

RECORDED INTERVIEW OF REED AND MARLENE MCCLUSKEY, PART 1

CONDUCTED BY KAREN BREWSTER

IN SONORA, CALIFORNIA

JANUARY 7, 2020

ORAL HISTORY 2017-01-116_PT. 1

KLONDIKE GOLD RUSH NATIONAL HISTORICAL PARK ORAL HISTORY PROJECT
TRANSCRIBED BY RUTH SENSENIG

[00:00:00]KAREN BREWSTER: Ok. This is Karen Brewster, and today is January 7, 2020. And I'm here with Reed and Marlene McCluskey at their lovely home in Sonora, California. And this is for the Klondike Gold Rush National Historical Park Oral History Project. So thank you for letting me come visit you guys today. Appreciate it. Um, I think we're going to start a little bit with Reed. So Reed, um, you were Chief Ranger from 1998 to 2006, and then Chief of Admin(istration) 2006 to 2012, correct?

REED MCCLUSKEY: Correct.

[00:00:45]KAREN BREWSTER: Ok. Well, just before we get into that, backtrack. Can you tell me a little bit about your personal history? I know you grew up in Walnut Creek, California.

REED MCCLUSKEY: Grew up in Walnut Creek. Uh, I at some point, I think on a family vacation to Yosemite which was a habit for the family, imprinted on rangers and began answering the question, "What are you going to do when you grow up?" I began answering that as, "Yes, I'm going to be a ranger when I grow up." I didn't know what that really meant, but it looked like it'd be cool.

KAREN BREWSTER: Yeah.

[00:01:20]REED MCCLUSKEY: And eventually did get a job as a park aide, a seasonal park aide, at Mt. Diablo State Park, near our home. And had the experience, the seasonal employee experience, kind of backing up the rangers there, if you will, just doing fee collection, um, you know, campground management. But uh, you know, going to the local community college at that point, Diablo Valley College. Eventually off to Humboldt State University. Uh, and got a bachelor's in range management.

KAREN BREWSTER: Hm.

REED MCCLUSKEY: From Humboldt State, figuring that at one point or another I'll go to work for the government. [00:02:04]I'd kind of been disillusioned, um, about becoming a park ranger because it was made clear to me that California State Parks, at least, I was not ever going to work as a law enforcement ranger with my eyesight -- issues I had with my eyesight. You know, they're -- they had medical standards that would've prohibited it. Um, but that wasn't the case with National Park Service at the time. Eventually, before I received my bachelor's I saw a vacancy announcement for the National Park Service in Denver. Denver Service Center was looking for student assistants. You know, they were looking for someone to come in and work on a planning team in Denver. And uh, I

REED AND MARLENE MCCLUSKEY, PART 1

JANUARY 7, 2020

ORAL HISTORY 2017-01-116_PT.1

Page 1 of 46

worked six months there, initially, in what at the time was called the Co-op Education Program.

[00:03:09]KAREN BREWSTER: And what year did you get your bachelor's?

REED MCCLUSKEY: Uh, it would've been -- I finished the program, '79, so yeah.

KAREN BREWSTER: So the first job with Denver Service Center was around then?

REED MCCLUSKEY: '77.

KAREN BREWSTER: Ok.

REED MCCLUSKEY: And then, after that first six-month detail, I went back to school and then came back to work for the service center, uh, at Redwood National Park. Detailed there to do data collection of various kinds during the summer to feed into the planning of the general management plan for the park.

KAREN BREWSTER: Um-hm.

REED MCCLUSKEY: Um, I did a number, eventually, a number of different environmental documents of one kind or another. Yosemite National Park's general management plan, I worked in the EIS for that, and a number of much smaller projects. [00:04:16]And, eventually, uh, was detailed to Santa Monica Mountains National Recreation Area, in what would've been, what, 1981, I think. I'd been working on their general management plan prior to, uh, being detailed out there. And once I moved there and was working on-site as a planning aide, if you will, I became familiar with Channel Islands National Park nearby and really became quite enamored of Channel Islands. And, eventually, was able to engineer a career change, field change from planning to field operations to a ranger position at Channel Islands National Park in a -- on a wilderness island. It's on San Miguel Island. Um, at the time the duty station was a wood-frame tent cabin, you know, a classic sort of canvas tent arrangement. And, you know, it was a 10,000-acre island, and I was most of the time the only person on the island. [00:05:39]And somewhere along in there, I was detailed briefly to Santa Monica Mountains, back to Santa Monica Mountains, to help with a special event. And that's where Marlene and I met, and hit it off. And um, she and I began to staff San Miguel together, and before too long an opening came up on Santa Barbara Island, which actually had a hard-sided Quonset hut and a little bit of running water. And so that was a step up in the scheme of things. We moved -- we relocated, so we were back and forth on a 20-and-8 schedule. Twenty days on duty, continuous duty, and then eight days off on the mainland. [00:06:36]And along in there, we started a family. So when Marlene was pregnant and got to the point where she couldn't really come back out to the island, she was working for the Park Service there at Channel Islands on the mainland. Headquarters for the research scientists for the park there. Um, and uh, applying out to other parks. I was trying to get us someplace to live together, rather than apart. And eventually, applying for a hardship transfer. We were given one choice. That one option was, gee, you can go to work at Grand Canyon at Desert View, which is on East Rim Drive, out towards the Navajo reservation, almost on the boundary of the Navajo reservation. Um, and by that time, Arlen was -- our first son was, what, one? When we -- when we moved to what amounted to a little employee housing area, some Park Service employees there, concession employees, and I was supervising road patrol operations, campground and entrance operations, and a number of experiences. But eventually our second son was born, thankfully in a hospital and not in the back of our car on the way to the hospital.

REED AND MARLENE MCCLUSKEY, PART 1

JANUARY 7, 2020

ORAL HISTORY 2017-01-116_PT.1

Page 2 of 46

KAREN BREWSTER: Sounds like it was nip-and-tuck.

REED MCCLUSKEY: I had an employee that actually did that in the back of our Volkswagen bus on the way to Tuba City. Um, Marlene driving on that occasion. Um, and so, yes, it was nice to have him born in the hospital, which was good. [00:08:40]But, eventually, as our oldest son had reached school age, we needed to move on from there. We couldn't stay there. So we'd been five years there, and eventually moved to Albuquerque and to a brand new park, Petroglyph National Monument. We were among the very first staff assigned to the park. The City of Albuquerque had an open-space program, an open-space division, that we were to partner up with. They had some lands. The National Park Service would begin a land acquisition program there, and that was a big part of my job. Was to put together the first ranger division, the first resources division, you know, the staffing. Buy land, set up offices, and it was -- it was a difficult time for me as the, um, challenges of working for a superintendent -- I won't go into the details there, but it was a very challenging time, and after seven years, we were ready to move on from there. [00:09:56]I had been applying to a variety of parks without success and took a personal -- a personal vacation trip. I think we took a month off. Isn't that right?

MARLENE MCCLUSKEY: Maybe.

REED MCCLUSKEY: It was a month or six weeks. I don't know. Took a month off, I thought. But a personal trip, took us to Alaska. And what we did was to -- did a little bit of time in Vancouver Island, and then got on the Canadian ferry and then transferred to the Alaska Marine Highway ferry, setting up our tent on the afterdeck.

KAREN BREWSTER: Right.

REED MCCLUSKEY: And, you know, basically, stopping at various stops along the way. The one place we did not get to on that trip was Skagway. We did get to Yakutat. We actually flew to Yakutat, because one of the places I applied was, um, there was an opening at Glacier Bay.

KAREN BREWSTER: Um-hm.

REED MCCLUSKEY: Park. [00:10:58]And uh, after the four of us visited Yakutat, I think we agreed that that probably was not going to work for us. That was going to be too difficult. But I don't know -- I don't know how much longer. It must have been six months after that, that uh, or more.

MARLENE MCCLUSKEY: It was two years.

REED MCCLUSKEY: Was it?

MARLENE MCCLUSKEY: Yeah.

REED MCCLUSKEY: After that?

MARLENE MCCLUSKEY: Um-hm.

REED MCCLUSKEY: Seriously?

MARLENE MCCLUSKEY: Yeah, 'cause we went in the summer, I remember. Another summer goes by, and then the next spring was when we moved to Skagway, mid-April.

REED MCCLUSKEY: Wow. Yeah.

KAREN BREWSTER: And that would've been April of 1998?

REED MCCLUSKEY: '98.

MARLENE MCCLUSKEY: Yes, April 13.

KAREN BREWSTER: She knows exactly. Um, before we get into all the --

REED MCCLUSKEY: Yeah.

REED AND MARLENE MCCLUSKEY, PART 1

JANUARY 7, 2020

ORAL HISTORY 2017-01-116_PT.1

Page 3 of 46

[00:11:43]KAREN BREWSTER: I'm going to stop and ask Marlene if she would give a little bit of her personal background and how you ended up --

MARLENE MCCLUSKEY: Oh, to catch up.

KAREN BREWSTER: Yeah. Catch us up with how you got into, you know, working at Santa Monica.

MARLENE MCCLUSKEY: Yeah.

KAREN BREWSTER: And get your background.

[00:11:59]MARLENE MCCLUSKEY: Well, I was born in the LA area, and um -- Long Beach, and after I graduated from UCLA, I applied for a lot of government jobs. And the one that called was Yellowstone, and they had had a last-minute person drop out, so he said, "Well, can you be here in a week?" So I had to pack up my apartment, quit my job, and drive to Yellowstone in a few days. And so -- oh, I didn't drive. That's right, my Volkswagen blew up. So I had to take, uh, a bus. [00:12:39]And I remember getting to West Yellowstone. And I thought it was kind of like summer camp, you know, 'cause I called my supervisor, and I said, "I'm here! And, send somebody to get me." So the park geologist, Roderick Hutchinson, uh, came and got me and deposited me at Grant Village. And so, it was a few days before the training started. And what I realized when I got there, it was like, oh, I had an apartment, but I had no food, and there was no stores. And so for several days there, I just sort of sat there, very hungry, until -- until they finally came and got me, you know, for the training. So that was my first summer as a park ranger. And did a lot of training back then, and so --

[00:13:31]KAREN BREWSTER: What was your education in? What was your degree?

MARLENE MCCLUSKEY: Political science.

KAREN BREWSTER: Ok.

MARLENE MCCLUSKEY: Yes.

KAREN BREWSTER: So very related.

MARLENE MCCLUSKEY: But, actually, I don't know why I majored in political science other than the fact that I could get the degree faster because all my classes were really in geology and marine biology and stuff, so really had more of an interest in natural history. [00:13:55]So then I worked at Yellowstone for three summers and two winters. Went to Glacier (National Park) for a summer. Then um, went to Indiana Dunes (National Park) from there, and then back to Golden Gate (National Recreation Area). Worked at Alcatraz, then, for park police. And then they called me from Santa Monica Mountains. So I went down -- [00:14:19]In between there, I had gone to law enforcement academy in Santa Rosa. And so then I worked a couple of years, it seemed like, at Santa Monica Mountains, doing road patrol, which is a lot of fun. And like Reed said, that's where I met him, during the Renaissance Faire there. And then my season ended up closing, and then I did work briefly for a permanent job for Channel Islands for the science division. And in between there, I had Arlen and then moved to Grand Canyon. And like Reed said, then I had John in Flagstaff. And uh, then, yeah, we were there for a while, but it wasn't going to work out for the school because the school was in the village, and that was twenty-five miles on a snowy road.

KAREN BREWSTER: Um-hm.

MARLENE MCCLUSKEY: And all that that involves. And so we then moved to Albuquerque, um, and the kids were able to go to school. Actually, in between there, I wanted Arlen to

do a little bit of school, so we moved to Vancouver, Washington, where my parents were. So I took the boys and got them in school there, and I worked at Fort Vancouver National Historical Site. And so that was kind of interesting. [00:15:49]And then, um, and then he got the call that we were offered the job at Boston, which we turned down after thinking he got the job offer at Albuquerque. So then we were there in Albuquerque for a number of years, and there's a lot of crime in Albuquerque. We were touched by that a couple of times and it was kind of intense, and so we decided that we really wanted to move out of there, uh, right away. And so we took the first job that came open in Alaska.

[00:16:21]And I remember Clay Alderson called, and Reed was out at El Malpais (National Monument) for some reason. And so Clay said, "Well, you guys want to, you know, come up here to Skagway?" And I said, "Yes, yes. We do." So I accepted the job for us, and so that was nice. Clay was a very nice person. We really enjoyed working for him.

[00:16:45]KAREN BREWSTER: Now, how did you get interested in working in the parks if that was not your original background?

MARLENE MCCLUSKEY: Oh, um, oddly, Reed and I both had sort of a similar childhood growing up. We both -- our parents would take us to -- they both had Volkswagens. We both went to the campground there in the valley of Yell -- uh, Yosemite. And we would float on our little air mattresses in the Merced River. Um, oddly, we didn't know each other, but that's how our -- our paths must have crossed.

KAREN BREWSTER: Um-hm.

MARLENE MCCLUSKEY: But we didn't ever meet. And we were always, I think, both impressed by the park, you know, and park rangers, you know, going to the programs and stuff. [00:17:28]But, I never really pictured myself as a park ranger because in those days, there weren't any women park rangers. And, in fact, in a couple of the parks that I worked law enforcement, I was the first woman who ever did law enforcement. In Glacier and um, one of the first ones in Indiana Dunes, so but, yeah, it was just kind of a natural progression that, you know, they called me in Yellowstone. I worked parks and kinda got into that whole track.

[00:17:59]KAREN BREWSTER: Um-hm. What did you do at Yellowstone in those early years?

MARLENE MCCLUSKEY: I was an interpretive ranger there for five seasons.

KAREN BREWSTER: Ok.

MARLENE MCCLUSKEY: Two winters and three summers. And then when I went to Glacier, I was law enforcement. Indiana Dunes, I was law enforcement. Santa Monica Mountains, I was law enforcement. And at Alcatraz, obviously, I was an interpreter, so. And then, at Channel Islands, I worked as a -- for the science division. [00:18:31]And then when we moved to Alaska, to Klondike, I worked as a -- kind of a split position between the natural resources and interpretive, and I did all the bear brochures, the bear posters, the bear management plan. A lot of bear awareness stuff. And I think they're still passing out the same brochure that I put together then. So that was kind of fun. And then I worked a season as, uh --

REED MCCLUSKEY: ANHA.

MARLENE MCCLUSKEY: Yeah.

KAREN BREWSTER: Alaska Natural History Association (ANHA).

REED AND MARLENE MCCLUSKEY, PART 1

JANUARY 7, 2020

ORAL HISTORY 2017-01-116_PT.1

Page 5 of 46

MARLENE MCCLUSKEY: Yeah, the Natural History Association. And that was fun. I enjoyed that. It was a year-round sort of job, because I was like, you know, ordering books and things, and then managing the little bookstore in the summer, so I did that a couple of seasons. And in between, I worked also for the cultural resources, cataloging with Deb Boettcher and Deb Sanders.

[00:19:37]KAREN BREWSTER: Um-hm. But, so being one of the only women in law enforcement.

MARLENE MCCLUSKEY: Um-hm.

KAREN BREWSTER: That was also at the academy, were you one of the few women there?

MARLENE MCCLUSKEY: When I went there, it was one of the first classes that they had there. That was like around 1980. No, '70 -- 1978, I think. So one of the first classes at Santa Rosa. And we stayed there at Los Guilicos, which was a -- had been a California Department of Youth Authority institution for girls (Los Guilicos School for Girls), and so the -- they hadn't really done anything to the classroom -- to the classrooms, the cells. So you had to be sure you didn't lock yourself in. And they had a little toilet there in the room. And it was kind of weird. And -- and there's like, a lot of graffiti on the wall, "Jane loves Mary," and stuff like that.

[00:20:35]KAREN BREWSTER: Well, you got to experience both sides of law enforcement. What it would've been like to be in jail while you were learning to --

MARLENE MCCLUSKEY: Oh, there's a way of putting it, yeah. So and so anyway, I actually did very well at law enforcement. I was the best female shooter and the fastest female driver and got awards. That was a lot of fun, driving those cars just to death. But that was -- because it was one of the first seasons, they hadn't actually gotten the, um, institutionalized driving thing. They just brought cars, and you just drove 'em around until they blew up, you know. And so I ended up skidding out and landing on top of a tree once.

KAREN BREWSTER: My word.

MARLENE MCCLUSKEY: And kind of caught the tree on fire. But, then they dragged the car off. So it was that kind of stuff.

[00:21:24]KAREN BREWSTER: But so, was your whole class women then?

MARLENE MCCLUSKEY: No.

KAREN BREWSTER: Oh, no.

MARLENE MCCLUSKEY: It was a mixed class.

KAREN BREWSTER: Mixed class.

MARLENE MCCLUSKEY: Yeah. And so, there was a few -- a number of the women that I went to school ended up being regional directors or superintendents and stuff like that. They went on and they stayed in the Park Service. And they did not have kids, so they were able to devote their entire life to the Park Service, so.

[00:21:45]KAREN BREWSTER: Isn't the -- what's the -- there's an acronym for the Park Service law enforcement --

REED MCCLUSKEY: Oh, FLETC.

KAREN BREWSTER: FLETC. This was not FLETC?

MARLENE MCCLUSKEY: This was Santa Rosa. So that was a -- it was a seasonal law enforcement, and it wasn't as long as FLETC at the time. I think at the time, FLETC was

like three months or something, and this was more like six weeks, something like that.
Six or eight weeks.

REED MCCLUSKEY: It was nine. FLETC was nine weeks.

MARLENE MCCLUSKEY: Yeah. So it was about half as I recall. But anyway, yeah. Long story.

KAREN BREWSTER: So FLETC stands for --

REED MCCLUSKEY: Federal Law Enforcement Training Center.

KAREN BREWSTER: That's what I thought.

REED MCCLUSKEY: It was located in Glynco, Georgia.

[00:22:28]MARLENE MCCLUSKEY: And the Santa Rosa thing is run by the, um, Santa Rosa City College. And so they just started a program. And afterwards, several other places around the country started little law enforcement academies.

KAREN BREWSTER: Yeah, I thought FLETC was the only place. I didn't realize there were other ones.

REED MCCLUSKEY: The -- FLETC was for permanent employees, and so it was paid for by the government. Um, her academy came out of her pocket, essentially.

KAREN BREWSTER: Ok.

MARLENE MCCLUSKEY: Right. Everybody had to pay for their own. Now oddly, I was working at the time, sort of for a short time, for the City of Long Beach, California.

KAREN BREWSTER: Um-hm.

MARLENE MCCLUSKEY: And I got called, and they said, "Ok, there's an opening at Santa Rosa for you to go to law enforcement." Well, I went to my boss and I said, "Look, I'm sorry, I really want to do this." And he said, "Oh, is it training?" And I said, "Well, yeah." And he goes, "Do it. We'll continue to pay your salary. We will pay for the training. And we'll send you there and give you an allowance and everything." I was like, "Really?"

KAREN BREWSTER: Wow.

MARLENE MCCLUSKEY: Yeah. And I said, "Ok." So I did that. And so I was the only person there at Santa Rosa probably in the history that ever got paid and -- and got everything paid for. And then after that, I got a couple of offers for jobs, and I had to tell my boss back in Long Beach, I was like, "Oh, I'm sorry, I'm not coming back." But they understood.

[00:23:55]KAREN BREWSTER: But so, Reed, you went to FLETC, right?

REED MCCLUSKEY: I did.

KAREN BREWSTER: When did you go?

REED MCCLUSKEY: Uh, in 1983.

KAREN BREWSTER: Because you --

MARLENE MCCLUSKEY: No, no. Because I met you in '82.

REED MCCLUSKEY: '82, yes.

MARLENE MCCLUSKEY: And you had just gotten back.

REED MCCLUSKEY: That's right. I just --

MARLENE MCCLUSKEY: In the spring.

REED MCCLUSKEY: So it was '82.

MARLENE MCCLUSKEY: You went over the winter of '81-'82.

REED MCCLUSKEY: Yeah. I arrived there in, like, January. January-February.

[00:24:17]KAREN BREWSTER: Yeah. But -- because you said you'd been in planning. So how did you transition from being in the planning into being law enforcement?

REED MCCLUSKEY: I'd had the -- I'd had experience, you know, for California State Parks, as a seasonal.

KAREN BREWSTER: Um-hm.

REED MCCLUSKEY: So I had some operational experience. I -- I convinced my supervisor, Denver Service Center supervisor, who had become fast friends with the superintendent at Channel Islands, that um, I would be a worthy candidate to transition -- to move into the field that I really wanted to work in. But on the condition that I stayed long enough to finish the general management plan for Santa Monica Mountains. Which is what we did.

KAREN BREWSTER: Um-hm.

REED MCCLUSKEY: I didn't realize how close my boss had come to the superintendent at Channel Islands until later they announced they were getting married.

KAREN BREWSTER: Oh.

REED MCCLUSKEY: So, you know, it was a case of, you know, who you know and at the right time.

KAREN BREWSTER: Um-hm.

[00:25:25]REED MCCLUSKEY: Part of what I did to try and tip the scales in my favor was, on hearing that the, uh, island ranger position at, uh, at San Miguel had come open, I volunteered to go out and staff the island for a ten-day tour, uh, and another park employee friend of mine -- The two of us basically, were as volunteers.

KAREN BREWSTER: Right.

REED MCCLUSKEY: Uh, were flown out to -- actually, we weren't flown out. Were taken out by boat. Out by boat to, um, San Miguel, dropped on the beach at dark, basically at -- at - at the end of the day. Given directions down the beach and up a canyon where we would probably find, if it hadn't been burned down by someone, they said you can probably find a cabin there, and, you can -- you know, that's where you can stay for the next ten days. Here's a radio, you know, and call in every morning. And what we did was to, uh, meet anyone coming ashore. At the time, the Navy owned the island, still does own the island, and required that all visitors ashore be escorted. And so, I did that for ten days. I think it was about that amount of time. And just fell in love with the place and the job. But convinced people that I could actually take care of myself out there.

KAREN BREWSTER: Um-hm.

REED MCCLUSKEY: That was part of it.

[00:26:52]KAREN BREWSTER: Well, I didn't know if for FLETC, do you have to go there first before you can apply and get a job as a ranger? Or you can get --

REED MCCLUSKEY: At the time, it was not a prerequisite.

KAREN BREWSTER: Ok.

REED MCCLUSKEY: Uh, I had a bachelor's. That was a prerequisite. So you had to have, you know, a bachelor's at least, to apply. So they could bring me on to the position, but the park chief ranger at the time had resisted hiring me over his boss' objections, you know, I was hired. Or his objections were overridden by his boss, the superintendent, who said, "No, Reed'll be great." Uh, but then they started putting me through a battery of different training courses.

KAREN BREWSTER: Ok.

REED AND MARLENE MCCLUSKEY, PART 1

JANUARY 7, 2020

ORAL HISTORY 2017-01-116_PT.1

Page 8 of 46

[00:27:39] REED MCCLUSKEY: And one of them was to be sent to FLETC. Um, at the time I had a full beard, which I didn't shave off. I couldn't believe, I was one of two, three, maybe there were four of us, actually, in the class that actually had beards, in this law enforcement class. And -- had uh, some challenging experiences there, but on the heels of that came scuba training, wildland firefighter training, boat operations. So a pretty intensive training course. It felt like, you know, kind of, about four months, five months, of intensive basic training, if you will. But by that time, I had worked on the island by myself for months, and during that period, during that intensive training period, is when I was detailed over to the nearby park, Santa Monica Mountains.

KAREN BREWSTER: Right.

REED MCCLUSKEY: To work as a patrol ranger in the parking lot. As the parking rangers.

And otherwise, I don't know if we would've had occasion to meet one another.

KAREN BREWSTER: Right.

[00:28:47] REED MCCLUSKEY: And uh, FLETC, um, I think for most -- most law enforcement rangers, even today, are hired and then sent to FLETC.

KAREN BREWSTER: Ok.

REED MCCLUSKEY: It's a -- it's a, now a much longer, much more involved process. Uh, and as you may have heard from Tim Steidel, the challenges of getting somebody that's suitable for your park's needs. Getting them trained in law enforcement, and then to complete their field training program successfully, and then to come back and work at your park, has become extremely difficult.

KAREN BREWSTER: Well, that's why I asked, which came first. The training, or, you know --

REED MCCLUSKEY: Um-hm.

KAREN BREWSTER: Did you have to already have law enforcement background to get a job as a ranger?

REED MCCLUSKEY: I think for most individuals who today, and maybe even back then, most individuals did have seasonal training, seasonal law enforcement experience, then would be hired on permanently, and then be sent to FLETC.

KAREN BREWSTER: Ok.

[00:30:07] REED MCCLUSKEY: Um, and so that was probably the rule rather than -- and I was the exception.

KAREN BREWSTER: Right.

REED MCCLUSKEY: Um, I was never sent to ranger skills. That would be something that typically a new permanent employee would be sent to, a new permanent ranger, would be sent to. But by the time that opportunity arose, I'd been working for the National Park Service, state parks and national parks, long enough, and the breadth of training I'd already received, they said, "Well, it doesn't -- it really doesn't -- you don't need to go to ranger skills."

KAREN BREWSTER: Um-hm.

REED MCCLUSKEY: They just said, forget it.

[00:30:45] KAREN BREWSTER: So when you got to Skagway in 1986?

REED MCCLUSKEY: 1998.

KAREN BREWSTER: 1998, sorry.

REED MCCLUSKEY: Yes. Um-hm.

KAREN BREWSTER: I'm getting my dates wrong. Um, what did you encounter with the job?

REED AND MARLENE MCCLUSKEY, PART 1

JANUARY 7, 2020

ORAL HISTORY 2017-01-116_PT.1

Page 9 of 46

REED MCCLUSKEY: What I -- what I encountered was a superintendent who seemed to thoroughly enjoy the town, his job. Seemed to be a very affable person. And he had very recently made changes in the park organization that were reflected in the position description that I -- you know, the vacancy announcement I applied for, which was Chief of Visitor Protection and Resources Management. Um, it up to that point had also been a position that supervised interpretation. And because they did not have a Chief of Administration at that time, de facto that chief ranger position had essentially been an assistant superintendent, you know, in practice.

KAREN BREWSTER: Um-hm.

[00:32:03]REED MCCLUSKEY: And so, when I arrived, that's the way people treated me in the park. That's what, you know, it was a great deal of deference among the rest of the staff because I was basically, you know, the executive officer for the park. The chief, the -- the permanent interpreter, who was to become the new Chief of Interpretation, was already there, only his position description had not been changed, and he had -- nothing had happened. And he showed up in my office, basically saying, "Well, when are you gonna do that?" He was answering to me.

KAREN BREWSTER: Right.

REED MCCLUSKEY: Even though on paper, he didn't -- wasn't my charge. And so, one of my first duties was to re-write his position description, get it classified, and basically set up his new division for him.

[00:33:00]KAREN BREWSTER: Right. So he was supposed to be head of the interpretation division and not report to you?

REED MCCLUSKEY: Right.

KAREN BREWSTER: But that --

REED MCCLUSKEY: Only -- only he was kind of putting his -- digging his heels in because it was like, well, that hasn't happened and should happen. And you need to make it happen. And I'm -- I was kind of confused by that.

KAREN BREWSTER: Um-hm.

REED MCCLUSKEY: But, and that individual was David Eslinger. He had one permanent employee working for him, Paul Lofgren. And Paul seemed to be more or less content doing what he was doing, which was, you know, mainly summer activities and then kind of handling what things came up in the winter when he wasn't on furlough. He was a subject-to-furlough employee. And Paul, I think had been there longer than David. I want to say --

MARLENE MCCLUSKEY: I don't know.

REED MCCLUSKEY: Hadn't he been there longer?

MARLENE MCCLUSKEY: My impression was, 'cause my office was right next to theirs.

REED MCCLUSKEY: Right.

MARLENE MCCLUSKEY: Paul was on one side.

REED MCCLUSKEY: Yeah.

MARLENE MCCLUSKEY: And David was on the other. Was that -- and I don't remember why I knew this, but David was one of these people that felt like he didn't want everybody doing something that would be more than he could do, so he told Paul to do nothing. So Paul was --

REED MCCLUSKEY: Cool it, yeah.

REED AND MARLENE MCCLUSKEY, PART 1

JANUARY 7, 2020

ORAL HISTORY 2017-01-116_PT.1

Page 10 of 46

MARLENE MCCLUSKEY: Yeah, told to sit there and do nothing.

REED MCCLUSKEY: Kind of, yeah.

MARLENE MCCLUSKEY: But David didn't really do much either, from what I could see.

[00:34:36]And, you know, I had -- in ANHA, I had to get his approval for every stupid book that I ordered.

KAREN BREWSTER: Oh, 'cause he was interpretation?

REED MCCLUSKEY: Right.

MARLENE MCCLUSKEY: Yeah. And so, I would spend all this time, you know, getting books that I thought would be really good. And then I would say, "Ok, can you sell this? Can we sell this? Can we sell this?" And then he would take months to decide on these books. The deadlines would go by before I could order them so they'd be there. You know, and he's like, "Oh, I'm going to get to that." And in the meantime, he would be surfing the -- for jokes. And he would print off a joke or a stupid story. Then he would cut the paper so that you couldn't see, you know, on the top which computer it came from. And then he would pass these around the office. That was his -- the sum total of what --

[00:35:31]KAREN BREWSTER: So at that point, there wasn't a very, um, what is the word I'm trying to think of? Robust interpretation and exhibits program?

REED MCCLUSKEY: No.

MARLENE MCCLUSKEY: No.

KAREN BREWSTER: Like the --

MARLENE MCCLUSKEY: He did nothing.

REED MCCLUSKEY: Um, what exhibits were there were already there when he arrived. I mean, those had been done, you know, when the buildings were done.

KAREN BREWSTER: And did -- your guys' offices were already in the old depot?

REED MCCLUSKEY: Yes.

KAREN BREWSTER: That had already been restored?

MARLENE MCCLUSKEY: Um-hmm.

KAREN BREWSTER: And that visitor center area down there.

REED MCCLUSKEY: Um-hm. [00:35:58]So my office was across the hall from the superintendent's. So, view out over the harbor.

KAREN BREWSTER: Um-hm.

REED MCCLUSKEY: You know, the trains coming in and all that. I think that first spring, uh, I kinda got a little pissed, because nobody had thought to mention to me that when the train, when the locomotive arrived at the depot there, they were also arriving at a crossing. And so, they would just lay on the horn right there. And that -- I think I had my window open at the time. I about jumped out of my chair. You know, it was -- yeah, it was like the season arriving full -- full-on.

KAREN BREWSTER: Yeah.

REED MCCLUSKEY: It was pretty amazing. [00:36:46]But, yeah, the organization of the park was undergoing change, and so I was to effect some of that. Um, but the way that Clay had advertised my position set up a dilemma for me that cascaded through time and created some real significant issues for me. And the problem was that the position had been advertised not as an approved secondary law enforcement position explicitly. And that's part of why I had applied to it. On arrival, what I found was, oh no, Clay fully

REED AND MARLENE MCCLUSKEY, PART 1

JANUARY 7, 2020

ORAL HISTORY 2017-01-116_PT.1

Page 11 of 46

expected that this was a law enforcement position, and I would remain as a commissioned law enforcement supervisor. And yet, he hadn't actually written it up that way. And so, it actually -- I mean, we had to go back and re-do some things, but the very fact that it -- it didn't start out that way, um, broke the continuity of law enforcement creditable service for retirement purposes. So, and -- and that's why -- that's in large measure why I think I got the job, was that whatever other competition I might have had, had Clay actually advertised that correctly, there might have been some much more significant competition.

KAREN BREWSTER: Because if they were --

[00:38:45] REED MCCLUSKEY: I think everybody else that was super-concerned about their law enforcement retirement --

KAREN BREWSTER: Right.

REED MCCLUSKEY: -- knew, ok, this would jeopardize that.

KAREN BREWSTER: Because it wasn't advertised in that way?

REED MCCLUSKEY: Exactly.

KAREN BREWSTER: Even though you ended up doing that work?

REED MCCLUSKEY: Right. And what's more, when I arrived, I also found that, for reasons that surpass understanding, Clay Alderson still had a law enforcement commission and badge.

KAREN BREWSTER: Oh. As superintendent, that's not normal?

REED MCCLUSKEY: That's not normal. And in fact, it's not -- it was not to continue, because he had not kept up with law enforcement refresher training and law enforcement firearms qualifications and so on. And so among my first responsibilities, uh, in contacting the regional law enforcement specialist, he said, "You know, you need to retrieve those and his weapon."

KAREN BREWSTER: Yeah.

[00:39:44] MARLENE MCCLUSKEY: Well, things were really vague in the Park Service between, like, 1976, 1980, 1990.

REED MCCLUSKEY: Yeah.

MARLENE MCCLUSKEY: In there, it was like -- When I started with the Park Service, there was no armed rangers. You kept your gun, if you had one, rolled in a towel, like a bath towel, under the seat of your patrol car.

KAREN BREWSTER: Um-hm.

MARLENE MCCLUSKEY: And so, I remember when I had first gotten my commission, seasonal law enforcement commission in Yellowstone, even though I was working as an interpreter, the law enforcement rangers knew that I had a commission, and oddly, I mean it was just kind of loosey-goosey. [00:40:28] And one time they had a situation where the -- they were chasing somebody, and they asked me to get into the car. And could I get their gun out of the briefcase. They had one in the briefcase. And then, as we're driving down the highway, he was trying to put the holster on his belt and put the gun in the holster and trying not to shoot him.

REED MCCLUSKEY: Doing this for him.

MARLENE MCCLUSKEY: Yeah. Yeah.

KAREN BREWSTER: Right. You were doing this for him?

MARLENE MCCLUSKEY: Yeah. And only because I had a commission and I was trained, but -- somewhat, anyway. And so, yeah, we ended up getting -- pulling the guy out of the car or something, I don't remember. It was a long time ago. But -- it was like forty years ago.

KAREN BREWSTER: Right.

[00:41:11]MARLENE MCCLUSKEY: But -- um, but the progression from that point on, how they kept changing the role of the law enforcement officer, to the point -- and, you know, dividing out the interpreters and the law enforcement rangers to the point where they were in competition, and then --

REED MCCLUSKEY: Um-hm.

MARLENE MCCLUSKEY: It didn't -- it really changed the whole feeling of the Park Service.

[00:41:40]KAREN BREWSTER: Um-hm. Yeah, that's a good point, that there's been a progression.

MARLENE MCCLUSKEY: Um-hm.

KAREN BREWSTER: That you didn't always -- being a ranger didn't always mean carrying a gun and being law enforcement.

MARLENE MCCLUSKEY: Yeah.

REED MCCLUSKEY: And up until that point, by and large, uh, individuals were hired for ranger duty because they either were going to be a ranger naturalist, they had some sort of, um, education experience in a professional field.

KAREN BREWSTER: Um-hm.

REED MCCLUSKEY: And they brought that to work with them. And in some cases, you had other skill sets. But they were hiring people that really wanted to work in parks and park operations, and then training them as a, like, a collateral duty.

KAREN BREWSTER: Right.

REED MCCLUSKEY: Training them in law enforcement.

KAREN BREWSTER: Right. But so --

[00:42:37]REED MCCLUSKEY: And what changed was that, in '94, professionalization of the work force, that whole initiative, um, created this division between the two flavors. Park rangers, interpretation. Park rangers, law enforcement. And that was being driven by OPM's approach to law enforcement rangers. And there were quite a number of individuals petitioning OPM to recognize law enforcement duties as qualifying for enhanced annuity retirement. So it's an accelerated retirement program because there's a maximum age of fifty-seven. You have to retire at age fifty-seven. So you've got to earn your retirement faster. [00:43:25]Well, that -- that schism essentially set the stage for where it's gone, which is individuals being hired as law enforcement rangers today are coming out of, like, you know, military experience. Military police or administration of justice programs. They're -- they have gone into law enforcement, and as a -- then later in the game have said, "Gee, wouldn't it be great to work law enforcement in a park."

KAREN BREWSTER: Right. And there's a difference.

REED MCCLUSKEY: Very different mindset.

KAREN BREWSTER: Right. What is OPM?

REED MCCLUSKEY: Office of Personnel Management.

KAREN BREWSTER: Ok. [00:44:06]Yeah, and that what you said about the mandatory retirement age and making it there sooner, it's like regular police office, firefighters. They have a shorter time 'cause --

REED MCCLUSKEY: Law enforcement and firefighters.

MARLENE MCCLUSKEY: Twenty years.

REED MCCLUSKEY: But you can't -- this is -- this is part of the problem that the Park Service and the park rangers ran into was that the justification for early retirement for an age limitation is the need for a so-called young and vigorous workforce.

KAREN BREWSTER: Right.

REED MCCLUSKEY: And that was driven by the nature of the work itself. So law enforcement work, inherent in nature, same with firefighting, really you could apply the same to search and rescue, these are all very stressful.

KAREN BREWSTER: Trail rangers.

REED MCCLUSKEY: Trail rangers, you know, backcountry patrol, and all of those.

KAREN BREWSTER: Right.

[00:44:57]REED MCCLUSKEY: Any one of those should qualify. In combination, OPM does not recognize that at all. So -- so they treated -- they basically were trying to take individuals in the park ranger field, and they were applying standards for other um, specialty fields, police, fire, and so on. Scuba. You know, any one of those, they would say, if you were doing fifty-one percent of any one of those things, then you would qualify. Well, that -- what that did was, that if you worked in a park, say at like El Malpais, out there in, you know, out in the sticks, where they occasionally needed somebody to do law enforcement, it was all or nothing.

KAREN BREWSTER: Right.

REED MCCLUSKEY: You either had to -- your job had to be declared as fifty-one percent or more law enforcement, or not at all. Period.

KAREN BREWSTER: Right.

REED MCCLUSKEY: Nothing. [00:45:56]And uh, superintendents and all the rangers that were working out there said, "Nudge, nudge, wink, wink, you bet." Fifty-one, in fact, it's probably fifty-two percent. You know. "I spend all sorts of time apprehending bad dudes." Ok. It's like uh -- Only for most parks, that's not actually the case.

KAREN BREWSTER: Right.

REED MCCLUSKEY: You're not actually doing a lot of other things.

KAREN BREWSTER: Right. Which is why, to get us back on track.

REED MCCLUSKEY: Yes, um-hm.

KAREN BREWSTER: Thank you for that explanation.

REED MCCLUSKEY: Um-hm.

KAREN BREWSTER: That's helpful. [00:46:30]That a superintendent at Klondike Gold Rush National Park's job probably is not doing law enforcement if you have a chief ranger and trail rangers who are commissioned?

REED MCCLUSKEY: Yes. Um, when I arrived, though, the only other commissioned employee on the staff was, uh -- Tim Steidel was working as a protection ranger. The protection ranger. It was the one and only. And so, it was just the two of us as commissioned employees there.

KAREN BREWSTER: Ok.

REED MCCLUSKEY: Clay had to relinquish his commission, and so that was accomplished. [00:47:14]But I set about immediately trying to correct the oversight in his vacancy announcement and was never successful at doing that. And so, while the position

eventually was designated as a law enforcement supervisor position, um, there was a discontinuity in my history, and there was no hope of my ever qualifying.

KAREN BREWSTER: Right.

REED MCCLUSKEY: About the same time, at the national level, um -- Same time as I arrived there at Klondike, at the national level, medical standards for law enforcement positions were being developed and imposed for the first time ever. And what that translated into was that eventually, I started having to have annual, at my age at that point, annual full physicals, medical exams, vision, hearing, uh, you know, the works.

KAREN BREWSTER: Um-hm.

[00:48:19]REED MCCLUSKEY: And um, that resulted in, with the new medical standards that had not been in place before, they said, "Well, you don't meet the medical standards, and so you really -- we, you know -- you're a hazard to yourself and everybody around you, and you can't be commissioned." And so, I would petition, saying, "Well, I've done this job for the last twenty-five years, um, and I'm now working in an office position, essentially." Yes, it's a commission, you know, it's secondary supervisory law enforcement position, but most of my time is spent doing other things and working in an office. And I was successful in making those arguments, but I had to do that twice. Literally, two years running. So it became an annual affair. I'd go through the annual physical. They would say, "Oh. You don't qualify." I'd say, "Well yes, but I have this history, and this is the nature of the work."

KAREN BREWSTER: Right.

REED MCCLUSKEY: Oh, they'd say -- and I would have to actually testify before a review board, um, in order to obtain it. And each time that happened, Tim was required to hold my commission and my firearm, so I would dutifully turn those over to him, my subordinate, and say, "Don't let those go anywhere."

KAREN BREWSTER: Right.

[00:49:55]REED MCCLUSKEY: And this just became, no pun intended, but a running gun battle with the --

KAREN BREWSTER: Yeah.

REED MCCLUSKEY: -- the forcible transition of a -- an extent workforce being driven into medical standards that were never, you know, intended for someone of my circumstance. So -- so that's what set the stage for the change in assigned duties and my position there at the park. I wasn't ready to take a disability retirement, you know, for a number of reasons. Uh, I thought, this isn't -- this is really not going to work. [00:50:37]And um, the other changes that had been -- the park organization had been undergoing were having effects on everyone in the park, as well. Um, when -- when Clay Alderson was superintendent, I've already described kind of how that worked.

KAREN BREWSTER: Um-hm.

REED MCCLUSKEY: There came a time when one of the primary controversies surrounding the park at that point, and it was a definite bone of contention between the Park Service and the City. So City of Skagway, the mayor was John Mielke, who in his day job was the chief engineer for White Pass & Yukon Route Railroad. And there was bad blood between the railroad and the park. You probably know enough about the origin of that. I don't know that I should go into too much it.

KAREN BREWSTER: No.

REED AND MARLENE MCCLUSKEY, PART 1

JANUARY 7, 2020

ORAL HISTORY 2017-01-116_PT.1

Page 15 of 46

[00:51:48] REED MCCLUSKEY: But what I'll say is that there had been a legal case brought by, um, the United States against White Pass & Yukon Route Railroad, following the discovery that the railroad had been illegally quarrying material from the Tongass National Forest adjacent to the rail line. And it came to light because in the process of doing that illegal quarrying with heavy equipment off the side of the tracks, they had accidentally punched a hole in a fuel pipeline. World War II-era fuel pipeline that paralleled the tracks on the surface of the ground. Pipeline had not been in use in many years. Nobody thought there was anything in it. They punched a hole in it. Guess what? There's like thousands of gallons of, like, product in the line that had never been pigged out.

KAREN BREWSTER: They hadn't drained it all out?

REED MCCLUSKEY: They hadn't drained it out. [00:52:55]And so, it spilled down into the Skagway River and on into town, enough to where there were phone calls made from townfolk to Alaska, uh, what is it.

KAREN BREWSTER: Department of Environmental Conservation?

REED MCCLUSKEY: Right. DEC.

KAREN BREWSTER: Um-hm.

REED MCCLUSKEY: Uh, and eventually, uh, it was discovered that it had originated on federal lands and that this quarrying was going on, and uh, so the railroad -- It's all pre-dating my time --

KAREN BREWSTER: Um-hm.

REED MCCLUSKEY: -- at Klondike, but all of this had taken place. So there were court cases, eventually. One of the -- it's like the railroad right-of-way maintenance, I don't know what his title, but Ed. What was Ed's title? It would've been maintenance-of-way.

MARLENE MCCLUSKEY: Something like that.

REED MCCLUSKEY: Uh, foreman was the one that took the -- took the fall for the railroad. So he did jail time. [00:54:01]Um, and uh, the president of the railroad resigned. A guy named Paul Taylor. So Paul resigned, Ed does jail time, you know, it's like all this -- [00:54:14]And the suspicion among everybody at the railroad was that it had really been the Parkies that had dropped the dime on them.

MARLENE MCCLUSKEY: Somehow Claudia was -- got the brunt of the -- I never quite understood why, but everybody --

REED MCCLUSKEY: Everyone was convinced.

KAREN BREWSTER: Claudia Alderson?

MARLENE MCCLUSKEY: Yes.

KAREN BREWSTER: Rector Alderson?

MARLENE MCCLUSKEY: Yeah.

REED MCCLUSKEY: Right. And -- and uh, because you have -- you have that as backdrop, Clay leaves his wife, who's extremely popular in town, takes up with Claudia, who's then associated somehow this deal. It just -- Clay became this lightning rod for, you know -- and, you know, he was a plain-spoken guy. And, eventually, the deputy regional director, Paul Anderson, arrived from Anchorage. Evening meeting with Clay and told him, "You know, we've got a great job waiting for you in Fairbanks. You're going to love it." The FAPLIC.

KAREN BREWSTER: Um-hm. The Federal --

REED AND MARLENE MCCLUSKEY, PART 1

JANUARY 7, 2020

ORAL HISTORY 2017-01-116_PT.1

Page 16 of 46

REED MCCLUSKEY: Fairbanks --

KAREN BREWSTER: Alaska Public Lands.

REED MCCLUSKEY: Alaska Public Land Information Center.

[00:55:28]MARLENE MCCLUSKEY: So when we arrived there, it was kind of like, just right after the -- you know, this huge fight in town. Half the people in town were, uh, you know, working for the park, or --

REED MCCLUSKEY: Working for the railroad.

MARLENE MCCLUSKEY: For the railroad, I mean. And even within the people working for the railroad, you know, they had certain people were called to testify on that. And if they told the truth and said what they knew, then they were ostracized by the other White Pass people who all lied and said they didn't know what was going on. And so, and those animosities held for decades.

REED MCCLUSKEY: Oh, yeah.

KAREN BREWSTER: Really.

MARLENE MCCLUSKEY: Up until fairly recently, when a lot of the old folks have actually moved or passed away. [00:56:11]And -- and so when we arrived, I remember this one instance. The boys' first day of school. You know, they were in what, sixth? Fifth-sixth? Fifth and --

REED MCCLUSKEY: Sixth --

MARLENE MCCLUSKEY: Fifth and seventh grades, you know, right at the end of the school year, April. And apparently there were boys in there that, you know, their dads worked for the railroad, and so they -- after school, the boys came out on the grass, and these other boys said, "My dad works for the railroad, and he hates the Park Service. Who does your dad work for?" And they punch -- and they had -- got into a punching fight, right there in front of the school. And that, you know, like in most schools, now, that's not considered ok.

KAREN BREWSTER: Right.

[00:57:00]MARLENE MCCLUSKEY: But there, people were just like, you know, threw their hands up because it was like, "Well, whatever. You know, it was Park Service and White Pass." And yet, that mellowed over the years. You know, once the boys had gone to the school for a while, it was kind of -- and now, I think it's kind of turned the whole other way, you know. It's kind of like, all of that's forgotten now.

KAREN BREWSTER: Well, and --

REED MCCLUSKEY: For most, you know, not all of them.

[00:57:24]KAREN BREWSTER: Yeah. But, you know, you certainly hear about when the park first came in, there was that animosity against the Park Service from White Pass, but then White Pass closed, and oh look, there're jobs available.

MARLENE MCCLUSKEY: Right.

KAREN BREWSTER: So I can -- you know, some of that had mellowed. So I'm surprised that still in 1998, there was still that conflict.

MARLENE MCCLUSKEY: Yeah.

REED MCCLUSKEY: It had -- it had suffered a basic -- the relationship had suffered a setback, tremendous setback, with this case involving -- it was even more complicated because the material that was being illegally quarried was being loaded on hopper cars and transported down to the dock.

KAREN BREWSTER: Um-hm.

REED MCCLUSKEY: And then stockpiled on the dock and being sold. Ok, so being moved off. Well, eventually there was so much material stockpiled on the dock that -- On, that was when, and this is still contested, the dock collapsed. Huge tidal wave across the harbor, washes people into the -- into the drink.

KAREN BREWSTER: Oh.

REED MCCLUSKEY: And there's fatalities.

KAREN BREWSTER: Oh.

REED MCCLUSKEY: Ok. Big deal. Ok. Well, the contention the railroad had was that, oh, there was an underwater landslide, and it had nothing to do with the hundreds of tons of rock and gravel that were stockpiled on the dock.

MARLENE MCCLUSKEY: That were stolen from the --

REED MCCLUSKEY: Stolen from the --

[00:58:47]KAREN BREWSTER: Right. And the federal land it was being quarried from was Tongass National Forest.

REED MCCLUSKEY: Right.

KAREN BREWSTER: It wasn't Park Service.

REED MCCLUSKEY: Right.

KAREN BREWSTER: So how was it that the Park Service was even involved in any of this?

REED MCCLUSKEY: Um, the Forest Service doesn't have an office or presence in the town, and Park Service does. And so, the Park Service environmental specialists were drawn in.

KAREN BREWSTER: Ok.

REED MCCLUSKEY: At times. And in fact, oh, I've forgotten her name. That first fall in '98, it must've been in October, I got a phone call from this woman who, environmental specialist, was on her way down from Anchorage. Her job was to arrive in Skagway, board a casey car, you know, one of these motor cars.

KAREN BREWSTER: Um-hm.

REED MCCLUSKEY: Go up the line. And be the observer, the official observer for the agency, as the railroad under basically court order was cutting up that old military fuel line.

KAREN BREWSTER: Um-hm.

REED MCCLUSKEY: World War II-era fuel line that was along the tracks. So they were supposed to cut it up into sections, load it onto flat cars, and then haul it out. So it was all going to be remediated. Her job was to make sure that there wasn't additional product spill.

KAREN BREWSTER: Right.

[01:00:13]REED MCCLUSKEY: She got weathered in in Juneau, so she called me at home to say, "I can't make it there. I'm not gonna get into town. Can you go in my place?" And I said, "Ok. What am I supposed to do?" She said, "You just have to show up to this -- "

MARLENE MCCLUSKEY: Being like, what?

KAREN BREWSTER: Right.

REED MCCLUSKEY: Sure. Bright-eyed and bushy-tailed. Yeah. I said, "Where?" She said, "You need to be at the -- at the railroad shop at the north end of town, six o'clock tomorrow morning, and meet the crew. Basically, just accompany them. They're going to go up the tracks a number of miles, and just observe. Just stand by and watch." I said, "Ok. I can do that". [01:00:59]Well, my entire career with the Park Service, you went

REED AND MARLENE MCCLUSKEY, PART 1

JANUARY 7, 2020

ORAL HISTORY 2017-01-116_PT.1

Page 18 of 46

somewhere in official duty, you went in uniform, which I did. I went up to the railroad shops. And it was, you know, in October, so it was certainly plenty dark. Uh, couldn't find anybody. Tried doors on the shop, and eventually found an open door. Went on in, wandered around the interior of the train shop. Found the offices. And lights on, but nobody there. Wandered around outside. And I finally bumped into this individual, the maintenance-of-way foreman, who was already basically going to be serving time.

KAREN BREWSTER: Right.

REED MCCLUSKEY: While he was back and forth. Ran into him. I'd never met him before. Didn't know him from Adam. And he -- he was not pleased to see me there, needless to say, but he didn't -- he bit his tongue. And he was even kind enough, I'll say, to not only give me a hard hat for the day, but also a quilted liner for the hard hat because we were going, you know --

KAREN BREWSTER: Up to, right.

REED MCCLUSKEY: Up high enough that it was going to be plenty cold. And so, the next couple, three days, that was what I did. [01:02:15]And later, somebody told me, they said, "You were in uniform in the dark in the train shop? And you got out alive?" And they said -- they said, they expected I would've been buried under, you know, a pile of bolts. You know, it was just really hard feelings.

KAREN BREWSTER: Yeah.

REED MCCLUSKEY: I -- I guess I brushed it off. It wasn't my fight.

KAREN BREWSTER: Um-hm.

REED MCCLUSKEY: I had no part in it. Um, and what I saw during the operation there was just as what people expected. It was no -- there were no surprises. But that was just, you know, part of what was going on at the time.

[01:02:59]KAREN BREWSTER: So that lingering animosity, then, carried over with the city and the park?

REED MCCLUSKEY: Oh, yeah. And because, the reason I made the connection was that, again, the chief engineer for the railroad was mayor.

KAREN BREWSTER: Right.

REED MCCLUSKEY: And he --

MARLENE MCCLUSKEY: And half of the people on the Council worked for the White Pass.

REED MCCLUSKEY: Right. Right.

KAREN BREWSTER: Um-hm.

REED MCCLUSKEY: Yeah, they -- the city council dominated by railroad employees. And so, I had the same reaction from others, saying, "You went to the City Council meeting in uniform? Oh, my God, what did they do?" I said, "Nothing." You know. [01:03:38]But um, John Mielke settled on a -- in my view -- my opinion was that he decided that a great opportunity to stick it the Park Service, to create an issue where, you know, I didn't personally think there was one, was the intersection of 5th and Spring streets.

KAREN BREWSTER: Around the Moore House property?

REED MCCLUSKEY: The Moore House property. The configuration of the Moore property, of course you'll know, is the result of earlier court battles fought by Captain Moore. And uh, you know, the property that he ended up with doesn't configure to the street grid for town.

[01:04:28]KAREN BREWSTER: And that's because when he was fighting for that, that street grid was not quite all there, right?

REED MCCLUSKEY: Well, when he -- he settled his property and then some, prior to the gold rush. Years prior to the gold rush. And so, when Frank Reid laid out the town --

KAREN BREWSTER: Um-hm.

REED MCCLUSKEY: -- it was with a, yeah, we're going this way and that way, and what's that cabin doing there?

KAREN BREWSTER: Right.

REED MCCLUSKEY: You know, I mean, yeah, they just ran roughshod over Moore. Took him years in court to win his cases, which he did, you know, and he got quite a bit out of it.

[01:05:07]But um, the part of the history that historic -- the story of the history of Skagway is told in that property.

KAREN BREWSTER: Um-hm.

REED MCCLUSKEY: And that's the way Clay felt was that this should be inviolate.

KAREN BREWSTER: Right.

REED MCCLUSKEY: Federal land. It's actually owned by the Park Service, and here's the -- and what the mayor wanted to see was a full widening of the street at that turn at that corner. Rather than it being pinched, the way it was at that time. The contention that the mayor made at the time was that it's just not safe. You've got all these tour vans, you know, whatever. People going through and it's just -- uh -- and so, Clay set his jaw, and so did the mayor. [01:05:55]And as far as the regional office was concerned, regional director, you know, they didn't like getting phone calls from Don Young's office, you know, saying, "Would you fix this? Iron it out." And that's -- that's what happened was that the mayor went to the delegation. The delegation leaned on the region. The region said, "Well, Clay, if you're not willing to -- if you can't figure out how to make this work, then we need to have somebody else in here." And so he was invited to -- you know, his next paycheck was going to be at the FAPLIC. So it was very disappointing for, I think, for Clay, and for me personally because I got along quite well with him. I liked him.

[01:06:40]KAREN BREWSTER: Um-hm. And what was your feelings about that property and the street alignment?

REED MCCLUSKEY: Um, I -- I felt that this was a political fight that had been picked by the city. Um, and perhaps, you know, that's -- it's really more than that. It's the city and the railroad.

KAREN BREWSTER: Um-hm.

REED MCCLUSKEY: You know, it just -- it was like, let's -- let's give the Park Service a black eye here somehow. There was eventually a deal cut, as you're probably aware, that resulted in a change in the fence line. The city was supposed to place a prominent corner marker on the property there. They put in some small brass marker, but it's not at all what it was supposed to have been. The city also paid for a number of interpretive wayside panels to be produced. And it seemed to me there was something else. [01:07:40]So, you know, it was a compromise deal that was struck, but not by Clay, by the acting who was assigned in after him.

KAREN BREWSTER: It wasn't done by Bruce Noble, Clay's successor?

REED MCCLUSKEY: Bruce -- Bruce didn't arrive until about a year after Clay left, as I recall, um.

KAREN BREWSTER: So there was somebody acting in between?

REED MCCLUSKEY: Yes. Uh, I'm going to struggle for her name, but I probably won't get that.

KAREN BREWSTER: It wasn't Linda Cook?

REED MCCLUSKEY: Might have been.

KAREN BREWSTER: No.

REED MCCLUSKEY: Actually, it might have been Linda Cook. I'm trying to remember if she was the one or you know --

KAREN BREWSTER: I can't remember.

REED MCCLUSKEY: Yeah, I'm going to scramble those. I -- I would need to see a timeline.

KAREN BREWSTER: Yeah, I don't want to -- I don't want to misspeak. I'm sure it's in the admin history.

REED MCCLUSKEY: Right. Well, it's not going to be in this one.

KAREN BREWSTER: Oh, no, because it's before that. Um, but --

REED MCCLUSKEY: So -- so the --

KAREN BREWSTER: So it got settled by whoever was acting?

REED MCCLUSKEY: Right.

KAREN BREWSTER: Ok.

REED MCCLUSKEY: Who came after. Um, and I -- like I say, I felt bad for Clay, in that it was time -- you know, but I think he had too much baggage, um, in town, at that point, and the decision for him to be someplace else was probably the right one for the Service and for the park, politically. [01:08:54]Um, and with Bruce Noble's installation, it was a first superintendency for him, and I found him to be an extremely difficult person to work for, as did many others. Um, we had a, uh, under regional direction undertaken a management review. The resources employees that were working for me were in agreement with the management review that it was time for a separate resources management division. They wanted to see a resource management -- a division chief, because of the way that the agency was evolving in the way that money was being distributed.

KAREN BREWSTER: Um-hm.

REED MCCLUSKEY: They felt, and probably I think justifiably so, that I couldn't give full time and attention to these disparate functions.

[01:10:06]KAREN BREWSTER: So at that point, you were still in charge of the rangers, the natural resources, the cultural resources, and no longer interpretation?

REED MCCLUSKEY: Correct.

KAREN BREWSTER: Ok.

REED MCCLUSKEY: Um, and, in fact, part of the environment that we arrived in was a dismissal. The firing had just taken place, had just been completed, on the Natural Resource Specialist. Guy named Damian Sedney. Clay, after a protracted effort, was finally able to effect a discharge. The staff was traumatized on account of the way that Damian interacted with everybody there. Not having seen it personally, I couldn't go into any of the details.

KAREN BREWSTER: Right.

REED MCCLUSKEY: But I will tell you that the aftermath was that they were still tiptoeing around his old office. Nobody would touch anything in his office for fear that he would show up, and it would result in some cataclysmic, you know, confrontation.
[01:11:24]Um, and so, I backfilled that position with Elaine Furbish. And Elaine, just as a side note, when I -- when I wanted to -- I wanted to make the offer. Again, the Deputy Regional Director, who was -- kind of still had his finger in what's going on in the park here, uh, he said, "What makes you think that someone of Elaine's caliber is going to want to work at Klondike?" I still can't believe that he actually said that.

MARLENE MCCLUSKEY: I don't remember what you said.

REED MCCLUSKEY: Yeah, I just -- I was stunned. I was like, "Are you telling me that I shouldn't hire her because she's too good for us?" All I could say in response was, "You know, just think of how much she'll accomplish in whatever amount of time that she spends here. If she wants to come and work here, we would love to have her. I think she'd be dynamite."

[01:12:28]KAREN BREWSTER: So the -- from the regional perspective, Klondike was kind of a black sheep?

REED MCCLUSKEY: Yeah. Well, as far as -- as far as natural resources were concerned, because you know, ninety percent of the focus, maybe more, ninety-five, ninety-eight percent of the focus of the park's, um, funding, staffing, you know, all of the planning work, had all been focused on the history and the historical resources, the historical archeological resources. And -- and short shrift given to the natural resources. Um, maybe understandable, but, you know, it was certainly time. [01:13:12]And thankfully, Elaine did turn out to be dynamite. Um, she and I struck sparks probably initially because she fully -- she felt like she had her feet under her, and she just wanted to be given the free rein to -- to take and run. And I think once I gained more trust in the fact that that was indeed the case, we got along much better because I just basically turned her loose. And she was de facto became the natural resource division chief, if you will.

KAREN BREWSTER: Yeah, she was -- she was the natural resources department. It was -- that was it.

REED MCCLUSKEY: She was, at that point. Yes.

KAREN BREWSTER: Except for maybe a few seasonals.

REED MCCLUSKEY: And she started successfully competing for funding and really getting in there and starting to swing away at it, which was great.

[01:14:00]KAREN BREWSTER: And then was -- was Karl (Gurcke) by this point historian, or he was archeologist, or what was the cultural side?

REED MCCLUSKEY: He was still archeologist.

KAREN BREWSTER: Ok.

REED MCCLUSKEY: And Doreen Cooper was on staff. I -- nobody told me that she actually worked for me until, I think it was maybe the second week. Somebody said, "Oh, you know Doreen's office is over -- upstairs in Mascot." And I said, "What do you mean, upstairs in Mascot?" And nobody had -- I mean, Clay was kind of like, "There it is." So I would -- pulling on threads, I started to figure out who worked here. And where did they work. It was like trying to find people. Yeah, it was -- it was very interesting.
[01:14:43]Um, Karl, uh, again chafed, I think, at having anybody question what he was up to, what he was doing. And it was much easier for us later when he was not working

REED AND MARLENE MCCLUSKEY, PART 1

JANUARY 7, 2020

ORAL HISTORY 2017-01-116_PT.1

Page 22 of 46

for me than it was when he was working there, because my expectations were that he would actually produce more, and he saw himself, I think, as a resource for the park.

KAREN BREWSTER: Um-hm.

REED MCCLUSKEY: And maybe more as, you know, wanting to be a program manager.

KAREN BREWSTER: Um-hm.

REED MCCLUSKEY: And not so much, you know, a professional researcher or a writer.

[01:15:25]KAREN BREWSTER: Um-hm. Well, and I'm wondering if you faced difficulties of being, you know, coming from a ranger background to then be supervising a historian or an archeologist or a natural resources. Did you feel like --

REED MCCLUSKEY: When I -- when I --

KAREN BREWSTER: -- they felt you weren't qualified to supervise them in that way?

REED MCCLUSKEY: My -- my degree was in a natural resource field.

KAREN BREWSTER: Right.

REED MCCLUSKEY: And in a lot of natural resource programs. My -- my experience in planning involved a lot of resource work. And at Petroglyph, I supervised the archeologist and a cultural specialist there. There was a -- we undertook a petroglyph monitoring, or an inventory program. There was very little in the way of any -- anything like archeology in terms of digging.

KAREN BREWSTER: Um-hm.

REED MCCLUSKEY: But it was -- so I'd had experience in supervising, um, resources in the past. Channel Islands, similarly, had lot of experience with resources, researchers, institutions. It's not unfamiliar ground for me.

KAREN BREWSTER: Um-hm.

REED MCCLUSKEY: Uh.

[01:16:34]KAREN BREWSTER: But that doesn't mean that the people being supervised might not have felt --

REED MCCLUSKEY: Yes.

KAREN BREWSTER: -- that you were not experienced in their particular field?

REED MCCLUSKEY: Yes, absolutely. You know, that they saw me coming in as a ranger.

KAREN BREWSTER: Right.

REED MCCLUSKEY: And they recognized that the evolution of the funding mechanisms in the agency, the way it was being driven, they wanted to have a division, their own division chief.

KAREN BREWSTER: Um-hm.

REED MCCLUSKEY: There at the table, to compete for monies.

KAREN BREWSTER: Um-hm.

REED MCCLUSKEY: And I could see the -- the need for that as well. I was spread too thinly by virtue of everything that had been loaded into the position that I had. You know, it was everything from collateral duty safety officer for the park, uh, to the leasing program, which is -- for me was the biggest part of the job the entire time I worked at the park there.

KAREN BREWSTER: Well, we'll get to the leasing.

REED MCCLUSKEY: Right.

[01:17:37]KAREN BREWSTER: I have a question on the management review you talked about.

REED MCCLUSKEY: Um-hm.

KAREN BREWSTER: That happened before you got there, or that was -- you were already there?

REED MCCLUSKEY: Yeah.

KAREN BREWSTER: And that was --

REED MCCLUSKEY: The management review came as, uh, well, after Clay left.

KAREN BREWSTER: Ok.

REED MCCLUSKEY: And I think there were a lot of questions raised, and probably as many by the resources folks as anybody else, but a lot of questions raised in administration because we didn't -- there was no Chief of Administration in the park. There was an admin tech and that's it.

KAREN BREWSTER: So it was all sort of, a lot of, um, top-heavy, the superintendent and nobody else sort of under them?

REED MCCLUSKEY: Well, there was the superintendent and an admin tech and the chief ranger. And then you're starting to see the evolution of the need for more specialization.

KAREN BREWSTER: Um-hm.

REED MCCLUSKEY: Um, and it all almost needed to happen all at once.

KAREN BREWSTER: Right.

[01:18:42] REED MCCLUSKEY: And so, not too terribly long after I arrived, I think Clay had adv -- had decided to advertise a Chief of Administration and hired Betty Ricklefs into that position. And Betty arrived -- what's the best way to characterize that? She -- she -- she arrived wearing her spurs.

MARLENE MCCLUSKEY: And her red power suits.

REED MCCLUSKEY: And a red power suit. Yeah, I don't know. Betty arrived, I think, wanting this to be a springboard to a superintendency, and she was -- she was going to make that happen.

KAREN BREWSTER: She was ready to take charge.

REED MCCLUSKEY: She was ready to take charge, yep. And she was loud and as often as not wanted to stand -- I used to joke with people, she would stand on the conference room table if you'd let her, you know. She was going to be -- she was going to be there and in charge.

[01:19:41] KAREN BREWSTER: Well, also, if it was the first person in that chief of admin position, she may have felt like she was there to get the place in shape.

REED MCCLUSKEY: Sure. Uh, and to some degree, she -- that's absolutely what the park needed. It had some issues with, um, prior staff kind of -- it becoming moribund. I don't know how else to describe it, and I won't in this case name names, but what I will say is that, um, yeah, there was some things needed to be shaken up.

KAREN BREWSTER: So by moribund, you mean people who were in positions, dead weight?

REED MCCLUSKEY: That had been there too long and kinda settled into their little nest, and, you know, there was nothing new gonna happen on their account.

KAREN BREWSTER: And they weren't --

REED MCCLUSKEY: And, in fact, they were just going to resist all change.

KAREN BREWSTER: They weren't being productive, and there was no accountability, or -- ?

REED MCCLUSKEY: Yeah. There was little accountability for their time, you know. So yes, Betty had her -- definitely, her work cut out for her. [01:20:42] With the management

REED AND MARLENE MCCLUSKEY, PART 1

JANUARY 7, 2020

ORAL HISTORY 2017-01-116_PT.1

Page 24 of 46

review, came the decision to spin off resources to its own division. That meant another new division chief opening. Now remember, we've gone from superintendent and chief ranger --

KAREN BREWSTER: Um-hm.

REED MCCLUSKEY: -- to superintendent and chief ranger and chief of interp, soon after my arrival. And then, now adding chief of --

KAREN BREWSTER: Resources.

REED MCCLUSKEY: Admin.

KAREN BREWSTER: Right.

REED MCCLUSKEY: And now adding chief of resources. You also -- Oh, I -- I -- I've neglected to mention along here.

KAREN BREWSTER: Maintenance.

REED MCCLUSKEY: Maintenance. And so there was a chief of maintenance.

KAREN BREWSTER: That was also in this management review?

REED MCCLUSKEY: He was there during this management review. This is John Warder.

[01:21:23]KAREN BREWSTER: But was that -- he was already the chief of maintenance had already -- was its own separate thing, or -- ?

REED MCCLUSKEY: I don't know. I don't know if he actually had that title at that time. So it might have been as a result of the -- you know, the decision to set up, ok, co-equal divisions.

KAREN BREWSTER: Right.

REED MCCLUSKEY: So we end up with John Warder, who um, had been working, um, very effectively at executing the rehab program on the buildings because he had monies. He had funding streams, with each one of these projects.

KAREN BREWSTER: Right.

REED MCCLUSKEY: But they were kinda reaching the end of that. He's -- [01:22:07]When I arrived there, they were still working on Pantheon and Red Front. The joke was there that the Pantheon was on stilts. The historic fabric of the building was basically suspended --

KAREN BREWSTER: Right.

REED MCCLUSKEY: -- above, and they were building a new building underneath it.

KAREN BREWSTER: Wow.

REED MCCLUSKEY: The Red Front was entirely new fabric.

KAREN BREWSTER: Which is the Red Front?

REED MCCLUSKEY: Um, if you're looking at where the -- today, you would see a sign that would say, um, let's see.

KAREN BREWSTER: 'Cause that's not --

REED MCCLUSKEY: There's the Junior Ranger Activity Center, the JRAC, they call it, that is catty-corner from the hardware store.

MARLENE MCCLUSKEY: It looks like one building, but it's actually referred to as two buildings.

REED MCCLUSKEY: And --

KAREN BREWSTER: So the Mascot? No?

REED MCCLUSKEY: Uh, no. No. Up the street another block from the Mascot, on the other side, the opposite side of the street from the Mascot.

KAREN BREWSTER: Ok.

REED MCCLUSKEY: There's an open lot, if you can picture that.

KAREN BREWSTER: Right.

REED MCCLUSKEY: There's a little garden area there.

KAREN BREWSTER: Uh-huh.

REED MCCLUSKEY: Ok. The building that's immediately north of that garden area is red.

KAREN BREWSTER: Oh, ok.

REED MCCLUSKEY: And that is the Red Front Building, that's now leased out to a jeweler, I think. And so, you'll see, it'll say something like "Gold Rush Jewelry" or something like that.

[01:23:29]KAREN BREWSTER: Right. I just hadn't heard the word Red Front before.

REED MCCLUSKEY: So the Red Front was -- ordinarily by policy, the National Park Service does not build fake historic buildings. And yet, we did this, um, you know again, it was initiated before my time there, so that project was in progress when we arrived. Um, because the historic fabric of the next building, the very next building, the Pantheon Saloon, was essentially a shed roof that would've looked idiotic without the building -- it being attached to another building.

KAREN BREWSTER: Right.

REED MCCLUSKEY: Next to it. And so, the justification was made, well, we need to rebuild the Red Front 'cause there's nothing salvageable there.

KAREN BREWSTER: Right.

REED MCCLUSKEY: And we can salvage --

KAREN BREWSTER: The Pantheon?

REED MCCLUSKEY: The upper part of the Pantheon. And so, the lower part of the Pantheon is all going to be new fabric as well.

KAREN BREWSTER: Oh, ok.

REED MCCLUSKEY: So there's new foundation, new construction through most of it. The only way you see the historic fabric is actually to go up the back stairs of the Pantheon.

KAREN BREWSTER: Um-hm.

REED MCCLUSKEY: And at the top of the stairs, there's a little tiny door about this high, ok. And if you open that up, you can get into -- there's a light switch in there. Turn that on, and you'll see all of the -- the structure, the historic structure.

KAREN BREWSTER: Oh, cool.

REED MCCLUSKEY: Next time you're there.

KAREN BREWSTER: Yeah.

REED MCCLUSKEY: Yep. Ask to -- ask to have the nickel tour of the upstairs of the Pantheon.

[01:24:52]So that -- that was in construction, but as far as John Warder was concerned, that's the end of the rehab program. That's, you know, we're (hands smacking together twice) done. Um, and uh, so the world was changing for maintenance as well. John was not interested in going to the MAG, the Maintenance Advisory Group, in Anchorage to sit at the table, the round table, with the rest of the maintenance chiefs, and fight over whatever funding might become available. He'd always had his own funding streams. Never had to work for it. [01:25:34]And so, he really focused on being the foreman for that crew. And that's -- and so, when he retired, when he was ready to leave, the next individual in, the expectation is, they would be a maintenance manager, a program manager.

REED AND MARLENE MCCLUSKEY, PART 1

JANUARY 7, 2020

ORAL HISTORY 2017-01-116_PT.1

Page 26 of 46

KAREN BREWSTER: Um-hm.

REED MCCLUSKEY: And as it turned out, individual that they hired wasn't really up to the job either, and really had to wait for Johnnie Powell to show up to really have somebody take the bull by the horns. And Johnnie worked at Denali for many years. Knew all these folks in region, knew the other program managers, and was incredibly successful at what he did.

KAREN BREWSTER: Um-hm.

REED MCCLUSKEY: In being both a foreman, but also a program manager. That helped. [01:26:32]In administration, when Betty moved on, you know, and I'd had, it's fair to say, an ongoing conflict with Betty. It was a power struggle. Um, it was very challenging for me. And so when she left, um, the individual that was hired to replace her, um, I'm trying to think if I'm going to get this in the wrong order. But, eventually, a individual was hired in as it turned out, was uh -- it was -- She arrived, thinking that it was time for her to clean house, as well. And so, the long-time employees in the park there saw someone come in who just made it almost impos -- all but impossible for the administrative staff that were there to continue working. Um, the superintendent at the time was so shocked by the performance of what he saw there. He couldn't understand how he'd made all these background calls. No clue that this was going to be an issue. This person was -- was such a terror, that the regional office staff actually went to work to try and find out what the story was. And eventually discovered that, um, there had been plenty of other clues, it's just that she had buried them. And she'd gotten the assistance of others in burying her background, as well, and so she'd falsified her application.

KAREN BREWSTER: Um-hm.

REED MCCLUSKEY: And she was terminated based on the falsified application. [01:28:37]And that coincided with my latest crisis with the medical, and that's what led to the opening, the opportunity if you will, that I saw.

KAREN BREWSTER: Of you to become the Chief of Admin?

REED MCCLUSKEY: Of me to become the Chief of Admin and, uh, um (sound of blinds sliding) --

KAREN BREWSTER: Thank you.

REED MCCLUSKEY: To end this continuing issue with my own background and the job.

KAREN BREWSTER: And so, becoming Chief of Admin solved that commissioned officer health --

REED MCCLUSKEY: Basically, that gets handed off to Tim (Steidel).

KAREN BREWSTER: Um-hm.

REED MCCLUSKEY: You say, Tim becomes Chief Ranger. My job, as I've alluded to already, we haven't talked about much, but the leasing program was such a large component of the work that I did, and the management review that had been undertaken.

KAREN BREWSTER: Um-hm.

REED MCCLUSKEY: Years earlier, had already said, when the opportunity arose, the feeling was that the management of the leasing program should be vested in administration and no longer with the chief ranger. [01:29:52]Uh, and so my pitch to them was -- to Jim Corless as superintendent at that time, my pitch was, "Jim, you can implement a major component of this management review. I'll take the portfolio of leasing with me. I know

enough about administration in other respects. You know, I'll learn what I need to learn. But I'll -- I'll be able to -- to mend the, um, the wounds that were inflicted by this woman." The individual whom he'd fired as Chief of Administration. She -- she almost drove folks to resign.

KAREN BREWSTER: Right.

REED MCCLUSKEY: And so, I said, "I can mend that. I can work with those individuals. I can carry on the job of Chief of Admin, but more importantly, I can carry on the job of the leasing program." And -- and this will implement, and it'll end the issue of my medical --

KAREN BREWSTER: Right.

REED MCCLUSKEY: -- problems with the way that the Service had gone. [01:31:16]After extensive consultation with the regional office, I think they all saw the -- the value in this, and thankfully, signed off on it and said, "Yes, that's what we want to see happen." It wasn't without some pains in the process. For me, it meant they wanted to keep the position of Chief of Admin at an (GS)11, so it was a essentially a, uh, involuntary downgrade was the way it was handled. So there was grade protection for two years, um, and Tim, I think, eventually ended up with a promotion out of the deal. But that took some time.

[01:32:02]KAREN BREWSTER: And now at this point, the new division chief for resources, that had already been implemented?

REED MCCLUSKEY: Theresa Thibault was selected as Chief of Resources, and uh, she and Elaine came into immediate conflict. I think Elaine, to her credit, tried her best to make it all work. Theresa was, in my view, out to establish that she would truck no -- no one else being in charge of anything, independent in any way. And -- and essentially forced Elaine to make a decision as to whether she would stay or not. And instead of trying to transfer out, Elaine decided to resign. And I would say, probably to her credit, she recognized that, you know, it just -- she -- she enjoyed doing what she can do, and she was fully capable of continuing to do good work as a contractor outside the service.

KAREN BREWSTER: Right.

REED MCCLUSKEY: And I think people through the years have tapped her on any number of occasions for various programs on that account.

KAREN BREWSTER: Um-hm.

REED MCCLUSKEY: So again, my hat's off to Elaine. [01:33:29]But again, Theresa, between -- Theresa again saw this as a springboard to her move to a superintendency. Was the same. So we had a three-way power struggle going on. Theresa, Betty, and I, for some time. It was -- it was just painful. With Bruce Noble at the helm, it was doubly painful. Bruce at one point brought in an individual as a, let's see, it was a intervention, if you want to call it that.

KAREN BREWSTER: Um-hm.

REED MCCLUSKEY: The region had sent down a negotiator, um, um.

KAREN BREWSTER: Like a mediator?

REED MCCLUSKEY: EO, yeah, like a mediator, initially to interview park staff. At the end of that, they said, "Oh, my God. The staff, they're all about to stab one another." It had reached crisis proportions.

KAREN BREWSTER: Um-hm.

REED MCCLUSKEY: So they actually hired someone to come in, uh, to conduct a team-building session. I'll call it the intervention, but it was a team-building -- the team-building session was a retreat, and we met at the Chilkoot Trail Outpost. So we were not in the park offices.

KAREN BREWSTER: Um-hm.

REED MCCLUSKEY: We all went out to the Chilkoot Trail Outpost, and --

[01:34:54]MARLENE MCCLUSKEY: What was it that Bruce Noble said out there? Remember that famous quote?

REED MCCLUSKEY: Um-hm.

MARLENE MCCLUSKEY: What was it he said? I forgot now.

REED MCCLUSKEY: So -- so we have an outside contractor who's basically there to be the mediator, and this is the team-building session. We're all gonna, you know, hold hands and, you know --

MARLENE MCCLUSKEY: Sing "Kumbaya."

REED MCCLUSKEY: You know, exercises of one sort or another.

KAREN BREWSTER: Right.

REED MCCLUSKEY: Bruce decides he wants to say a few words before we get started. And, literally, all the chairs are arranged in a big circle, because, of course, this is the team-building.

KAREN BREWSTER: Right.

REED MCCLUSKEY: And Bruce said -- he says, "Things have been said. Bad things, about he -- himself, Bruce Noble. People have been talking behind his back, and he just wanted everyone here to know there will be retribution."

MARLENE MCCLUSKEY: Those were his words.

KAREN BREWSTER: Wow.

REED MCCLUSKEY: There will be retribution, he said declaratively.

MARLENE MCCLUSKEY: At the beginning of --

[01:35:51]REED MCCLUSKEY: And the moderator -- the moderator looks --

MARLENE MCCLUSKEY: He stops singing "Kumbaya."

REED MCCLUSKEY: He turned to stone. He looked like he'd been turned to stone. You could see him going --

KAREN BREWSTER: What?

REED MCCLUSKEY: That wasn't in the script.

KAREN BREWSTER: Right. And we're supposed to start how?

REED MCCLUSKEY: Yeah. Yeah. How do I -- yep. How do you -- how do we continue -- he just --

KAREN BREWSTER: Right.

REED MCCLUSKEY: You could see him take this long, deep breath and think --

MARLENE MCCLUSKEY: He should've just --

REED MCCLUSKEY: I'm just going to pretend like I didn't hear that, and we're just gonna carry on.

MARLENE MCCLUSKEY: No, he should've just disbanded right then and there and said, "Ok, we're done."

REED MCCLUSKEY: Ah, yeah.

MARLENE MCCLUSKEY: Because there was no point in doing anything more.

REED AND MARLENE MCCLUSKEY, PART 1

JANUARY 7, 2020

ORAL HISTORY 2017-01-116_PT.1

Page 29 of 46

KAREN BREWSTER: Right.

REED MCCLUSKEY: If this --

[01:36:28]KAREN BREWSTER: I was going to say, what came out of the retreat?

REED MCCLUSKEY: For most people, it was a frightening period to have Bruce there because he -- he just didn't seem to get -- he took me -- soon after arriving, and I was still trying to show him kind of how the trail center worked, talked about the, you know, the backcountry operations. He didn't seem to get that at all. He'd come from Harpers Ferry. Uh, and one day it was doing just that, just the two of us alone in the trail center, and he said suddenly, like almost cut me off and blurted out, "If -- if you'll -- if you'll make me look good, I'll make you look good." Like, deal? "Uh, sure." Thinking, "What are -- what did you just say there?" What -- what -- I -- are you afraid you're not going to look good, and so, you know.

KAREN BREWSTER: Yeah.

REED MCCLUSKEY: Or are you afraid I'm going to sabotage you? That's not -- I'm not here to do that. That's -- I don't know where that's coming from. And that's what I almost had to tell him is I just don't get this.

KAREN BREWSTER: Right.

[01:37:41]MARLENE MCCLUSKEY: So I was working for ANHA at that time.

KAREN BREWSTER: Ok, the Alaska Natural History Association.

MARLENE MCCLUSKEY: Yeah. And so, I wasn't actually working for anyone at the park. I was working for someone in Anchorage. And so, um, Steve Hites, along with Jeff Brady and Dedmans a little bit, you know, they decided that they were going to make a complaint that the Park Service had a bookstore which was in competition with their bookstores, ok. And -- but it was really Steve Hites that decided that this was the way to kind of poke the Park Service or whatever. And so, uh, he started out by saying, "Well, you know, you're -- the books that you're selling are in direct competition with my books. So any Jack London books, any Robert Service books, I'm selling those, so you can't sell those." So he goes to Bruce Noble, and he says, "Well, we can't, you know, be having competition here, you know." So Bruce Noble says to me, "Bring books up here to the -- to my office." So I do. And he goes, "Ok well, you can't sell any Jack London books. You can't sell any Robert Service books." And I was like, "Well, what's left?" There's not much left, you know. [01:38:57]And at that time, ANHA wasn't selling, you know, little t-shirts and cups and everything. Nothing like that. It was just books. Ok, so -- so when you cut out half of the books, and most of the ones that made any money. I mean, I was able to double the income of ANHA.

KAREN BREWSTER: Wow.

MARLENE MCCLUSKEY: It was making forty thousand a year, gross, when I started. It made eighty thousand when I left.

KAREN BREWSTER: Wow.

MARLENE MCCLUSKEY: So I, you know, titrated which books, where to put them, and everything, you know. I was doing really good. Well, anyway, uh, along in there, Tina Cyr, you probably already have met her. Her father, Paul Cyr, worked for White Pass for many years.

KAREN BREWSTER: Right.

MARLENE MCCLUSKEY: And then when the railroad re-opened, they hired her as doing marketing.

KAREN BREWSTER: And Alice Cyr, her mother, did a lot of interpretation things?

REED MCCLUSKEY: Uh-huh. Right.

MARLENE MCCLUSKEY: Exactly. [01:39:52]So Tina saw that, um, she was working with Reed on the -- on the hundred-year --

REED MCCLUSKEY: Centennial.

KAREN BREWSTER: Centennial.

MARLENE MCCLUSKEY: Centennial, so she knew him, and she got to know me a little bit. And she realized I was working for ANHA and making, like, ten dollars an hour, and she said, "Well, how would you like to work at White Pass for me?" And so, she plucked me away from ANHA to work over at White Pass, which was -- You know, I made more money, had my own computer, was doing different things, a lot of fun. But what I found out was that Bruce Noble wrote a letter, which I saw, to Steve Hites, saying that the problem was gone. That I was gone.

KAREN BREWSTER: Right.

MARLENE MCCLUSKEY: And so, therefore, there was no longer a problem with ANHA then. And I -- I saw that letter, and I thought, what a bastard, to stab me in the back because I -- I moved on because he had already decided that region wanted to --

KAREN BREWSTER: Right.

MARLENE MCCLUSKEY: To make this all nice, you know. So you're not going to -- and so, that was my opinion of Bruce Noble.

KAREN BREWSTER: Bruce Noble. Your experience with him, yes.

MARLENE MCCLUSKEY: Yeah.

KAREN BREWSTER: Uh --

[01:41:09]MARLENE MCCLUSKEY: Steve Hites I didn't have as much of a problem with. I could understand what he was -- where he was going.

KAREN BREWSTER: Right.

MARLENE MCCLUSKEY: He was like, you know, he's making a push.

KAREN BREWSTER: He's a private business.

MARLENE MCCLUSKEY: Yeah. I mean, I'd never had a problem with Steve Hites or Gayla or uh, Monica. I, you know, was friends with the Carlsons. But gosh, I'd sometimes go up there to her office, you know, to see her various things. I always thought that was funny.

[01:41:33]KAREN BREWSTER: Um, so that retreat where Bruce said that, I mean, did anything productive come out of that retreat for the staff and people getting along with each other?

REED MCCLUSKEY: Well, I think the exercises that had been planned by the moderator, you know, were certainly beneficial. I mean, they -- he was on the right track.

KAREN BREWSTER: Right. Well, I guess did -- did things change in the office after that?

REED MCCLUSKEY: Uh, no, I wouldn't say -- I think it went from being super-critical to simmering. I think for most people, it was just a very -- it was a very difficult time. I can recall Bruce deciding at one point that the staff meetings we were having, weekly division chief squad meeting, that he -- he thought those were running too long, and his solution to that was to bring in an egg timer. And he would give each division chief like

three minutes or five minutes on the egg timer. And you'd be sitting either in his office or in the conference room, and in mid-sentence, it would go, "Ding!" And I just stopped talking. It was like, this is so incredibly insulting. [01:43:02]Um, you know, that was just an example of, it was like he didn't quite know how to relate to people. At one point, he berated us all because no one really wanted to travel to training or conferences and so on, because traveling in and out of Skagway in winter, which was the only time you really could travel.

KAREN BREWSTER: Um-hm.

REED MCCLUSKEY: You couldn't travel in the summer, and so you were really limited to off-season. That's when you had to take all your leave, um, and attend any working groups that you'd be involved in. And so, I almost invariably traveled to Anchorage at least twice a year. Uh, and -- and other training would take you out. Well, people would say, you know -- I mean it was almost invariably a week of transit and then a week of either training or conference or whatever. And so it would -- if you had a family especially, it was a problem. And most of us were not interested in -- in spending too much time. Well, he stood up at one point and just berated us all because he said, "You know, this is -- this is a privilege. I love traveling." And we knew that because he was mostly gone when he could. Whenever he could, he would be gone, and he would leave everyone else holding the -- so we just kind of felt like none of us -- we were not connecting with him. And his expectations, um, sometimes were almost impossible to meet. [01:44:34]He wanted to -- he wanted to have, let's see, what was the event? I'm trying to remember. Do you remember, it was outside? And everybody, all the chairs set up out there, it was -- you know, at the podium.

KAREN BREWSTER: Was it for the centennial?

MARLENE MCCLUSKEY: It was later than that.

REED MCCLUSKEY: It seemed --

KAREN BREWSTER: Oh, was it --

REED MCCLUSKEY: It was the parks -- it was the 25th anniversary of the park.

KAREN BREWSTER: Oh, ok.

REED MCCLUSKEY: Of the creation of the park. And -- and thankfully, that went off reasonably well. Um, he had me, um, order these -- we actually had produced a medallion that was basically a stamped coin, if you will.

KAREN BREWSTER: Um-hm.

REED MCCLUSKEY: About the size of a silver dollar. And he was able to hand those to everybody. All the invited guests got one. You know, he was very careful about, you know, this is -- he was wanting to communicate it was a big privilege for everybody. Yeah, I don't know. It -- it was an awkward period of time. Um, I was much happier working for Jim Corless later. Uh, or um, I'm going to draw a blank on her name, uh, went to Glacier Bay. Let's see.

MARLENE MCCLUSKEY: Oh.

REED MCCLUSKEY: It'll come to me later.

[01:45:59]KAREN BREWSTER: Um, yeah, so it sounds like that work environment, people were not getting along, and how did that effect --

REED MCCLUSKEY: It was a lot of -- a lot of competition. Inter-divisional competition, power struggles. And I think that if it had been managed differently, maybe not so much the case.

KAREN BREWSTER: Um-hm. So how was staff morale?

REED MCCLUSKEY: Uh, I think most of the rest of the staff, as you'd expect, kind of keep their heads down. You know, steer clear of it all if they could. I don't think they were at all happy with us at times as division chiefs. They felt like, gee, we should make nice and all, you know. I mean, that was part of our job, and it should've been. It should've been. [01:46:51]It certainly was the case later. Different circumstances, different leadership. Um, you know, it -- it and a different mix of individuals. It got better. That was probably the low ebb for me. It was very, very difficult. Part of -- part of medical issues that I faced was through this period, escalating blood pressure.

KAREN BREWSTER: Yeah.

REED MCCLUSKEY: Which you know, which I'd find at the --

KAREN BREWSTER: A little stress.

REED MCCLUSKEY: And at -- and at some point, up at the clinic, you know, the clinic staff, of course, very small, I made some comment about, you know, blood pressure this, you know, and a question was put to me, "Well, you know, is there a lot of stress at work?" I said, "Yes." And -- and uh in so many words, the feedback from the provider was, "Well, you and all the rest of them." In so many words -- she was very cautious not to name any names.

KAREN BREWSTER: Right.

REED MCCLUSKEY: But in so many words, it was like, "Well, you got company."

KAREN BREWSTER: Yeah.

REED MCCLUSKEY: Yours isn't the only blood pressure that's, you know, peaking.

[01:48:04]KAREN BREWSTER: So what ended up being the thing that resolved it?

REED MCCLUSKEY: Staff changes. I mean, leadership change.

KAREN BREWSTER: People left?

REED MCCLUSKEY: Yeah. I mean, you have, uh, Bruce moved on, and I -- I believe it was a directed re-assignment, just as it had been for Clay. You know, he was told, "You're going to love" -- I'm trying to think, was it Missouri?

MARLENE MCCLUSKEY: Texas?

REED MCCLUSKEY: No, it was Missouri? No.

MARLENE MCCLUSKEY: I thought it was LBJ or something like that.

REED MCCLUSKEY: No, it was like a state office for, like, two or three parks under it.

KAREN BREWSTER: I should know this.

REED MCCLUSKEY: It was like, yeah, it was like Midwest region.

KAREN BREWSTER: I can't remember.

REED MCCLUSKEY: And he was basically told, "Yeah, this is going to be a great job. You're going to love it. It'll really advance your career."

[01:48:49]KAREN BREWSTER: Yeah, I'm wondering how much regional -- regional must have known about this --

REED MCCLUSKEY: Yeah.

KAREN BREWSTER: -- power structure situation.

REED MCCLUSKEY: Um-hm.

REED AND MARLENE MCCLUSKEY, PART 1

JANUARY 7, 2020

ORAL HISTORY 2017-01-116_PT.1

Page 33 of 46

KAREN BREWSTER: Did they --

REED MCCLUSKEY: Which is why we were provided the team-building crew.

KAREN BREWSTER: Ok. Yeah, I was wondering how else they tried to assist. Or did they?

REED MCCLUSKEY: They started receiving, uh, you know, threats of --

MARLENE MCCLUSKEY: Grievance.

REED MCCLUSKEY: Grievances.

MARLENE MCCLUSKEY: Yeah.

REED MCCLUSKEY: Yeah. From the park staff. And, I mean, that's what bring -- that's what brings it to the regional office level.

KAREN BREWSTER: Um-hm.

REED MCCLUSKEY: They find it increasingly difficult to ignore those. Um, --

[01:49:27]MARLENE MCCLUSKEY: And there was some employees, like Deb Boettcher and Deb Sanders and Karl, all they did was just this, you know.

KAREN BREWSTER: Put their heads down and worked?

MARLENE MCCLUSKEY: Yeah, put their heads down and just start -- And that's what they did. They hid out in their offices.

KAREN BREWSTER: Yeah.

MARLENE MCCLUSKEY: And you never saw them. Or if they came in, they were in tears. And I saw that more than once.

REED MCCLUSKEY: Yeah.

MARLENE MCCLUSKEY: It was -- it was, like, very stressful. [01:49:47]Some of these people, you know, they're like you and me. You know, they're kind of introverts. They're kind of like, people that, you know, they -- we write. We, you know --

KAREN BREWSTER: Yeah.

MARLENE MCCLUSKEY: They're not good at, you know, dealing with, uh, these types of big A personalities that, you know, are -- come in and, you know -- And so there was -- it was a real -- a difference between some of the people that worked there that had been there for years.

KAREN BREWSTER: Um-hm.

MARLENE MCCLUSKEY: And then, some of the other ones that had come in there, really kind of as a temporary training position before they get to their next big job.

KAREN BREWSTER: Right.

MARLENE MCCLUSKEY: You know, because that's the way Klondike was treated. It was a training park.

[01:50:28]REED MCCLUSKEY: And for -- for a while, I think, we must've had five or six new superintendents in a row.

KAREN BREWSTER: Um-hm.

REED MCCLUSKEY: Two or three of those were permanents, and the balance were, uh, interim.

KAREN BREWSTER: Or acting, yeah?

REED MCCLUSKEY: This will be your acting superintendent for the summer. Show her how it all works. And that happened multiple times.

KAREN BREWSTER: Right.

REED MCCLUSKEY: Sometimes one after the next. You know, we wouldn't have a permanent superintendent, we'd have a temporary and another temporary, and I think even a third one time.

[01:51:05]KAREN BREWSTER: And then, when you were Chief of Admin, were you training those superintendents? Or even as ranger?

REED MCCLUSKEY: Uh, I'd say that throughout my tenure there, we were training. From -- from Bruce on, we trained virtually everybody.

KAREN BREWSTER: And how did you feel about that being part of your job?

REED MCCLUSKEY: Um, I think the second or third time I was not selected as superintendent, and I wasn't the only division chief to apply, but I think we -- each of us drew the same conclusion. This is never happening for me. You know, either through a combination of my own failings, and there certainly are those, uh, and the -- the history of what's gone on here, and the baggage at this park and the fact that I wasn't ready to, you know, move someplace else, you know, to a more -- an even more remote circumstance, um, I recognized, ok, this is not happening. And so, I will finish out my career here. I'll finish it out as Chief of Admin. And at that point, I think, was a watershed moment for me, and I think you'd probably voice that as well, that it was -- it began to improve for me at home and at work.

KAREN BREWSTER: Um-hm.

REED MCCLUSKEY: But it took accepting this and not chafing at this constantly, you know. Recognizing that, ok, you know, my job is to do the best I can for the people who are working for me and for the resource, try and stay on top of the job. It's not an easy job. It was not even remotely easy. [01:52:53]Um, a big part of, um -- I think for most people, what -- they didn't understand how much -- what -- of what was happening in the IT (Information Technology) realm. How that role and responsibility was building in admin. And so, Rose Perato had worked for Betty. Betty had hired her, had hired Rose as the IT specialist. And then, they'd been able to upgrade that position. But trying to keep that position filled was always difficult, and so as Chief of Admin, I found it difficult to fill that position, as well. And in between incumbents, it would fall almost entirely to me to serve as IT specialist. And the regional office staff would handle what I couldn't and then would tutor me in what I needed to do on-site that they couldn't.

[01:54:02]MARLENE MCCLUSKEY: Running around to all the computers in the park, trying to upgrade them and turn them off and do this.

KAREN BREWSTER: Yeah, I mean that's --

REED MCCLUSKEY: A big part of what we tried to accomplish was to, um, to keep pace with the demands of the park, the empl -- you know, just the programs that needed more and more support. The increasing number of servers and racks and the -- the um, wiring and air-conditioning requirements for those. We had to, um, entirely at one point, entirely replace all of the cabling, the data cabling. We -- we also set as a goal for ourselves to create an off-site backup for all of the data for the park.

KAREN BREWSTER: Um-hm.

REED MCCLUSKEY: And were able -- were successful at doing that, of setting aside space in a new maintenance building.

KAREN BREWSTER: Right.

REED MCCLUSKEY: So it was off-site and, you know, I think we accomplished a tremendous amount in IT, but it was -- it was definitely not easy.

[01:55:13]KAREN BREWSTER: Well, as I say, IT specialist is very specific training, and you were not coming from that background, and all of a sudden, you become the IT person.

REED MCCLUSKEY: Right. And so, I was capable enough of adapting to what needed to be done that I could -- I could plug that -- those openings. I mean, at one point, I'd hired an individual as IT specialist. He came in with experience, I think from, I want to say, Coast Guard. Um, but um, it wasn't -- it wasn't terribly uncommon to hire somebody into the park, have them stay a week, a month, two months, and then throw up their hands because they just had never lived in a small town.

KAREN BREWSTER: Right.

REED MCCLUSKEY: In remote circumstance, and they just -- I mean, we had that happen more -- and -- I think -- I think he chafed at one point when I took issue with him, uh, having -- he discovered in the course of his duties, a bug in a Microsoft, uh, some Microsoft software. An important one, he thought. And in telling me about this, he said that he had gone direct with Microsoft and then been threatened by Microsoft if he revealed this to anybody else. And then, he threatened -- counter-threatened them, um, and he was reassuring me that he'd already consulted with his attorney, and he knew he was on firm ground. And I looked at him, like, "Well, you know, you're actually a government employee."

KAREN BREWSTER: Right.

REED MCCLUSKEY: "And so, your attorney isn't really -- " He didn't -- you know, you can't do that. This is among the things that, you know, you're going to have to adjust to. You can't be doing this kind of thing, calling private companies and then basically threatening them back, you know, with countersuits or whatever. You know, this is -- these are your official duties. He didn't last. He left. Um, and --

MARLENE MCCLUSKEY: You were, like, pulling wire between --

REED MCCLUSKEY: We were.

MARLENE MCCLUSKEY: -- attic and stuff.

KAREN BREWSTER: Yeah.

REED MCCLUSKEY: Yeah, and installing -- Yeah, I was installing new servers. And so, yes, that was -- that was a big challenge.

[01:57:38]KAREN BREWSTER: Well, and both for that re-organization where they, you know, got a new resources division and chief and all that, and the IT thing makes me think, some of that is the nature of the changing park.

REED MCCLUSKEY: Um-hm.

KAREN BREWSTER: That it was a small park. It got bigger. They got more employees. It gets more complicated. Now you need divisions that you didn't have before. Technology is changing. Now we need computers and back-ups and all these things.

REED MCCLUSKEY: Oh yes, absolutely. Evolutionary process in response to national priorities, national organizational changes, stove-piping of funding streams.

KAREN BREWSTER: Um-hm.

REED MCCLUSKEY: Uh, into these various disciplines. And uh, yeah, a lot of this was unavoidable. It would not have been desirable, nor um, workable to attempt to sustain the original organization of the park. It -- it needed to adapt.

REED AND MARLENE MCCLUSKEY, PART 1

JANUARY 7, 2020

ORAL HISTORY 2017-01-116_PT.1

Page 36 of 46

KAREN BREWSTER: Right.

REED MCCLUSKEY: It needed to change. And that's why when the management review took place, and -- and when I sat down with the resource staff, saying, "This is what I'm hearing from the outside evaluators, you know, from outside the park. How do you feel about this? Is this -- is this -- where do you -- which direction do you want to go on this? How do you feel?" And they -- they all of them pretty much -- I mean, when Karl and Elaine and Debbie -- I don't think -- I think that was probably the primary players there, said yes, they thought it was time for a separate resources division. And I said, "Well, that's where we need to go." I mean, it's like, it's not for me to tempt them like that.

KAREN BREWSTER: Right.

REED MCCLUSKEY: I could see the writing on the wall, as well. So yeah, it needed to happen.

[01:59:38]KAREN BREWSTER: But then there was the problem with the person who became the chief of resources?

REED MCCLUSKEY: The individual came in. I think, made life very difficult for all of her reports, direct reports. And so, if you were to talk with Karl, talk with Elaine, talk with Debbie, you would hear --

KAREN BREWSTER: Um-hm.

REED MCCLUSKEY: I guarantee, you'd hear just that. Life was more difficult.

[02:00:06]KAREN BREWSTER: Well, did -- how -- how do you think they felt working under you? Did you ever get a sense?

REED MCCLUSKEY: I think there were varying levels, varying degrees of frustration or satisfaction. Uh, I think Karl was probably very frustrated.

KAREN BREWSTER: With you?

REED MCCLUSKEY: With me.

KAREN BREWSTER: And --

REED MCCLUSKEY: Because my expectations of him --

KAREN BREWSTER: Oh, right. Right, right.

REED MCCLUSKEY: -- were different than what he had -- and I would say that -- I've alluded to the fact that Elaine and I had issues, because if I attempted to more closely direct or supervise her, she pushed back.

KAREN BREWSTER: Right.

REED MCCLUSKEY: And she pushed back hard. And that only resolved when I acknowledged and recognized that she needed to be given that latitude to -- to manage her program.

KAREN BREWSTER: Um-hm.

REED MCCLUSKEY: She really needed that latitude. And -- and it -- as long as you -- as long as you kept your hands off and said, "Go forth and do good work." She did.

[02:01:15]KAREN BREWSTER: Um, yeah. Now when you guys, like -- there was all that fighting and the power struggle you mentioned.

REED MCCLUSKEY: Um-hm.

KAREN BREWSTER: Do you have any examples of things you remember that you were fighting about?

REED MCCLUSKEY: Um, in my -- in my recollection, um, most of the issues that I struggled with were the desire to make changes to infrastructure in the park that I felt were necessary based on my experience and judgment. And Theresa attempted to wrest control

REED AND MARLENE MCCLUSKEY, PART 1

JANUARY 7, 2020

ORAL HISTORY 2017-01-116_PT.1

Page 37 of 46

of virtually anything taking place in the park that she could link in any small way to the Triple X program, you know, the requirements for, um --

KAREN BREWSTER: Like, compliance?

REED MCCLUSKEY: Compliance work. And so, the compliance was the iron glove, if you will. It -- it latched onto virtually everything. And then, the pocket veto was absolutely a piece of cake for her. She just pocketed anything that wasn't going to be under her control. "No, no. We haven't finished that. No, you got to finish compliance on that." An example, a concrete example, I thought was a very minor issue as far as compliance work would go was the recognition that for years, the park had partnered up with the City of Skagway to publish a trails map. And the trails map, when I arrived, actually showed routes for hiking that went through private properties in Dyea. If you hiked those, you were walking through somebody's property, or on their -- on a driveway that maybe wasn't on their property, but it was still how they accessed their -- it didn't go anywhere except to their property. So people would hike the driveway and then on through because they saw it on the maps.

KAREN BREWSTER: Right.

[02:03:40]REED MCCLUSKEY: So we had a lot of friction that was unnecessary with inholders in the area in Dyea. I said, "A, we need to change the maps." Which we eventually were able to do. Of course, we had to wait 'til the following year, the next printing. And B, I said, "If these -- if this is just a driveway to either one or multiple homes back here, properties here, I want the maintenance crew to route up and make signs that say "Private Residence." And we'll put them on a small stake. We'll basically post each one of these driveways." Um, I had Karl accompany me out. We had a pile of these. We were gonna put 'em at each one of the driveways. You know, people like McDermotts and -- And halfway through doing this, with Karl there to observe. Ok, if we're going to dig a posthole here. We're going to put in a signpost. Karl will stand by as the archeologist and observe. Ok. Radio -- radio traffic from headquarters, Theresa is ordering Karl to return because she hadn't been consulted, or she felt that there wasn't, you know, the X-Y-Z paperwork that hadn't been completed. And it was to end immediately. And -- and I thought, "Ok. We've talked about this in staff meeting. This is not a surprise -- it is not a surprise attack. We're meeting the obligation of making sure that we're not digging up historical artifacts here."

[02:05:26]KAREN BREWSTER: At that point, were you and she -- you were Chief Ranger, and she was Chief of Resources?

REED MCCLUSKEY: Yes.

KAREN BREWSTER: So you were not above her supervisory?

REED MCCLUSKEY: Yeah. Um-hm. No. Yeah.

KAREN BREWSTER: Ok.

REED MCCLUSKEY: But she decided when she heard that this is what was going on, that it needed to stop. And she would just pocket it. That would be the end of that.

KAREN BREWSTER: Um-hm.

REED MCCLUSKEY: I'm thinking, "Ok. Well, this doesn't actually help our relationship with our inholders, who are the people who could report issues if we had any." It just prolongs the -- the misery here.

KAREN BREWSTER: Right.

REED AND MARLENE MCCLUSKEY, PART 1

JANUARY 7, 2020

ORAL HISTORY 2017-01-116_PT.1

Page 38 of 46

REED MCCLUSKEY: The signs are out there now, so if you drive around Dyea, you probably have seen little signs that say "Private Residence" on a driveway.

KAREN BREWSTER: I don't remember seeing them, but --

REED MCCLUSKEY: They just go out into the trees, but --

KAREN BREWSTER: I'm sure they're there. Yeah.

REED MCCLUSKEY: They were very, uh -- what? They were not large.

KAREN BREWSTER: Um-hm.

REED MCCLUSKEY: Or not obtrusive. But changing the maps, changing and adding the signs, ended that friction with certain landowners there.

[02:06:39]MARLENE MCCLUSKEY: I remember working on you with this map.

REED MCCLUSKEY: Um-hm.

MARLENE MCCLUSKEY: 'Cause the City, or was it ANHA? I can't remember. One of the -- not that one. The other one. The -- Oh, well, we did this one, but I was thinking about the trail map.

REED MCCLUSKEY: You were thinking about this.

MARLENE MCCLUSKEY: The trail map. Yeah.

REED MCCLUSKEY: This was a big deal. This was a big deal for us.

MARLENE MCCLUSKEY: Yeah, we did that.

KAREN BREWSTER: That's the Chilkoot Trail map.

REED MCCLUSKEY: Right.

KAREN BREWSTER: I have that. That's a great map.

MARLENE MCCLUSKEY: So we --

REED MCCLUSKEY: This was not easy.

MARLENE MCCLUSKEY: Yeah, Reed and I were the ones that actually did this, as I recall.

REED MCCLUSKEY: Yes.

MARLENE MCCLUSKEY: We put this thing together.

REED MCCLUSKEY: Us and Dan Verhall.

MARLENE MCCLUSKEY: And Dan Verhall. Yeah.

REED MCCLUSKEY: Parks Canada.

[02:07:16]MARLENE MCCLUSKEY: Our names are not on here, but we did this. And we had to get everybody to, you know, come over here and minutely check every little thing.

KAREN BREWSTER: 'Cause all -- you mean, all the text?

REED MCCLUSKEY: Yeah, the text.

MARLENE MCCLUSKEY: The text.

KAREN BREWSTER: Had to be reviewed by everybody?

MARLENE MCCLUSKEY: Yeah.

REED MCCLUSKEY: And not just on our side.

KAREN BREWSTER: But on the Canadian side?

REED MCCLUSKEY: On the Canadian side. And a French version had to be produced, as well. A French language version.

MARLENE MCCLUSKEY: See, it used to say on here the City and ANHA, and it had all these the same. But this one, but -- because, uh -- I put this one together.

KAREN BREWSTER: And that one -- this one is the Skagway Trail Map?

MARLENE MCCLUSKEY: Right. And -- and so, somewhere along the line, I said, "Well, why should the Park Service and the Forest Service and the City and the -- the --" You know, when I was working for the --

KAREN BREWSTER: Convention and Visitor Bureau?

MARLENE MCCLUSKEY: CVB. This was our little logo. I said, "Let's just simplify this and -" 'Cause, I mean, it took up half of a page.

KAREN BREWSTER: I see.

MARLENE MCCLUSKEY: All those little logos.

KAREN BREWSTER: All those logos.

MARLENE MCCLUSKEY: And they weren't any longer contributing anything other than a little bit of money.

KAREN BREWSTER: Right.

[02:08:22] REED MCCLUSKEY: Originally, the Park Service had paid for --

KAREN BREWSTER: This map?

REED MCCLUSKEY: -- like half of the production run.

KAREN BREWSTER: Right. And again, this -- it shows Dewey Lakes Trail, and the AB Mountain Trail, and all that kind of stuff.

MARLENE MCCLUSKEY: Right. And this is -- this is a multi -- uh, edition later.

KAREN BREWSTER: Right.

MARLENE MCCLUSKEY: But, originally, this is what --

REED MCCLUSKEY: Right.

MARLENE MCCLUSKEY: And we had -- we had taken off, you know, certain trails like the Lost Lake Trail, because everybody got lost on it, and --

REED MCCLUSKEY: Well, there's Lost Lake, and that's -- that's where --

MARLENE MCCLUSKEY: See, there used to be a trail that went there.

REED MCCLUSKEY: There used to be a trail out this way. It cut through these private properties.

KAREN BREWSTER: Right, so, yeah.

REED MCCLUSKEY: Um, so it -- it -- those were -- those were, to me, open and shut case of, how do you -- this is not the way to manage a park. You don't make enemies out of your neighbors. You do everything you can to actually live compatibly.

MARLENE MCCLUSKEY: Yeah.

[02:09:13] KAREN BREWSTER: Yeah. Well that leads to my question about, yeah, community/park relationships and what that was like during your tenure?

REED MCCLUSKEY: As Marlene said earlier, it gradually changed through time. I think through the combined efforts of almost everybody on staff. And as obviously the composition of the staff began to change through time. Positions came open. There was a greater emphasis on local hire, so we were using more local hire positions to try and open the door. Now, most of the local people could not at all understand why the -- the window of opportunity to even apply for Park Service positions was so small.

KAREN BREWSTER: Yeah.

REED MCCLUSKEY: It's like, you couldn't get through. You can't squeeze through that opening. And we'd say, "Well, yes, because everybody and their brother used to want to work for the Park Service, and so they created this little, tiny window. You have to squeeze through that." Well, people would go, "Huh." They'd throw up their hands. "This

REED AND MARLENE MCCLUSKEY, PART 1

JANUARY 7, 2020

ORAL HISTORY 2017-01-116_PT.1

Page 40 of 46

is ridiculous." So eventually, Alaska local hire, we could say, "We're going to be using that more and more and more, and open that window of opportunity for more locals to apply." I think that helped a lot. [02:10:24] Obviously, the rehab crew had been entirely local hire.

KAREN BREWSTER: Um-hm.

REED MCCLUSKEY: But that was also kind of their downfall, 'cause they were hired under term appointments. Again, you can renew those for up to four years. And I think they even got a special dispensation somehow and were able to renew some of those for even longer, but their second four-year term, that was the end of the -- that was the end of the line. So among John Warder's last duties was essentially to let the entire rehab crew go, the last of those, including people at the time, I think Roy Nelson was on the rehab crew.

KAREN BREWSTER: Um-hm.

REED MCCLUSKEY: And eventually was brought in as a -- I'm trying to think what his title was. It wasn't --

KAREN BREWSTER: He eventually went to work for the City.

REED MCCLUSKEY: He did, yes.

[02:11:18] KAREN BREWSTER: But, and then like, Don Corwin, he worked on some of the rehab stuff.

REED MCCLUSKEY: Corwin was someone that -- Yes, super talented guy. Very highly skilled, and everybody knew it. What he didn't -- what he chafed at, what he could not accept, was a significant change in equipment and protocols for the painting crew. He was eventually, in order to advance, instead of being just a carpenter, he became the supervisor over the paint crew, the restoration crew.

KAREN BREWSTER: Um-hm.

REED MCCLUSKEY: The rehab crew. And the painters were using scaffolding, extensive use of scaffolding. And the park, after a safety review, decided this -- all this old scaffolding needs to be retired, and we bought all-new Safway scaffolding, top-of-the-line stuff. Spent a ton of money on it. And at some point, Don chafed at that because he was so accustomed to the old scaffolding, went back to using the old scaffolding. Told the crew to do just that behind Lynch & Kennedy. And uh, somebody came to my office at one point, saying, "You as safety officer need to see what Don has set up for the use of the crew." And he had a wheeled scaffold up on blocks.

KAREN BREWSTER: Oh, my God.

REED MCCLUSKEY: Behind. And it was then roped off in odd ways to sort of stabilize it. If it didn't roll off the blocks, then it would be ok.

KAREN BREWSTER: Um-hm.

REED MCCLUSKEY: And the same thing up high. And it was -- that was the end of the line.

KAREN BREWSTER: Yeah.

REED MCCLUSKEY: He'd been -- he'd been warned, and it's like, this can't -- this can't -- this is a -- people are at risk here.

KAREN BREWSTER: This is unacceptable.

REED MCCLUSKEY: Yeah. This is -- and the -- any rate, so yes. There were a lot of really talented people. As Marlene said, most of them just trying to keep their head down and do a good job, and, you know --

[02:13:37]KAREN BREWSTER: But so, what are your feelings about building that relationship with the community? You just sort of said you thought that was important.

REED MCCLUSKEY: Among the things that, um, I think people were doing was getting more and more involved in either city committees, um, in special programs of one sort or another. I got invited early on to -- to join the board of directors for the Chamber of Commerce. And I remember Clay hollering down the hallway that first summer, saying, "They have an opening on the board of directors of the Chamber. Do you want to be a Chamber board member?" And I -- I looked at him, and I said, "They -- they know -- they know I work for the government, right?" It's like, they're not under some misapprehension that -- and Clay was essentially telling me, you could do this as part of your job. This would be part of the community outreach. And so, I got then to meet a whole array of -- of other people I never would've met otherwise. Tina Cyr, was certainly among them. The local bank manager, the -- I mean, it was -- it was a bunch of people. Great folks. And I also got sucked into working on all the activities that other folks who never had a weekend in the summer months got involved in. So fundraising for the Chamber. Organizing meetings. Eventually, I served as president of the Chamber, you know, but by that time -- yeah. But by that time, the direction at the national level regarding the Chamber of Commerce in particular, because as the national Chamber became more politicized, the direction came out from WASO that -- make sure that you aren't -- you can't do this on government time.

KAREN BREWSTER: Hm.

REED MCCLUSKEY: This is not -- you can't be an officer of any of these.

KAREN BREWSTER: Right.

REED MCCLUSKEY: And the same, actually, was determined to be the case for people like Deb Sanders, who'd been on the, um, what did they -- what was the title they used for the -- they had a -- The city had a number of advisory committees, essentially, for in the case of the city, the City Museum.

KAREN BREWSTER: Um-hm.

REED MCCLUSKEY: Had a citizen advisory committee, as well. And so she -- she sat on that as a --

[02:16:08]MARLENE MCCLUSKEY: Historic District Commission, wasn't it?

KAREN BREWSTER: That was --

REED MCCLUSKEY: And the HDC committee, Karl was a member of the Historic District Commission.

KAREN BREWSTER: Right.

REED MCCLUSKEY: For the city. That's the way everybody wanted it.

KAREN BREWSTER: Right.

REED MCCLUSKEY: They wanted a Park Service representative on these to speak to the particular issues. Well, we were all essentially told, you can't do that anymore as a -- as an official Park Service representative. You have to, essentially, resign.

KAREN BREWSTER: Right.

REED MCCLUSKEY: And so, by that time, I think, the groundswell was already there for better relationships. It wasn't as critical. But for a time, I think those were crucial. My involvement in the Chamber. [02:16:54]The Volunteer Fire Department. I was, uh -- it was a little dicey, again, because of which hat are you wearing when? But for six years, I

REED AND MARLENE MCCLUSKEY, PART 1

JANUARY 7, 2020

ORAL HISTORY 2017-01-116_PT.1

Page 42 of 46

served as an engineer on the Volunteer Fire Department. So I had a -- a Park Service radio. I'm trying to think how these are -- normally, if there was a call paged out, I would've gotten it on the Park Service radio anyway, but I had a city pager, I think, at one point. Clay Alderson did the same thing. He used to serve as a dispatcher for the fire department. I can recall him running from his office. He'd get a page, and he would run down the hallway. And he was headed -- he was headed over to the fire hall, where he would take up the duties of the dispatcher, since they did not have a dispatcher.

KAREN BREWSTER: Wow.

REED MCCLUSKEY: On a -- on a call. Uh, so if there were a fire call, what I told everybody at the Fire Department was, if -- if the call is for a Park Service building, I will go direct to the scene as an NPS employee, as the Chief Ranger with fire as my -- part of my responsibilities. If it's any other building, I can respond as a volunteer for the Fire Department. And what I would do is make sure if I was in uniform, I would take off my uniform shirt.

KAREN BREWSTER: Right.

REED MCCLUSKEY: So I'd have a white t-shirt on and then turn-outs, the fire gear.

KAREN BREWSTER: Right.

[02:18:29] REED MCCLUSKEY: And others in the park followed suit. So we had -- there were -- there were people involved, more and more involved, contributing on a regular basis to various, what are viewed as beneficial organizations, in one way or another.

KAREN BREWSTER: Um-hm.

REED MCCLUSKEY: I think that had a big impact. Hiring more locals had a big impact. Addressing some of the festering, long-standing issues. 5th and Spring got ironed to some degree. It's resurfaced again in more recently.

KAREN BREWSTER: Apparently, yes.

REED MCCLUSKEY: Yeah. I found myself thinking, "Not again."

[02:19:02] KAREN BREWSTER: Yeah. Well, and as you say, the land issues out in Dyea.

REED MCCLUSKEY: Land out in Dyea, um, I -- I was made -- it was made clear to me that while the Park Service had at one time had the responsibility for management of Dyea Flats and the lands surrounding the NPS ownerships, under an agreement, a cooperative agreement with the State of Alaska, had had management responsibility for those lands. They'd blown it because of the issue with the radio-controlled modelers.

KAREN BREWSTER: Um, hm. The airplanes?

REED MCCLUSKEY: The RC modelers. Yeah, the airplanes. They wanted to use the Flats once a year. You know, they'd park all their vehicles out there, apparently. I never saw it, because it was all done and said -- you know, said and done for, whatever, by the time I arrived. But people still, they pinched me over it more than once. They were still sore.

KAREN BREWSTER: That they had been told they couldn't do that anymore?

REED MCCLUSKEY: They had been told, and the way they'd been told. My predecessor, Bruce Reed, apparently had been pretty heavy-handed about it. I couldn't tell you -- I mean, I've had people tell me that he blazed up, you know, to these people and sprayed them with gravel with the truck, you know, and told 'em, you know, whatever. And other people have said, "No, that didn't happen." You know, so it's got -- it's got blown up.

KAREN BREWSTER: Right.

[02:20:38] REED MCCLUSKEY: But it -- but it was all about control, local control, local influence and involvement. And for a time, I think a lot of folks felt that Dyea was their playground. They would go out and shoot clay pigeons. They would go out on dirt bikes and ORV's and horses. And you know, anything went. Anything went out there. At one point, cutting trees and -- The, uh, expectation was that, gee, if that -- that could continue, that would be fantastic. Well, times change. People change. The culture of the community changed. And today, if you drive out to the Flats, what you find is something that looks an awful lot like a park.

[02:21:24] KAREN BREWSTER: So when you started, all those uses you just mentioned had already been stopped?

REED MCCLUSKEY: No. Those were uses that were still taking place south of that dividing line between National Park Service ownership and proprietary control. And immediately south of the town site.

KAREN BREWSTER: Um-hm.

REED MCCLUSKEY: Um, lands that had originally been State of Alaska lands, and then as a consequence of the blow-up with the Park Service, the city included in their municipal entitlement selections made to the State of Alaska.

KAREN BREWSTER: Um-hm.

REED MCCLUSKEY: And so, while it took some years for the title to those lands to be vested, um, with the city, they were given management control under an MOU between the city and the State.

KAREN BREWSTER: Um-hm. The State?

REED MCCLUSKEY: Where they said, "Why yes, we'll promise not to disturb or deface or destroy archeological, cultural resources. And we'll take care of it, you know. It'll all be good." And for a while, people ran roughshod over it. But that's -- that's mostly -- that's all gone at this point.

[02:22:47] KAREN BREWSTER: But when you were the -- did you implement any land-use policy things out in Dyea under your tenure?

REED MCCLUSKEY: Uh, not on affecting those lands directly, because those lands were already out of our control.

KAREN BREWSTER: Right.

REED MCCLUSKEY: On the NPS-owned lands, um, there were certainly pushes for certain ex -- more distinct uses that people really thought should happen. I'm primarily thinking about the horse tour operations.

KAREN BREWSTER: Mm.

REED MCCLUSKEY: Commercial use authorizations were under my purview, in addition to leasing. So CUA's were issued for -- and I believe still are -- for hiking on the Chilkoot Trail, including guided backpacking, but also day hikes, commercial day hike, guided day hikes. Rafting on the Taiya River, although that's probably changed just this year. And um, and then anything like guided van tours, bicycle tours, horse tours, walking tours. Anything like -- anything like commercial operations.

KAREN BREWSTER: Um-hm.

[02:24:10] REED MCCLUSKEY: Well, Robert Murphy, who is now quite the tycoon in Skagway, he owns more acreage in Dyea than anyone else. It's mostly up on the hillside,

but not entirely. Zip-line tours, uh, wheeled dogsled tours. Some kind of food and bev -- food and alcohol operations out there now. I mean, you know, it's really boomed.

KAREN BREWSTER: Now those are in Park Service lands that he does -- ? No? No. His properties.

REED MCCLUSKEY: Hm-hm. No. But he has to drive through Park Service lands to get there. We can't regulate that because it's essentially a public highway.

KAREN BREWSTER: Right.

REED MCCLUSKEY: So that's the only access he has to his lands, and so, I would say many dozens of times a day, vanloads of his paying passengers are --

KAREN BREWSTER: Right.

REED MCCLUSKEY: -- on back and forth through the park. However, he also owns, like, it's either five or ten acres of land further on the Flats. On -- on the level terrain, but in the forest.

KAREN BREWSTER: Right.

REED MCCLUSKEY: Further north of the town site. And on that, he located a stables. And his vans take people out there, get on the horses, um, and they file on through the park and out to the Flats. And then loop back, come back the same way. [02:25:43]Murphy really wanted that tour to not be on a road, but instead be on its own trail and along the river. And that would've taken the horses through the town site more directly than they were. At that time, they were coming through the slough.

KAREN BREWSTER: Um-hm.

REED MCCLUSKEY: That's in the town site there. Uh, the slough used to be subject to tidal action. No longer. And I'm not sure about the salmon run, whether there's anything in there now. I kind of doubt it. But, in any case, the horses -- horse tours were on back and forth, as were cars driving back and forth through the slough there, and that was before the construction of the cedar bridge. With the cedar bridge construction, we -- we forced the route for the horse tours to use the road exclusively from his property on down to the Flats and back. [02:26:48]And he -- he tried for quite some time, a number of years, to get his own trail. And at one point, I think we even said, "We -- we'll seriously consider that, but we want to see that your compliance with the permit provisions is -- that you can do this start to end for the season and take care of any damage that the horses create." And he didn't, so. So that was kind of the end of that. I mean, he's continued to this day, I think, in permitting. You know, the park permits the horse passage, but it's all on the road, the graded road.

KAREN BREWSTER: Right.

[02:27:35]REED MCCLUSKEY: Um, a big -- one of the big accomplishments I always felt was ending the use of just flat-out stinky -- the world's stinkiest pit toilets in the campground in Dyea and at the trailhead, the Chilkoot Trailhead, and eventually out at the town site. And so, um, through specialized funding requests, we were able to get money to put in these vault toilets that --

KAREN BREWSTER: That vent?

REED MCCLUSKEY: They were advertised as SST's, "the sweet-smelling toilets." They have a big convective column, the black tube that you see on the back.

KAREN BREWSTER: Yeah. It's fairly standard at parks. Denali has them.

REED MCCLUSKEY: Yes. And -- and, you know, they're package deals. You know, you basically order them. They get delivered on a pallet. And we had our crews actually build them, put 'em -- put 'em together. They were not cheap. They're spendy. But uh, made a big difference. [02:28:43]On the Chilkoot Trail, we were having more and more problems trying to find places to dig pits. You know, the routine had been to dig just a standard long-drop toilet. And at Sheep Camp, we essentially ran out of --

KAREN BREWSTER: Right.

REED MCCLUSKEY: -- anywhere to dig a new one, you know, that hadn't already been used. And it was at that point I found -- Doing some research I found, somewhere along, I'm trying to think, was it New Hampshire? Might've been. Along the, um, Adirondack Trail?

KAREN BREWSTER: Um-hm. Appalachian Trail?

REED MCCLUSKEY: Appalachian Trail. They -- there -- a group there had pioneered the use of what they were calling -- calling moldering privies. We knew it was going to be a very difficult deal to put in anything like a composting toilet. They require some kind of terrain, I mean a pretty big facility and a lot of attention.

KAREN BREWSTER: Um-hm.

REED MCCLUSKEY: And time, which we weren't going to have. But -- but we eventually did, and I would give Tim all the credit for this, 'cause, you know, once we put him -- I put him onto it, it's like, he took it and ran. And -- and did just that. And I think that was the start of the use of what they were calling the "moldering privies." [02:30:12]And it was essentially, you know, an elevated platform on which the outhouse is built, a screened enclosure for the area below, and the addition of a lot of wood chips to what goes in, what goes onto the mass there. The liquids basically either drain away and/or evaporate. Um, and, but the addition of the wood chips, eventually you can turn this mass. You can -- you can get slow composting.

KAREN BREWSTER: You get organic matter of some sort?

REED MCCLUSKEY: Yeah. You have to add organic matter.

KAREN BREWSTER: Ok.

REED MCCLUSKEY: You've gotta, you know -- but you end up with something that you can then safely basically bag up and fly out and use in intensive -- like, basically, as -- as -- eventually as fertilizer.

KAREN BREWSTER: Yeah.

REED MCCLUSKEY: Because it's composted. But it takes years. It's not fast compost, not hot compost. So that made a big change in the -- in the operations along the trail, and, eventually, in Dyea. But that had been a long time coming. Those are just -- I just thought that was a -- that was a big improvement. Um, relationship with Parks Canada, you know, was always a big part of what I did in a lot of ways. So -- I don't know, do -- do you want to take a break?

KAREN BREWSTER: Do you want to take a break?

REED MCCLUSKEY: Yeah.

KAREN BREWSTER: Sure. You've been doing a lot of talking. You want to take a rest for a second?

REED MCCLUSKEY: Yeah, that'd be good.

KAREN BREWSTER: Ok.

REED AND MARLENE MCCLUSKEY, PART 1

JANUARY 7, 2020

ORAL HISTORY 2017-01-116_PT.1

Page 46 of 46