difference national park or state park or, but when I, oh I don't know, late teens, my father bought a boat, and we'd go waterskiing and go camping. So, about that time. Now we'd go to state parks, and I think the first national park I went to was Yosemite, in probably '73, '74?

Brenna Lissoway: Okay.

Mary Martin: Yeah.

Brenna Lissoway: So, did you go back to Ireland as a kid at all? Did you still have family there that you visited or—

Mary Martin: Oh, yes.

Brenna Lissoway: Okay.

Mary Martin: I go back.

Brenna Lissoway: And you do now?

Mary Martin: I do now, yes. I was there last year for my cousin's wedding. I brought two nieces and my granddaughter with me. [Laughs.] But, you know, even as a kid, I went back there.

Brenna Lissoway: Umhm. So, tell me a little bit about your, you know, getting into education, higher education. I saw that you went to, I think, UC California Bakersfield?

Mary Martin: Right. CSU.

Brenna Lissoway: CSU.

Mary Martin: Yes.

Brenna Lissoway: So maybe talk to me about your decision to do that and what you were studying?

Mary Martin: Well, I first went to a couple of community colleges, and from there I studied Environmental Resources Management at Cal State Bakersfield, and that's what my degree is in.

Brenna Lissoway: Mmhm. And what got you interested in that?

Mary Martin: I just always loved the outdoors, you know. Yeah, yeah.

Brenna Lissoway: Ah, and was there any—

Mary Martin: Must be, I don't know, must be genetic, too, because my daughter also, when she went to college, she tried one or two different majors and then ended up in Environmental Management. So [chuckles] I believe things like that are hereditary.

Brenna Lissoway: Yeah, that's interesting. Were there, were there any older family members, like an aunt and uncle or just your parents that, that—

Mary Martin: Oh no, no.

Brenna Lissoway: —passed that on to you?

Mary Martin: No. No, none of my parents – none of my family had been to college at that point.

Brenna Lissoway: Right, but I'm just thinking about interest in natural resources or interest in the out-of-doors, it sounds like—

Mary Martin: Well, I think going up to northern California and fishing, camping, and that sort of thing, yeah.

Brenna Lissoway: Okay. Did you have any idea of what kind of a career you wanted, specific kinds of jobs, or were you just studying what you were interested in?

Mary Martin: Well, no, you know, I was working, and I enjoy human resources – 'course it wasn't called human resources back then. It was called personnel management.

Brenna Lissoway: Uhhuh. Yeah, and so did you have positions or work prior to going into school? Summer jobs or anything like that?

Mary Martin: Right. And, you know, and then I worked and went to school and did that.

Brenna Lissoway: Okay. What kind of jobs did you have?

Mary Martin: Well, I had administrative jobs, but once I was exposed to personnel, you know, I really enjoyed it, really enjoyed helping people and, you know, that whole process.

Brenna Lissoway: Yeah. And so, what was your first position that you had that kind of experience?

Mary Martin: I was working for Immigration in San Francisco.

Brenna Lissoway: Oh, really?

Mary Martin: And, and then I transferred to Vermont with them. And I had some experience with USGS at the time, so you know, and it was kind of a small community, the personnel community in the Bay area, so and then I transferred to Vermont. And a couple times, I had friends or people that knew me call me and ask, "Would you apply for the personnel officer job at Yosemite?" I thought, "Oh, that's always my dream job. I'd love that!" But at the time, you know, I was married, and it wasn't quite, you know, the right situation and it came open again, they called me, and, as they say, 'The rest is history'. I got the job, and yeah.

Brenna Lissoway: Right. So, this was a friend at Yosemite? That—

Mary Martin: It was a friend that worked for the Park Service, yes, yes. Yeah.

Brenna Lissoway: Okay.

Mary Martin: Yeah. In the region, not at Yosemite.

Brenna Lissoway: Okay, okay. And so, and so you had finished school at that point—

Mary Martin: Right.

Brenna Lissoway: —and you were working for the U.S. Immigration Service, and you were in Vermont?

Mary Martin: I was in Vermont, yes.

Brenna Lissoway: Okay, okay.

Mary Martin: But I was from the Bay area, you know, and—

Brenna Lissoway: Mhm. So, you applied for the position at Yosemite, and that was your, that was the first Park Service job that you held?

Mary Martin: Right.

Brenna Lissoway: Right.

Mary Martin: Right.

Brenna Lissoway: So, tell me about, tell me about that first position and, you know, coming from the Immigration Service, what was it like coming into the Park Service?

Mary Martin: Well, it was completely different! I was a GS-11 at the time, and I had been a GS-11 at that point for a couple years, so it wasn't a promotion for me per se, coming into Yosemite, but I had a staff of around ten people, and, as they all like to remind me at this –now – cause we're all very good friends, we stay in touch, that um, you know, I was kinda young at the time. I was 30 [chuckles] when I came into that job, and they were older than I was and, you know, they were sizing me up. I was kind of overwhelmed with the situation, moving across the country, I had a daughter and, you know.

Brenna Lissoway: Yeah, yeah. So, you were supervising, I mean, you were basically managing all of Human Resources at Yosemite?

Mary Martin: Yes, yes, the whole thing. Staffing, employee relations, labor relations, classification, training. Yeah.

Brenna Lissoway: Uhhuh, uhhuh.

Mary Martin: And we had a staff of around ten, you know, we'd hire a couple more seasonals in the summertime.

Brenna Lissoway: Uhhuh. And were your offices in Yosemite Valley?

Mary Martin: Right next to the Superintendent. [Laughs.] His office and my office were sort of adjoined, yes. And I lived in the Valley and the office was right there.

Brenna Lissoway: Okay. And so, what would you say were some of the challenges that you, you kind of began addressing from the start? You know, what were, what were some of the issues that you were dealing with, you know, coming into a large park, you know, a large staff, it sounds like larger than maybe what you were supervising in Vermont, is that true or—?

Mary Martin: Well, I, right.

Brenna Lissoway: Okay.

Mary Martin: You know, I had assistants work with me in Vermont, but we were a regional office staff, which meant, you know, we had a lot of people at my level and higher. So, this was quite a bit different from that. And I'm sorry, what was your question?

Brenna Lissoway: Well, you're, I'm just trying to get a sense of, you know, what uh, you know, coming into a—

Mary Martin: Oh, coming—

Brenna Lissoway: —a new agency

Mary Martin: —the challenges, yes.

Brenna Lissoway: So, what were some of the challenges?

Mary Martin: Well, there were quite a few, because at that time, and I think it's evolved and maybe evolved back to this point, is that, you know, people didn't trust Personnel. They wouldn't come into the Personnel office, they wouldn't, you know, managers were doing some things and not consulting with Personnel first. And there was this really adversarial relationship between Personnel and the park, the park staff. So that was one of the first things that I think I addressed.

Brenna Lissoway: And how did you, how did you go about dealing with that?

Mary Martin: [Laughs.] I was just thinking of that. Well, I came to work in September, and—

Brenna Lissoway: September of 19—

Mary Martin: '81.

Brenna Lissoway: '81, okay.

Mary Martin: And, you know, just got to know my staff and the issues. And so then in December we had a huge Christmas party for the whole park and encouraged people to come in, and I think that really, you know, people came in and had fun, talked to us, got to know us, and I think that kind of turned it around. I mean, there were other things, too, obviously, but yes.

Brenna Lissoway: And so, what other, what other issues were going on? I'm just trying to think like specifically with the Park Service that maybe you didn't encounter in Immigration?

Mary Martin: Well, and this happened, oh, probably, '80-what, '82, probably '83 or '84, you know, we had a law enforcement office in Yosemite, and one of the people that worked there filed a classification appeal. So, the classifier went up and did a desk audit and determined that the job should be 1811, so I had worked for Immigration at that time, was under Justice, and it was no big deal to have an 1811—

Brenna Lissoway: An 1811, meaning—

Mary Martin: It's a criminal investigator, sorry. [Laughs.] Oh my gosh, at that time in the Park Service, when we did that, it was – all hell broke loose—

Brenna Lissoway: Wow.

Mary Martin: —'cause there was a prohibition on 1811s within – I forget if it was within Interior or within Park Service – but certainly was

within Park Service, that it was supposed to be part of the generalist ranger job. But these people were doing just investigations, so we kinda called it like we saw it, and so at that point then, we did the only thing we – management, the Superintendent – that he could have done, because he was not permitted to have the 1811, so he reorganized the work. And spread out the work among all the rangers.

Brenna Lissoway: So then not just one person was doing purely criminal investigations?

Mary Martin: Right. Right, exactly.

Brenna Lissoway: I see.

Mary Martin: So that it'd be a part of, you know, every ranger's job, and you do up to 20 percent of your time.

Brenna Lissoway: How'd that go over?

Mary Martin: It depended if you were in the Ranger Division or – and Law Enforcement was in the Ranger Division – but if you were a Protection Ranger, you were in Law Enforcement. It did not go over well with people in Law Enforcement Office – obviously. And they filed appeals and grievances and, but everyone else thought it was fine! [Laughs.]

Brenna Lissoway: And when you say Law Enforcement, you mean like the patrol rangers—

Mary Martin: No.

Brenna Lissoway: —versus like—

Mary Martin: No, no, the law enforcement, the criminal investigators, and at that point there were four people that were doing exclusively criminal investigation.

Brenna Lissoway: And that's really what they wanted to do.

Mary Martin: Right, right. They did not want to be rangers. They did not want to be out on patrol. They did not, you know, and of course, a big park, there were personalities, they didn't want to work for some of the rangers in the field. Oh, it was, it was quite a time of turmoil in Yosemite.

Brenna Lissoway: Yeah, sounds like it. I know, just with, you know, with the Yosemite riots happening in the '70s—

Mary Martin: Right.

Brenna Lissoway: —the, the step up of the law enforcement presence or, you know, the mentality of more law enforcement. Did you see that still playing out when you arrived in '81? Or had things kind of been settled, that point.

Mary Martin: Oh no, that, I mean, I think that was always present. You know, some of the people – obviously a lot of people – that were involved in the riots had transferred. But some of the people, some of the same players were still there and, you know, and – do you work in Yosemite?

Brenna Lissoway: I do.

Mary Martin: Well, so you know [laughs]. All the different camps, and it's such a large park and so many people and personalities that, you know, it was just a time of, I think, more turmoil than maybe you have there nowadays.

Brenna Lissoway: I think big parks like that always have turmoil, but in different things.

Mary Martin: That's what I thought! But at the same time, because at that point every park had their, you know, own personnel office and so there was quite a network, you know, and we'd talk among ourselves and, especially if you were in the field, you would do, you know, solve problems without going to the region. And I could never understand why Yosemite would have all these grievances and complaints and problems, and Yellowstone never did.

Brenna Lissoway: Huh. Yeah—

Mary Martin: Now Yellowstone has gone through periods where they've had, you know, a lot of problems, too, but at that point they didn't.

Brenna Lissoway: Huh, that is – any theories at all or?

Mary Martin: Well, I don't know. I chocked it up at that point in time to winter, and you know maybe things were quieter in Yellowstone? 'Course that depends where you sit as, your perspective, but—

Brenna Lissoway: Yeah, sure.

Mary Martin: Yeah.

Brenna Lissoway: Well, and so how long were you in that Yosemite position?

Mary Martin: Until '87.

Brenna Lissoway: So, six years.

Mary Martin: Yeah, yeah.

Brenna Lissoway: What sorts of – were there changes to hiring practices that were happening during that period? I mean, I know, you know, for example, there was a real move, you know, starting in the '70s and into the '80s, to increase the diversity of the workforce. You know, more women were entering into traditionally male-dominated fields, that kind of thing, and I'm just wondering if you could speak to some of those changes?

- Mary Martin: There were, but there weren't – it wasn't very, at that point in time, even by the time I became a superintendent – you know, there wasn't real change. You know, there was, Yosemite had two? I think, female horse patrol rangers, and you know, it was tough if you were a protection ranger as a female, because I know that a lot of the hiring officials and maybe it was the ones that were there when I first got there and they left or, you know, it was ones that were there just before I was there? But, you know, they weren't overly thrilled to hire females.
- Brenna Lissoway: Mhm. Mhm. Was the federal women's program strong at Yosemite or?
- Mary Martin: Ah, we started it when I—
- Brenna Lissoway: You did!
- Mary Martin: Well, because I had exposure in Personnel and in regional offices, and you know we always had a few in Federal Employee Women's Program, and Chris Bachmeyer, who was the Chief Ranger's secretary or the Valley District Ranger's secretary at the time. Her and I started the chapter.
- Brenna Lissoway: Wow.
- Mary Martin: So. I don't know. Is it still going on or?
- Brenna Lissoway: Ah, there – yeah, there is some—
- Mary Martin: Oh really? Oh, you're kidding.
- Brenna Lissoway: Yeah, there's several presentations a year that are sponsored by the Federal Women's Program at Yosemite, and we've got little libraries and library books and things like that.
- Mary Martin: Mhm.
- Brenna Lissoway: It's, I mean, it's still going, but I wonder, what kind of things were you doing initially, you know, when you started?
- Mary Martin: We were trying to do training and trying to provide scholarships to women that wanted to, you know, take classes and I forget, I remember the fundraising events we had but I don't remember. You know, we had a committee. I do remember that. Or we had people that were members, and you know we'd just do training and try to raise awareness, but, you know, to be quite honest with you, when I came to the park, I was the highest graded female that they ever had had in Yosemite. And I came in from a very different agency, where that wasn't – I didn't realize it at the time. I was also single, so that, you know, Yosemite – people talk and that created, which I found out later, speculation and—
- Brenna Lissoway: Speculation?

Mary Martin: You know, with the – believe it or not – with the wives. It was the, that was the most difficult. Not the women that worked, because a lot of the women that worked, worked for me, you know, in Yosemite were in the Personnel Office. You know, they weren't necessarily, you know, certainly not maintenance. I think we had one person at that time that was a sign painter, and—

Brenna Lissoway: One female?

Mary Martin: One female, and that. Yeah, yes.

Brenna Lissoway: Huh. So, you had an all-female staff.

Mary Martin: I didn't, no. I had a couple of males that worked in the Personnel Office. Were they there – no, I don't think they were there when I got there. I had replaced – the person I had replaced was a male – and when I came, they were all females.

Brenna Lissoway: So you're saying that it was a little difficult for you, being the highest graded female employee, and that you were getting some kind of, ah, you felt some sort of pressure or something from the wives?

Mary Martin: From the wives.

Brenna Lissoway: And what kind of—

Mary Martin: Which is—

Brenna Lissoway: —can you give some examples.

Mary Martin: It was, you know, it was just – of course, you know, my daughter went to school in Yosemite Valley, so you have that drama and clique and everything that goes on associated with that and, you know, sometimes those of us at work didn't have time to volunteer at school and do those kind of things, so it was, it was just interesting.

Brenna Lissoway: Yeah.

Mary Martin: And in particular you know we had a couple of situations where we had to discipline people. You know, you live, you work, you play with the same people – you know, that just gets tough.

Brenna Lissoway: Yeah.

Mary Martin: And I could think of, you know, wives that were irritated that would come into the Personnel Office about their husband.

Brenna Lissoway: Yeah, yeah. Um, gosh, so, you know, if you were the highest graded female employee at Yosemite, who was your—

Mary Martin: Haven't things changed? [Laughs.]

Brenna Lissoway: [Laughs.] Ah, we do have some Division Chiefs now that are—

- Mary Martin: Oh, right – and you've had a superintendent [laughs], B. J.¹
- Brenna Lissoway: Well yes, this is true. So, who were some of your mentors and role models in the Park Service? Women or men.
- Mary Martin: I, they were mostly men, just because, you know, I started coming to the Ranger Rendezvous early. So, I got to know – is this your first Rendezvous?
- Brenna Lissoway: Uhhuh.
- Mary Martin: Well, in the past they'd been, you know, two – three hundred people, I think at Durango somebody said there were 540 people. So you get to know, you know, people across the Park Service, and get to know a lot of different people and if you're on Task Groups, you're oftentimes – so a lot of the people that were my mentors were not women. Just because there weren't women available in the types of jobs that, you know, that I looked to for advice or guidance or—
- Brenna Lissoway: Mmhm. Mmhm. Uh, so who, who were some of those folks for you?
- Mary Martin: Well, the superintendent. Both superintendents that I worked for at Yosemite, both Bob, Bob Binnewies, and I just adore, both of them are great, and Jack Morehead.² And I stay in touch with both of them today.
- Brenna Lissoway: Mmhm. So, can you tell me a little bit about maybe how your year in HR kind of would flow? Or did you have a sort of a cycle, I guess? You know, a workflow or a workload, you know – was it very routine or were there sort of periods of doing the same things?
- Mary Martin: Well, there's a – obviously, like it is today, where you hire most of the people in the summertime. So we would try to be really proactive and have jobs announced, you know, and have lists for supervisors, so that when they're hiring they weren't held up, and it became – when I came to Yosemite, I was just appalled. That we had seasonals that had been working for weeks, in some cases maybe months, and had not been paid! It was terrible. I remember lending seasonals money, even though I was a single parent trying to provide for a kid, and there was just – I mean, these poor kids were coming to the park, we were hiring 'em, but we had this antiquated payroll system called DIPS [laughs].
- Brenna Lissoway: What does that stand for?
- Mary Martin: I think it was Department of Interior Payroll System, and it was manual, and to be quite honest with you, and I think they would

¹ Barbara J. Griffin.

² John M. Morehead.

say the same thing, too, was the people working in the Personnel Office at that time, they changed their attitude, but, you know, they didn't have the urgency that I thought we ought to have to pay people. So, you know, I really worked with them and said, "You've gotta put yourself in that person's" – I mean it's a student coming from college, maybe had enough money to get there and, you know, how are they gonna survive without a paycheck, and yeah, it was terrible. Until we went on to, what is it PayPers was the second one? Yes.

Brenna Lissoway: Yeah.

Mary Martin: So that was a challenge, you know. I saw that as something we really needed to deal with. And then it was just always hectic – you know it was just – the people, I mean, I can't tell you, the women that worked there, Marsha Lee, Bettie Blake, and Vanessa [Langrell/Ford], who's there today, right, as a re-employed annuitant, I think? Ford?

Brenna Lissoway: Vanessa—

Mary Martin: Ford.

Brenna Lissoway: Oh sure, yeah.

Mary Martin: She worked there. She worked for me back then. And they worked their hearts out, you know, trying to get certs out, trying to get people paid.

Brenna Lissoway: So, just curious if you saw, you know – and maybe this is a good question for your career in general – but just technological changes that happened—

Mary Martin: Oh yes.

Brenna Lissoway: —you know. What sorts of things would you say were really significant?

Mary Martin: Well, when I came to Yosemite, we didn't have computers. When I worked for Justice, of course, we did and, you know, payroll just wasn't a problem. It wasn't an issue getting people paid. But with Department of Interior at that point in time, it was. Then it was probably in '83 that – oh we had a mag-card typewriter [magnetic card typewriter] in the office and Marsha Lee loved her mag-card typewriter.³ She just did not want to get rid of it. But in about '83, we got two datapoint computers, and they delivered 'em to the office. Of course, no one knew what to do with them. And at that time Paul Gallez [GLAY] was working for us in the Personnel Office, and I had convinced to come work for Personnel, to get his status. He was a seasonal interpreter at the time, and, you know, I

³ Magnetic card typewriters.

was tryin' to bring people into entry jobs, let 'em have status, and go on. Paul did not want to leave Interp, absolutely did not want to, and he came in, he was the one that ended up with the computers or figuring out what to do with it, you know, and he's the computer specialist today. I don't think he's ever gone back to Interp.

Brenna Lissoway: No, in fact, he just retired this year.

Mary Martin: Oh no!

Brenna Lissoway: But yeah, but he was the network specialist for Yosemite, and we're sad without him, but—

Mary Martin: Oh yeah?

Brenna Lissoway: But yeah. That's interesting, so your office was really the first to adopt using any kind of computers to aid your daily activities? Or were there other—

Mary Martin: Oh yes, so well, what they were trying to do is get datapoint computers into – it was a computer with a big mainframe, I couldn't tell you how – Paul could probably tell you the story about, you know, these two computers that we kept joking about, “Okay, what're we gonna do with them?” And then we all obviously went up to training, but they were clunkers and things were still a challenge. I mean, that was way before, you know, anyone had, everyone had Selectric typewriters, believe it or not, in the '80s!

Brenna Lissoway: Yeah, yeah. Huh. So, what, so you were there with your daughter, you said.

Mary Martin: Yes, yes.

Brenna Lissoway: Would you mind telling me a little bit about, you know, had you been married? And what your circumstances were, you know, coming to Yosemite on your own?

Mary Martin: Mmhm.

Brenna Lissoway: Just a little background there.

Mary Martin: I had been married, I was divorced, I was a single parent. And Jennifer was – do the math – seven.

Brenna Lissoway: She was seven, okay.

Mary Martin: Yep, she was born '73, so seven – eight, I guess. Well, she was born in '73.

Brenna Lissoway: And she was your only child?

Mary Martin: Yes.

Brenna Lissoway: Okay.

Mary Martin: Yes.

Brenna Lissoway: And I assume, well, where you were living in Vermont, was that in an urban area or a rural area?

Mary Martin: Well, you know, Vermont's not very urban at all. It was outside Burlington. I worked in Burlington. But it was fairly rural, yes.

Brenna Lissoway: Mmhm. So, what was your transition like, to living at Yosemite, a place that was fairly remote?

Mary Martin: Well, Vermont was somewhat like that. I mean, I like remote. I like, you know, and Yosemite isn't too remote, compared to—

Brenna Lissoway: Yeah.

Mary Martin: No, no. You still had, you know, the store right there in case you ever needed anything after work before you ran home, you could run to the store. So, you know, you didn't have that, you know, where you really did have to plan for a whole week's worth of meals or whatever.

Brenna Lissoway: Mmhm. Mmhm. So, can you just talk a little bit about what the Park Service community was like there at Yosemite? Your first introduction to park culture?

Mary Martin: It was, well, at that point in time they used to have a lot of parties.

Brenna Lissoway: Mmhm.

Mary Martin: A lot. Almost every night, you know, people would – people kind of got along, I think, really well, you know, in the community. You know, I understand they don't do much of that anymore, and a lot of it I think is because people aren't living in the Valley, like they did back then. So the girls' club or you know some of the other, at the – what's the next to the Interp where the, ah, the auditorium – you know, they'd have parties there at the girls' club or the winter club was a big, very active at that time.

Brenna Lissoway: Mmhm. Uh, and so you stayed until 1986, you said.

Mary Martin: No, '87.

Brenna Lissoway: '87.

Mary Martin: Right.

Brenna Lissoway: Where did you go from Yosemite?

Mary Martin: Alaska. I got married in '85, and Dick was already up in Alaska, and so I – and he went up in '85 – and I transferred in '87.

Brenna Lissoway: So, you met at Yosemite?

Mary Martin: Yes. Yes.

Brenna Lissoway: Okay.

Mary Martin: Which provided lots of entertainment for the park, and lots of, you know, people talking—

Brenna Lissoway: Small community.

Mary Martin: Small community.

Brenna Lissoway: And what was his position?

Mary Martin: He was the Valley District Ranger.

Brenna Lissoway: Uhhuh, okay.

Mary Martin: And so, the first time most people found out – I mean, we weren't hiding the fact that we were dating but we just didn't tell anyone – and do you know Marsha Lee?

Brenna Lissoway: I've not met her, no.

Mary Martin: Oh, you haven't. Oh, if you knew her, you'd appreciate the story. The first time that people found out about Dick and I dating was when we got caught out-of-bounds camping [chuckles], and so Mike Murray, who just retired as superintendent at Cape Hatteras, was the one that, you know, found us, and realized, "Oh my gosh! You're Dick Martin, you're Mary" – it was Sargent at the time – and he was saying, "I don't know what I should do," and Dick would say, "You should do what you would do to any visitor." [Laughs.] Not me! I was in Personnel; his job was in for an upgrade just! But of course, he called Dispatch and then the whole park heard. And so, Marsha Lee came in and she was teasing me. We get along really great and we're just best friends now, and she'd say, "Oh my god, my boss is sleepin' with my husband's boss!" [Laughs.]

Brenna Lissoway: Oh yeah.

Mary Martin: So those were – I mean, that's what Yosemite was like at the time.

Brenna Lissoway: So, then he got a job in Alaska—

Mary Martin: Yes, he got superintendent at Wrangells.

Brenna Lissoway: And was he, would that have been one of the first superintendents – was he the first superintendent—

Mary Martin: No, he was the second.

Brenna Lissoway: The second. Okay.

Mary Martin: Yes.

Brenna Lissoway: Um, and then you were able to transfer—

Mary Martin: So, he went in '85 and it became a park in '81, so—

Brenna Lissoway: Yeah, okay. And so, you were then able to find a position there at the same park or what was, how—

Mary Martin: Oh no. No, no, no. No. And it got very complicated, because he was superintendent and then I was a superintendent's wife, and there were certain real expectations at that point in time. When Dick went up, you know, he was a brand-new superintendent and tryin' to make a good impression and, you know. 'Course he was dealing with somebody that had her own career, and that just was unheard-of as a superintendent's wife. One of the first fundraising events they had up there was, you know, everyone make a quilt – or quilt square – not everyone. Every wife. And I think it was the park staff from Wrangells called in and I'm pretty sure they left a message, because it was my staff in Yosemite that found out about it. I said, "I'm not makin' a quilt. Or a quilt square. First of all, I don't sew!" [Laughs.] And everyone on the staff was, "Mary, we'll do it for you!" I was, "No, no, no. We're not doing it." So then I went up there on a detail, and I had a pretty good reputation by this time as being, you know, kind of proactive and positive in terms of personnel, and the Regional Director made it lightly known that he wanted me to transfer up there as the Personnel Officer—

Brenna Lissoway: For the Region?

Mary Martin: —for the region. And so, he was, his personnel officer left. Unfortunately, then the Regional Director retired, and people that felt, you know, more threatened or, you know, I just 'course wasn't selected for that job. And you know, it was hard to get a job up there, because oh my god, you might give preferential treatment to, you know, Wrangells or—

Brenna Lissoway: Even though you weren't, or didn't have anything – there was no direct supervision —

Mary Martin: Right, right yes. But it was, you know, it was still in a period where wives didn't work. And certainly not superintendents' wives. And, you know, superintendents' wives should've been in the community. And when we got married, Dick was already at Wrangells. He came back to Yosemite and his staff at Wrangells, they were great, just really funny, and I mean he just had a really, really good group. And they put a flyer in his inbox at open house, and on the flyer, it said, "Cookies baked by Mrs. Martin." [Laughs.] He came back and "Oh no, what am I gonna do?" and it was all, you know, just a joke. [Laughs.]

Brenna Lissoway: Right, wow, how challenging. And this is of course all before the concept of dual careers was even talked about or—

Mary Martin: Yes, right. Right. Dual careers really didn't come until, oh, I think until I was in Alaska. You know, the late '80s.

Brenna Lissoway: Mhm. And so, you did finally get to Alaska—

Mary Martin: Right.

Brenna Lissoway: And what position did you have?

Mary Martin: Employee Relations and Training.

Brenna Lissoway: And that was based in—

Mary Martin: Anchorage.

Brenna Lissoway: Anchorage.

Mary Martin: And so, Dick was in – oh, for our entire married life we have not lived together, except – I shouldn't say that. Except when we worked in DC.

Brenna Lissoway: Wow, Mary – that's amazing.

Mary Martin: Yeah, yeah. We commuted back and forth for two years between Yosemite and Glennallen, and then for three years between Glennallen and Anchorage, and then, well, I guess we'll get to it, Mojave and Death Valley, and then Mojave and Sequoia.

Brenna Lissoway: Wow. So, tell me about that Alaska position and what your responsibilities were there.

Mary Martin: So Employee Relations and Training, and Alaska – after being in Yosemite and you know having 800 employees and a lot of, you know, all of the kind of the precedent MSPB cases in Employee Relations Merit Systems Protection Board, which would've been appeals and when the Park Service gets into litigation with employees. A lot of them coming out of Yosemite at the time, and so—

Brenna Lissoway: A lot of litigations?

Mary Martin: Right. And so, I went to Alaska and there were fewer employees in the whole region than in Yosemite, and I only had training and employee relations. It was a promotion because it was region, but it was still, it was so easy compared to Yosemite.

Brenna Lissoway: Yeah, that's interesting. And just out of curiosity, with Yosemite, you said there was so much litigation happening. What was it primarily around?

Mary Martin: Ah, well, grievances, you know, there were conflicts between employees and supervisors at the time. Just employee relations activities, you know, where we had one ranger that sexually molested a young lady, a friend of my daughter's at the time, so an eighth grader. We had another law enforcement ranger dealing drugs. It was just, it seemed to be constant, so things like that. And then we had of course the 1811, the criminal investigator.

Brenna Lissoway: [Inaudible.]

- Mary Martin: And we had, we did have – remember Bob Binnewies [BINN eh WAYS]? He was removed from his position and Jack Morehead came in.
- Brenna Lissoway: Ah. What were the circumstances around his removal?
- Mary Martin: Well, at that time, you know, the law enforcement office convinced him that it might be a good idea to – Bob is just a really, really nice guy, a very trusting guy – and he was having problems with Chuck Cushman, who was head of the Inholders Association, had a place in Wawona. And I think Chuck is still head of the Inholders Association. But every time Bob and Chuck would meet, there'd be two versions of the story. You know, there'd be what Chuck said happened, and then there'd be what Bob said happened. So somehow – poor Bob, he's so innocent – Lee Shackleton convinced him it might be a good idea to wire his office, and then that became known for his meeting with Chuck Cushman, it ended up on the front pages of the San Francisco Chronicle, all these details. And Bill Mott, who had been the Director of the California State Parks and was the Park Service Director then, took Bob out of his job, because of that.⁴
- Brenna Lissoway: Ah, I see. The surveillance, actually.
- Mary Martin: Right. Right, yes. Apparently, it's not okay to bug your office as superintendent.
- Brenna Lissoway: Yeah. So Alaska, all these brand new parks that happened in the late '70s, you know, early '80s, you know, it just must've been, had its own set of challenges, you know, just sort of forging the way in this new place.
- Mary Martin: Right.
- Brenna Lissoway: Can you talk about what you saw from your position as the Employee Relations and Training?
- Mary Martin: Well, it was fun, too, because there was somebody else that worked in the office that was in Staffing, and all the superintendents lived in fear of this other person, so they'd all call me and, you know, kinda bounce their question off me first, before calling her. And so, I had a really good relationship with all the parks and all the superintendents and employees, but there weren't many employees in the whole region. We got up to, I think, 500 peak, you know, compared to 800 in Yosemite. And it was just, it was small, everyone kinda knew each other, you could be in Bering Land Bridge or, you know, Yukon Charley, but you came into the Region quite a bit, so you, we got to know, you know, everybody and went out to the parks and, you know, they just had

⁴ William Penn Mott, Jr.

skeleton staffs. I mean, nowadays they're pretty well staffed compared to what they were back then, but some parks had, you know, five, six people.

Brenna Lissoway: Wow. So where did you see sort of during this period of time, where was the focus on the training? What seemed to be the real emphasis for the National Park Service?

Mary Martin: We did a lot of, well, in particular in Alaska Region, because Boyd Evison came in to follow Roger Center – Roger was the Regional Director that was up there when I went up on detail and then he retired, and Boyd came in, and Boyd had worked at the Training Center. So, we were doing a lot of management training—

Brenna Lissoway: At Albright Training Center?

Mary Martin: Yes, yes. And then he went from there to Sequoia, and then from Sequoia to Alaska. So training was his background or his passion, so we did a lot of training classes, you know, just kinda constant. And, you know, in resource management or in management or supervision, leadership, and then while I was there, the Exxon Valdez happened, so, you know, I was involved from the Region in getting teams and people trained and out to the incident.

Brenna Lissoway: Wow. Bringing people in, you mean, from throughout the Service?

Mary Martin: Right, right. And throughout the Region. So a lot of people that came in – you know, at that time ICS was, well, we had used it, I think, the first time it had been used for a non-law enforcement incident was the Queen's Visit in Yosemite.

Brenna Lissoway: You're talking about the Incident—

Mary Martin: Incident Command System, yeah, sorry. And—

Brenna Lissoway: And so, you say the first time that you think ICS had been used by the Park Service was for the Queen's visit at Yosemite?

Mary Martin: Yes.

Brenna Lissoway: Huh. Okay.

Mary Martin: I know that to be true.

Brenna Lissoway: Okay.

Mary Martin: Outside of law enforcement, I think the ICS had been used for law enforcement in fire, of course, but it had never been used for something, I guess, administrative or, you know, something other than emergency – and was when Queen Elizabeth came to Yosemite, and they set up a big ICS. But and then we that similar thing in Alaska when Exxon Valdez happened. Well, people would come in and because ICS was still relatively new, they had to go through – is it I-220? The training class that's like orientation to

ICS. So, we were doing training classes like, I'm sure once a week, probably more often.

Brenna Lissoway: Just trying to get people up to speed—

Mary Martin: Right.

Brenna Lissoway: —on this new way of operating.

Mary Martin: Right, right.

Brenna Lissoway: Yeah.

Mary Martin: So, you're comin' in, you're gonna work on the incident, you might be a resource monitor, but you need to know how this structure works, all the what the logistics folks do, just so you can operate within that framework.

Brenna Lissoway: And so how do you think the Park Service's response was to this particular incident? Can you kinda talk about—

Mary Martin: Oh, I think that it was amazing at the time. To be in Alaska and to, you know, to be not processing per se, but to be helping all the people to get into the state and then down to the incident and make sure that all those people that needed to be trained were trained, so you saw, you know, a lot of people from throughout the Park Service that I had seen at Rendezvous or people I knew or even people I didn't know that I met, and it was pretty intense.

Brenna Lissoway: Yeah, I can imagine. I can imagine. What sorts of lessons do you think that the agency may have learned in terms of invoking or implementing the ICS, you know, system in just this particular incident? It's so high-profile and—

Mary Martin: Right, right. And I think, I mean obviously, I'm sure they did an after-action review, but I really think that they found that it worked – and it did – worked really well. We knew who was in charge, who was making decisions, who was, you know, had the authority to do what – so I think that's kind of what it was used for lots of other things and throughout, gosh, I mean, I used it at Mojave a number of times. You know, used it in WASO for administrative things. It helps with organization, so yeah, I think a lot of that came, first from the Queen's visit and then from Exxon Valdez.

Brenna Lissoway: And so, were you involved in the Queen's visit, too?

Mary Martin: No, I wasn't, but I lived in the Valley, so if you lived in the Valley, you were essentially – when she was there [chuckles] – you were essentially confined to your house. And when I was the Personnel Officer, there was real conflict with the AO and the Superintendent and so, Bob Binnewies was the first superintendent who put the Personnel Officer on the Division Chief group, so I was part of

that, so every week we were briefed and met, and so, you know, even though I was not involved, I feel like I was.

Brenna Lissoway: Sure, sure. Huh. Other challenges?

Mary Martin: And my daughter, from here to there (indicates short distance) from the Queen, 'cause we were invited to go to chapel with her. And I don't know, Jennifer was maybe nine at the time, and I think she had in her mind what a queen would look like, and at the top of her lungs, she said, "Oh my god, she's so tacky!" [Laughs.]

Brenna Lissoway: Wow.

Mary Martin: 'Course everyone knew Jenn – but 'cause she was all in turquoise.

Brenna Lissoway: Wow, that's quite a memory. Any other challenges, would you say, during your Alaska time that you'd like to talk about? Things that, you know, projects that you were working on or initiatives?

Mary Martin: No, we just, you know, Dick and I living in two different places, commuting back and forth and—

Brenna Lissoway: And was that mainly by plane or did you drive?

Mary Martin: No. Driving. It was about 200 miles and so, it was on the road system, but yeah. And at that time Wrangells' staff was really small. The people there at that time, it's kinda like the personnel office in Yosemite? They're all still really close, really good friends.

Brenna Lissoway: Yeah. So, can you talk then about what led to your next move and where you went?

Mary Martin: A flat tire at 60 below [laughs]. Well, I was in my office, and Dick at this time had been in Alaska for five years, and it was a really cold February. And coming into, Dick had a flat tire, and it was 60 below outside, and he had just – five years in Glennallen, a new park, and as I came to learn later, new parks have really intense challenges, you know, with local issues and he just, the whole gamut. So, he called about ten in the morning, "I need to leave here!" [Laughs.] And so, there was several jobs that came up right about the same time, and he applied for, I think, superintendent at Santa Monica Mountains, and I thought, "Oh no, L.A.?" And he applied for Washington, and of course he got that, so you know.

Brenna Lissoway: Ah, this would've been at the National Capitol?

Mary Martin: No, it was in WASO.

Brenna Lissoway: In WASO, okay.

Mary Martin: Yes, yes. The Deputy Chief Ranger—

Brenna Lissoway: Okay.

Mary Martin: —and then I applied for several jobs in WASO, and I got the Employee Relations Specialist that deals with IG complaints, all the negative stuff in employee relations, adverse actions, appeals, MSPB – as Marsha Lee would say, I was the bad witch. [Laughs.] She was the good witch. She dealt with the positive stuff in Employee Relations.

Brenna Lissoway: Wow, that sounds like a tough position.

Mary Martin: Well, I enjoy law, and that background, so I loved it. That was the job, you know, if it was, it was GS-13. It was a policy job, and you kinda help the whole Park Service, so, you know, it was fun. I loved it.

Brenna Lissoway: And did you all then live in DC or—

Mary Martin: Yes. Well, just outside in McLean [VA]. And commuted in.

Brenna Lissoway: Wow. So, I'm curious – what do you think about your background or your skill set prepared you for that particularly challenging position?

Mary Martin: Employee Relations?

Brenna Lissoway: Yeah, yeah.

Mary Martin: Well, I had, and it was interesting, because when I was applying for jobs in WASO, if you had asked me at that time what my strongest suit was? It was really staffing. That's what I learned when I first went into Personnel. I was technically strong in it. Employee and Labor Relations can be very, very detailed, very legal, very you know have to deal with precedent cases, and I just didn't have as strong of a background. It was interesting that the people in WASO thought that I was stronger in Employee Relations than I was in Staffing, and there was a staffing job open, and I didn't get that, and I was thrilled. I mean, it just worked out. I liked who I worked for, and I liked the job, and I was back working with Marsha again, so—

Brenna Lissoway: And how long were you in that position?

Mary Martin: I was in that position from, I think were about – I had two positions in WASO.

Brenna Lissoway: Okay.

Mary Martin: And I think I had that one for three years.

Brenna Lissoway: And during that period were there any particular projects or things that you worked on that you'd like to talk about?

Mary Martin: Well, you know, WASO kind of runs together in my mind.

Brenna Lissoway: Okay.

- Mary Martin: Because then I was promoted from this position to the Assistant Chief Personnel Officer, so I was the number two person in personnel. And the person that had the personnel officer job was, I just enjoyed working for him, too, he was just a great guy, but and he was just fine with me doing everything in personnel, so I had complete flexibility to really do his job, my job. And so, I worked on the reorganization of the Park Service. I was part of, I was an adviser to the 13, but you know I was with them the entire time when they went to Harvard – we all went to Harvard – and sequestered to do the whole reorganization.
- Brenna Lissoway: And this was the reorganization that happened in 1995, correct?
- Mary Martin: No.
- Brenna Lissoway: No. Am I thinkin' of a different one?
- Mary Martin: Yes, you're thinking of the right one, but it wasn't '95. It happened in – it was still occurring in '95, but it was like '94, the beginning of '94 – and it was probably, it was 1,381 FTE that the Park Service was going to lose unless we reorganized and found a way to move those positions from central offices to the field. And I bet it took effect Fiscal Year of '95, so that might be – the work happened in '94!
- Brenna Lissoway: That is really interesting, so can you just talk a little bit about, to your knowledge, what was the impetus for this? I mean, why all of a sudden did, you know, Department of the Interior say, 'If you don't get rid of this number of FTEs, they're just gonna go away'?
- Mary Martin: Oh, it was happening throughout the government. That was, people forget. I was really surprised when Gore ran for president that he never really mentioned the whole Reinventing Government and how many positions that they cut from across the board, from all the agencies. And Interior had, oh, thousands of FTE that were cut from the Interior allocation. And Interior, they had the flexibility within the bureaus to – so let's say they had 5,000 FTE cut. They had the flexibility to decide what bureau within the department, within the agency, would take the cut. And Bruce Babbitt really supported, and John Garamendi, really supported the Park Service, and they said to us, 'If you can figure out a way to – here's your allocation, 1,381 – and if you can reorganize and figure out a way to take those positions and move 'em to the front line essentially, we'll kinda give you a pass. You won't have to reduce the number of FTE within your bureau. USGS, BLM, the other bureaus will take that cut for you.' So that's how it happened. Does that make sense?
- Brenna Lissoway: Yeah, it does. It does. And so, what were the discussions like or what was—

- Mary Martin: Oh, it was great.
- Brenna Lissoway: Was it how are we going to do this?
- Mary Martin: Well, it was amazing because Roger at that time got Maureen Finnerty to come in and do the reorganization, and Roger Kennedy was not a hands on, you know – all he wanted to see was the end result. He didn't want to, he didn't get down in the weeds, he didn't – as long as things were, the big picture was dealt with, he didn't necessarily care how you got there. So he gave her, and she had Bill Palleck, Alan O'Neal, Kevin Cann, oh a group of people, thirteen people, and there were two advisers – myself and so Bruce Scheaffer – and we went to Harvard for two weeks and you know went through the Kennedy School of Government, and they, we had all these professors come in and talk to us about organization, and, you know, we had all these different scenarios or possibilities for, you know, how you do this? How you make that shift?⁵ And ultimately this, the whole, what was it now, it's support offices and clusters, that sort of thing.
- Brenna Lissoway: Mmhm. Mmhm. Was there one sort of theme, you know, or paramount goal that everybody kind of agreed upon. Or, you know what I mean, was there like the overriding thing that influenced how you were thinking about – about the reorganization?
- Mary Martin: We had, we would have these lectures in the day and then at night we would break down into small groups and we were just given free rein to come up with whatever concepts you want. Of course it's at night and we're getting kind of goofy, so we had like the Mom concept, and the concept that finally materialized into now, not from – it went through obviously a number of different stages, but it was like a Navy Admiral. Bill Palleck's group came up with the idea of ships and support, you know, lines going not your traditional organization ways, but, you know, having the lower, like the parks work together and manage, you know, control their own destiny more than they were doing at that time. And from that we went to Harvard for two weeks, then we came back, and I think the whole, you know, working on the details, working ten-, twelve-, fourteen-hour days for I think about eight weeks, so it was you know going over every element of every function in the Park Service, every, you know, getting really down in the weeds.
- Brenna Lissoway: Were there things that you were surprised to learn, you know, looking that closely at the structure?
- Mary Martin: Oh yes, oh yes! Yes, yes, yes! There were lots of things. How many FTE we had in WASO, even though I worked there, even

⁵ Narrator verified the spelling of Bruce Sheaffer's last name. (Sheaffer is misspelled as "Schaeffer" in some NPS publications.)

though I was the second in charge in Personnel and, you know, of course had the organization chart. But there were, oh, now I forget this number, but like 1,200 people? Just in the Washington office? I was really fascinated to learn about, and so were all of the superintendents that were there, about all the quote ‘outhouse programs’, you know, UPAR.

Brenna Lissoway: I don’t know, I’m not familiar with those.

Mary Martin: And I can’t really tell you what that is – it’s like Urban Parks, it’s the ball bouncers, the urban parks program – that’s a part of the Park Service. Rails to Trails, obviously.

Brenna Lissoway: They were referred to as outhouse programs?

Mary Martin: Yes, that’s what—

Brenna Lissoway: As in a privy? [Inaudible.]

Mary Martin: Well [laughs], as in a privy, I guess, except that they were programs that really weren’t in the Park Service—

Brenna Lissoway: Okay, okay, I gotcha.

Mary Martin: —so they were programs that came to us from HCRS, the Heritage and Conservation whatever that stood for, Recreation Service, when they combined with the Park Service. And until that point in time, that group was always, you know, kind of operating over here all by themselves in WASO. They were not really a part of – you could have – when I became superintendent this used to drive me nuts – you could have the Park Service go to your community and give a check to the mayor and you might not know anything about it because they were doing it under one of these external programs. So, outhouse was more external [chuckles].

Brenna Lissoway: Yes. I see. Thanks for clearing that up. Huh, anything else, other aha moments?

Mary Martin: Well, I was there for Ranger Careers and involved in that.

Brenna Lissoway: Okay. And could you talk a little bit about what that was and how that—

Mary Martin: Yeah, that’s – from the time I joined the Park Service there was all this controversy about 025 and 026 – 025 being Park Ranger, and 026 being Park Technician – so the Park Ranger was quote ‘the professional series’ that would be GS-5/7/9, the Park Tech was kinda the assistant, the worker series which would be 5/6/7, a single graded interval. And gosh, and I can’t tell you how many rendezvous – I know the first one I attended it was a big topic of conversation so, ten, twelve rendezvous, it was, things were heated, and people were – and justifiably so. You had somebody that was GS-4 doing the same job as somebody who was GS-9.

There was no organization in it. So well, they had me and Dick work with personnel and with OPM, the Office of Personnel Management, and structure the job so that you came into the job, you had a degree or not – you didn't necessarily, there was a whole discussion a positive education requirement, so whether or not you'd actually have to have a degree was a point of incredible discussion – but you would come into a job as a 5 and you'd get promoted then to a 9, yeah. So, we had benchmark PDs and—

Brenna Lissoway: Position descriptions.

Mary Martin: Position descriptions, right, right.

Brenna Lissoway: And that hadn't been used before?

Mary Martin: Oh no, not at all. Every park had their own position descriptions, positions, so you would have a GS – in Yosemite at one point in time, the Mather District trying to create GS-1s just so their budget would go further. But you would have GS-3s doing the same job as somebody that was getting paid GS-9. So, there was no organization, rhyme or reason.

Brenna Lissoway: That's actually more of a radical shift than I had realized. I'm familiar with Ranger Careers, but it sounds like that probably really dramatically changed the way that staffing was done in parks.

Mary Martin: Oh, it was night and day. 'Course it was really somewhat easy, more streamlined afterwards, but beforehand every park did their own thing, they had different grade levels, different titles, so you'd – everybody of course wanted to be a park ranger and not a park tech, but if budgets were tight, they were park techs. GS-4s or 3s or—

Brenna Lissoway: So, it's my understanding, I mean, they don't call it Ranger Careers anymore even though that system is still in place. Is that correct?

Mary Martin: Right. Well, it's still, I think it depends, you know, if you were around back then, you probably do call it Ranger Career, because it wasn't just the position description, but it was a whole series of knowledges and skills that people would have. So, it's development and training, too, you know to get you from a GS-5 to a GS-7.

Brenna Lissoway: And there were, as I understand too, I mean, there was sweeping, the people that were currently in positions at that time when Ranger Careers were introduced, I mean, people were converted to permanent status?

Mary Martin: Oh yes. Yes.

Brenna Lissoway: Just overnight?

- Mary Martin: Yes. And the other thing that happened at the same time was there a lot of these said that 'I don't like to be somewhere with a lot of action' was 1811. I mean, not 1811, I'm sorry, 6C retirement, law enforcement and firefighter retirement.
- Brenna Lissoway: 6C retirement?
- Mary Martin: Yes. So that the section of code that deals with, the law that deals with that retirement. It's Title 5 and it's 8336C. That's how they got 6C out of it. And it provides for retirement when people are 50 with 20 years of covered service, so if they have 20 years of retirement under law enforcement or fire, then they can retire early. It was something that, and that actually occurred before the whole Ranger Careers, and it was, it probably pushed Ranger Careers along, because that occurred since employees filed appeals and went through the Merit Systems Protection Board, MSPB, and MSPB found these guys are doing law enforcement, you know, of course, they're entitled to retirement.
- Brenna Lissoway: So, what was the real, I mean, I guess it was just the fact that litigation was happening or there were appeals happening that really pushed this? Or was there an event or a personality maybe?
- Mary Martin: Well there were appeals happening and in order for employees to get credit for past service they had to file a claim, and the claims were, you know, they were three or four inches thick with paperwork and documentation. That's started when I was in Alaska, 'cause I was doing Employee Relations there, and it came under Employee Relations, that whole program. And the Washington Office then, I mean, they started to recognize this change in rangers, you know, in the ranger career, and they had a really good group of people in Ranger Activities that, you know, wanted to get things done, wanted to finally address the Park Tech, Park Ranger problem. So, it all, sounds like it all came together like that, but it didn't. It took, you know, years of going to OPM, task groups, you name it.
- Brenna Lissoway: Wow, it sounds like there was a lot going on during those years.
- Mary Martin: Oh my gosh. In DC I'd go to work at 7 a.m. and I'd still be there at 7 at night, you know, it was – yeah. [Laughs.]
- Brenna Lissoway: Anything else that you feel like was really a big deal during that time?
- Mary Martin: Well, one of the things I liked was I worked really closely with the Director and the Deputy Director, John Reynolds, and Roger Ritenour, and you know so I got to do details and, within the scope of my job, but you know deal with – like we had a complaint from Senator Feinstein on San Francisco Maritime, and so they just gave

it to me to deal with. And since I handled all the IG complaints, I got involved in all that.

Brenna Lissoway: The IG?

Mary Martin: Inspector General. So waste, fraud abuse, employees doing wrong.

Brenna Lissoway: Wow. So, you were dispatched out to parks pretty regularly, then?

Mary Martin: Ah, parks and regions, yes. Yeah. We would have conferences and have them come in and do training. We tried to keep, you know, the lines of communication really open between the parks and the region and the Washington Office.

Brenna Lissoway: So, I guess my question would be what have you seen change in the Park Service as a result of, you know, particularly the reorganization? With that have you noticed over the years the more increased centralization; it sounds like—

Mary Martin: Right.

Brenna Lissoway: And that sort of thing. What are sort of, you know, the results?

Mary Martin: Well, I guess I have a different perspective than probably a lot of people in the Park Service, because I know. I mean, there were times when Don Barry would be going to the political meetings with the Secretary that Kennedy, which is where the Director goes, and you don't usually have non-career people, they have non-career people they have to get approval in advance. There were times when Don told Roger, 'I don't need you, just have Mary come with me', you know, and so I would end up in those meetings and really hear. We were lucky, we were darn lucky that we got to keep that budget and all those people, all those positions, because the other bureaus didn't, and they were dramatically cut. And they had to take the cuts for the Park Service. So I know, people in regional offices, you know, I guess if I were to sit there and have that perspective in seeing my job impacted, maybe I'd feel the same, although I don't know if I would. If I had an opportunity to go out to the park. Because the way we set it up is, you know, we had to shift around 1,381 people because you couldn't just, the Park Service, our records aren't and to this day they're not in the condition where you could actually run a RIF, a reduction in force. Pretty darn technical, you have to every T crossed, every I dotted, and if everything is not in place, you don't have all your records precise, you have one error and the employee litigates it and, you know, the whole thing is unraveled. So, we knew we couldn't do that. We didn't have the capability to do that.

Mary Martin: So, we in Personnel, I had a couple of really hotshot workers. One, Michael Rogers, who was a computer specialist, and Kirsten Talken, who was just, who had worked for me – oh no, she came

in from Shenandoah.⁶ And these guys were working night and day to literally like two in the morning in WASO. We had asked anybody that wanted to be transferred from a central office position to a park to let us know, send us your resume, and then we had, you know, kinda like all these boxes, and we'd just be moving people and moving their funding from a regional office to a park, and we were working with Bruce Sheaffer in carrying out all this. Well, it didn't take too long to realize that we simply couldn't do that ourselves. You know, three of us, so we called in an Incident Command Team. Rick Gale came in with Barry Sullivan and, you know, the whole complement of people, which, I don't know, probably about 20 people. Barry is at the rendezvous now, and maybe J. D. [Swed]. I've had him on a couple other incidents. But they came in and they took over what we were doing in Personnel and ran with it. And they had, and it was Operation Opportunity – since it was an incident, they had to name it – and it was Operation Future. And the Operation Opportunity, I think that was when the employee identified – self-identified – that they wanted to move, and then the Operation Future was I think when we moved the position. I forget the technical, but it was all under the auspices the same thing, moving people around.

Brenna Lissoway: And how do you feel like everything came out?

Mary Martin: Well, I think it, you know, a lot of people moved, you know, and then I had one person from WASO that moved to Mojave, and he was GS-15 in WASO, and he moved with his money, with his salary to Mojave, and he was just happy as a clam. I mean, a lot of people enjoyed going to work in parks. Now at the same time I know there are a lot of people in Washington – in the regional offices – that still to this day, you know, talk about that as a very dark period.

Brenna Lissoway: Yeah. Yeah, it's interesting.

Mary Martin: But they could have been without a job altogether. Yeah, yeah. But it was funny when the ICS team came in and Barry, I think was Logistics Chief, and WASO just didn't know what hit 'em. We got the Director to assign the delegation, and these guys came in and it was the summer, so it was hot. They ordered air-conditioning and the folks from the main Interior building, they just weren't accustomed to dealing with rangers that could actually come in and get things done [laughs] and it was a scream.

Brenna Lissoway: Wow. Wow. Maybe just, could you talk just a minute about working, where your office was, and in the Interior Building is where you—

⁶ Later Kirsten Talken-Spaulling.

Mary Martin: And that's, I think, I mean, I was in Interior two months ago because I was back there working on a desert issue and, gosh, it's just so quiet today compared to what it was like then. I was on the third floor. I was right across from, right next to Tim Stone, who was the fee manager and across from Ranger Activities, so and two hallways over from the Director's Hall. So just proximity was great. John Reynolds, who was the Deputy Director at the time, you know, at six-thirty at night you knew you could go over and catch him, if you knew you had anything to take care of you were right there, you could go over and talk to him, things got done.

Brenna Lissoway: Did you feel like it's much quieter now – have people moved out into other buildings?

Mary Martin: People have moved on into other buildings. They, when we were there, you know, it's an old historical building, and there were like radiators at the back of the office, and we would put cheesecloth over the radiator because there was all this black stuff always coming out, just thought, 'That's unhealthy.' But anyway, apparently, they recognized that that building just needed a complete renovation, and they moved bureaus out, and they moved the majority of the Park Service people out and then they never came back. You know, but there's a lot to be said for, you know, being right there with the Director, the Assistant Secretary, and the Solicitor's. You can run into them in the hall and the cafeteria.

Brenna Lissoway: Yeah, yeah. Can you – well, I don't quite know how to ask this but did you, having worked in a park at that point in your career, having worked in the regional office, and then coming to WASO, can you talk about what that Park Service culture was like? You know what I mean, I'm just imagining that there probably were some differences between working in a park versus region versus WASO. I don't know, maybe not.

Mary Martin: There were. And I do think every superintendent oughtta work at WASO. I mean, region's probably good, too, but you know to really understand how WASO works and doesn't work and take, one, the mystery out of it, and to understand the budget process and, you know, the whole political process? I think is invaluable. Even though I worked in a park, remember I was in Yosemite. So, at that time Yosemite, I think they, it might be a little moderated, maybe not, but we were pretty much our own region and the region did not tell us what to do. And I came from, you know, I had been a specialist in personnel and was pretty self-confident about my knowledge, so I never checked with the region on anything. I just did what was right and what the park needed to have done, so I think that, you know, if I was at a different park maybe that would've made a – so that was somewhat equivalent to a region, you know. But being in WASO, one of the things I really tried to

do was help out the regions or parks and I had a good relationship with Bruce Sheaffer and we, at one point in time, oh, we were gonna implement a new, some kind of new computer system, I forgot what it was, or some new program, and went to Bruce and convinced him to give me a million dollars. So, what better could I do that just give it to the regions and parks and gosh, they had never had you know anything like that happen, so they were thrilled. Yeah.

Brenna Lissoway: Uhuh. So, I wonder too, you know, having both you and your husband working at WASO, what was that like?

Mary Martin: Well, um—

Brenna Lissoway: Because you'd never worked in the same place – well, I guess that's not true, you were both at Yosemite, but you know—
[inaudible]

Mary Martin: Sort of, but we weren't married. Yeah, yeah. I was just gonna say, oh, we really didn't overlap, but one time the Associate Director for Admin, Ed Davis, you know, from Ranger Careers, the whole conflict between Ranger Activities and Personnel Office was pretty great, and Administration. Ed Davis was the Associate for Admin and somewhat incompetent. I guess Ed had been in a meeting with Dick the day before. Came into my office first thing in the morning, it was 7 or 7:30, 'cause I got in early, and he got in early, and my, at that time, that was when I was in Employee Relations and I didn't have a private room, it was right outside my boss's office, and George, my boss, was in his office. And Ed came in and sat down and said, "Ah, I just – all night and all the way to work I've been trying to figure this out. What do you see in Dick Martin?" [Laughs.] So, there was that conflict! After he left, George came out of his office and said, "He did not say what I think he said to you." "Yeah, he did." But you know for the most part, there wasn't a conflict or, you know, it was just we did our thing. The conflict between Ranger Activities and Personnel was with the whole 18 – the whole 6C – and I didn't take care of that so.

Brenna Lissoway: And so, it sounds like you all didn't even cross paths that often professionally [inaudible].

Mary Martin: No, not at all. No. No. Because when I was doing Employee Relations, I was doing like handling adversarial things, like I handled the whole Laureen Mintzmeyer, the regional director that was moved and filed an appeal and went to court. You know, so I was dealing with things that were not in Dick's realm, and he was dealing with other parts of Personnel.

Brenna Lissoway: Uhhuh. Uhhuh. Hm. What do you think is the thing that you accomplished that you're the most proud of during that period of time?

Mary Martin: Well, I, you know, a few things. I do think that at that time we really transitioned WASO into helping the field, because before that there was a real kind of WASO was walled off between even the regions and WASO, but we had, we'd have conferences, and we'd have people come in on detail. We always seemed to have enough money, believe it or not, to pay for people to come in and so we were able to bring folks from the field in to get a feel for what WASO was like. The reorganization, certainly. I think that's kinda like Obamacare – he's finally decided to take credit for it [laughs], you know, it's a positive thing. And the reorganization really was a positive thing. I think people have forgotten that we would've just lost those positions.

Brenna Lissoway: So, moving from WASO then, what was your next position?

Mary Martin: Well, when I was first at Yosemite, not first, before Bob left, Bob had talked to me about, you know sometime you ought to branch out, you ought to apply for a superintendent's job, and I told him, "Why would I do that?" [Laughs.] I can't imagine, you know, I'm happy doing what I do!"

Brenna Lissoway: What was unappealing about it? What was your perception of the superintendency?

Mary Martin: I really enjoyed Personnel. I enjoyed helping people, I enjoyed, and I had a pretty positive reputation and of course that's fun. You know, you'd come to the rendezvous, people would do work sessions and help people and help supervisors and managers, and so, you know, it was fun, a job I enjoy. And then John Reynolds, who I just think the world of, when I was at WASO, then he really started talkin' to me about, 'You need to branch over and go into Operations' and, as the Desert Protection Act was being debated, I was always enthralled with that and a real supporter, and one time made the mistake of mentioning that to Stan Albright, who at that time was not a supporter of the Desert Protection Act – I just assumed everyone agreed with me! [Laughs].

Brenna Lissoway: Huh.

Mary Martin: But you know politically that was probably when right now, I'm sure that was a Republican administration, when Stan, you know, was being told to not support the Desert Protection Act and we were at a conference or workshop or something, you know, I said to him, "Do you think it'll pass?" or something, you know, not thinking that I'd ever go to the desert. I just was, you know, excited about it.

Mary Martin: And then John Reynolds, when he was the Deputy Director, he would have – and John loved this – he would have what he called the ‘meat market’. They obviously had to change that name. But the regional directors would get together and we’d identify – you know, at that time I was the Assistant Chief Personnel Officer – and we’d identify all the superintendent vacancies, and they’d get together and trade. Okay, we’ve got this person, let’s put them over here. You know, which was good, because John as the deputy, you know, was into the big picture, and you could see, you know, they didn’t select, individually select superintendents at that point in time, and then John – and Dick wanted to leave WASO. I enjoyed it, but I think he thought five years was enough, and so then Desert Protection Act passed and there was a whole lot of discussion about whether the Park Service would even have the ability to make a selection for superintendent because Bruce Babbitt was so involved in the Desert Protection Act. There was some discussion that they’d put a BLM person in as a superintendent at Mojave, but John – as John is so good at doing – you know, made sure that didn’t happen. And he selected Marv Jensen and then, you know, encouraged me to go there as Deputy. And then, and Dick then went to Death Valley, and so that was just a directed reassignment.

Brenna Lissoway: A directed reassignment, for both of you?

Mary Martin: For both of us, right. Right.

Brenna Lissoway: And what was his position at Death Valley?

Mary Martin: Superintendent.

Brenna Lissoway: Oh. Okay, okay. Huh. Before we get into this part of your career, since it is Ranger Rendezvous right now, I was hoping that you maybe could talk about – cause you mentioned it several times in the interview – just talk about when you first became involved and maybe a little bit about how you’ve seen things change over the years for ANPR?

Mary Martin: Mmhm. Well, I first became involved in 1983. I didn’t go to the whole rendezvous. Dick was president at the time. And I came in last, it was in Las Vegas, the last, oh, I don’t know, it was two days of the rendezvous and, you know, he was busy working so at that time they had meetings day and night, you know, there were all these issues they were dealing with. And I would guess, there were you know, two to three hundred people there. Of course, Mike Finley, Rick Smith, Wade, you know, the whole group, and everybody was interested in ‘Who is this person that was dating Dick?’ And so that was kinda my impression of the first rendezvous in Las Vegas. Then after that I worked at a number of ‘em – run the raffle at the next year at Bar Harbor. We had a ton of stuff, we had really great raffle items – now that I’m retired, I can

tell. But I just called like North Face and said, “Hi, I’m with the Association for Park Rangers, you want to donate?” And they sent us sleeping bags and tents. New Balance came and gave everyone a pair of boots, you know, it was really easy to do that!

Brenna Lissoway: And that's changed?

Mary Martin: Ah, I wouldn't think so, but it's also not legal if you're a federal employee to do that sort of thing! [Laughs.] But they needed the raffle then. And then I did a number of workshops, you know, on how to apply for jobs, 171 process, the whole thing. And I would think from '83 till now, well, I've attended the majority. And it is unfortunate that now their agenda is not quite what it was. Heck, they had Gaylord Nelson talk, Barry Lopez, you know, Bruce Babbitt, so I've seen that evolution.

Brenna Lissoway: Sure. So, what do you think, why the change?

Mary Martin: That's a good question. I do think maybe some of it is that the folks, the original folks, you know, the retirees, broke off. I think that's had an impact. I think that there hasn't been a group of younger people come and take the mantle and go with it, and I don't know why. Maybe they feel somewhat intimidated, but I'm hoping that'll happen. Because it used to be, oh, you know, of course there were the days with the beer kegs in the back of the room, and so the ANPR and the rendezvous got a reputation of being a Drunk-a-thon, which it was not at all. It was exactly like any other conference you'd go to; except they'd work longer. They'd have sessions in the evenings, you know breakout sessions, work sessions – Ranger Careers came from ANPR, from the rendezvous.

Brenna Lissoway: Mmhm. Yeah. Wow. And I know one of the important things, it's listed in the mission of ANPR is working together to try to solve problems, but also just the chance to socialize and to maintain this esprit-de-corps. And I wonder, it seems like that, is that still, I mean, I'm just wondering if that's something that the younger generation feels as tied to or if – you know what I mean?

Mary Martin: Right.

Brenna Lissoway: You know [inaudible], changing ethos, you know what I mean?

Mary Martin: Yes. Well, that's, I do remember one time John Reynolds, when I was in the region, the superintendent, he thought that he would have this whole new program with mentors and new superintendents would have to have a mentor, and a few of us were talking about it and I said, “You know John, maybe people don't feel you know comfortable with that, I think maybe you'd want to leave that up to the person rather than assigning a mentor to you know some new superintendent came in and ‘Okay here, you've

got Mary as a mentor' or whatever. And he said to me, "Mary, not everyone's a good old boy like you!" [Laughs.] Which John, I love him to death, but you know he had a point, that because, you know, I was at the rendezvous a lot, and I think there Darlene Koontz probably the same way, you know, she had all these people that, you know, if I had a problem I'd call Mike Finley and ask him, 'What do you think?' You know. But it's unfortunate, I think, that that's lost, because then when you are in a job, when you're especially a superintendent, when you're all by yourself up there, you don't really have, you know that network.

Brenna Lissoway: Did you go through the training like at Albright – what is now Fundamentals – the ranger, you know, sort of basic training that was instituted, you know—

Mary Martin: No, I never did. Never did anything like that. Most other people that I know did. And when I was training officer, you know, I talked to Boyd [Evison] about that quite a bit because obviously if you talk to you know Dick and his generation but even people younger than that, they see that as kind of the fundamental building block, and they, you know, they keep in touch with people in their class, they have developed these relationships and this kind of network that's, you know, continues till they retire.

Brenna Lissoway: Yeah.

Mary Martin: And no, I didn't go through that, but I think that's because I came into Operations different than most.

Brenna Lissoway: Mmhm. Mmhm. Anything else about ANPR that you've seen changing?

Mary Martin: Change? Yes. No dances! [Laughs.]

Brenna Lissoway: No dances.

Mary Martin: That was always fun!

Brenna Lissoway: [Chuckles.] What, just in the evening, people would—

Mary Martin: No, they'd always be a night when they'd have a band and a dance. It was always a bit part of the rendezvous and people stayed until the dance, you know, people usually wouldn't leave before that.

Brenna Lissoway: Uhhuh. Are there any other rituals or sort of customs that you've seen go away from ANPR?

Mary Martin: Well, obviously when Rick Gale – did you know Rick? Yeah. When he died, you know, it changed. I mean, he was so much a part of it and—

Brenna Lissoway: How did it change?

Mary Martin: Well, you know, he was the fine master, and, you know, I was sitting in the business meeting yesterday and thinking, ‘God if Rick was here, he’d be yelling “Point of order!” and “Let’s just make a decision.” And you know he would do that, he would be standing in the back and he would bring everything back and kinda crystallize what needed to be done and make a decision, move forward. You know he’s into action, Mr. ICS.

Brenna Lissoway: Mmhm. Yeah. Have you had a chance to interact much with some of the younger generation folks who are attending?

Mary Martin: I have. I have for the last couple times. Amy [Gilbert], I was at her first rendezvous, and so it’s nice to see her come back for a couple times, and you know I’m hoping that one of ‘em might want to run for president. Because I think that that, you know, I was at lunch talking about 2016, and thinking ‘Wow that could be such a great rendezvous, it’d be so easy to invite an E. O. Wilson, you know, Bruce Babbitt, I bet you could get Gore to come’ because it’s gonna be the rendezvous combined with the International Ranger Federation, so—

Brenna Lissoway: Oh, so they’re gonna do it together?

Mary Martin: Yes.

Brenna Lissoway: Ah.

Mary Martin: Yeah. So, I’m hoping there’ll be a young president and it’ll be revitalized.

Brenna Lissoway: Yeah, yeah.

Mary Martin: I always thought that the Park Service should let people come on government time and dime.

Brenna Lissoway: And they don’t?

Mary Martin: They don’t. They don’t. All these people that are here are paying their own way.

Brenna Lissoway: Oh, I guess I didn’t realize that. Because it seems as though, you know, ANPR has worked so closely with parks and the Park Service, you know, that it would make sense ‘cause this is training and opportunity—

Mary Martin: Yes. Now if people are here for training ahead of time? They can come on a government – usually the government pays for the training class and then the day of per diem that they’re at the training. But otherwise, you know, that’s kind of a real commitment for some of these young kids. A couple hundred dollars a day by the time you add in food and registration, hotel room.

- Brenna Lissoway: Are you able to say, I mean, just talking with your husband and all these folks that've been involved with ANPR from the start – you know, what was it that really got them going? What was the, why did they see a need for it?
- Mary Martin: Well, they, there were some of these issues, the 025/026 seasonal employment, healthcare, ah, 6C wasn't really at the beginning, that wasn't really an issue, but I think there were just, they wanted to get together. There were 25 of 'em and they got together in Jackson Hole. Dick was one of the original ones that really saw a need to develop, to get something going. They were very, very clear from the beginning that they did not want to be a union, that they did not want to be an adversary, you know, that they wanted to figure out how to work within the system, but, you know, that they wanted to make sure – at that time they focused more on rangers. It certainly has evolved, you know. At one point in time there was an association for national park maintenance employee. At that, it was great when they would have their conferences to coordinate with the rangers and you'd have a lot of maintenance folks there and, you know, it was just nice to have that interaction.
- Brenna Lissoway: Uhhuh. That's interesting. I had not heard of that organization before. Is it no longer in existence?
- Mary Martin: No.
- Brenna Lissoway: Did they kind of get absorbed by ANPR or—
- Mary Martin: It sort of got absorbed by ANPR. Nancy Ward could actually tell you. Technically it's still in existence. I think she's the, she might be the last remaining member, but yeah, even though it was somewhat dissolved it wasn't formally dissolved and it just kind of went away.
- Brenna Lissoway: Mmhm. Mmhm.
- Mary Martin: But it was great for the vendors when maintenance was here. You'd have bulldozers [laughs], all sorts of big stuff!
- Brenna Lissoway: Is there anything else about ANPR that, you know, being at the rendezvous and seeing old faces, friends?
- Mary Martin: When I first started coming, there were a lot of kids. And I don't mean, you know, the young ones that we have today, the employees. I mean the little ones. You know, it was interesting. And now those kids, some of them, have come back, and— [laughs].
- Brenna Lissoway: As employees—
- Mary Martin: [Laughs.] Yes, yeah. But they used to run around and so it's nice to see a couple of them here.

Brenna Lissoway: Well, we are right at 4:30, Mary.

Mary Martin: Oh, okay.

[END OF TRACK 1]

[END OF INTERVIEW]