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U.S. Department of Agriculture
Forest Service
Region Five History Project

Interview with: **[David] "Dave" Scott**
Interviewed by: **Phil Hirl**
Location: **?**
Date: **?**
Transcribed by: **Mim Eisenberg/WordCraft; February 2007**

[Begin CD File 1.]

[Although Mr. Hirl is close to the microphone, Mr. Scott is not, so the volume for the interviewee is quite low, and the sound is crackly.]

PHIL HIRL: This is Phil Hirl, H-i-r-l. I'm at the home of Dave Scott, interviewing him on the changing workforce and maybe talk a little bit about timber management.

Dave, why don't you give me a brief rundown on your career: where you started and where you went to school and that sort of thing.

DAVE SCOTT: Okay. Let's see, I'll tell you I was born in La Crosse, Wisconsin, and my first job was a seasonal job on the Superior National Forest in 1948, while I was still in high school, seventeen years old. Spent the summer on blister rust control and [unintelligible] control. That got me started thinking on forestry, and I proceeded to go on to the University of Idaho. Finished there in 1953.

HIRL: How did you get clear up to Idaho, out of curiosity?

SCOTT: I had a partner in high school, and the two of us had made the forestry decision together, and he wanted to go to Iowa State, and I wanted to go to Colorado State, and we

compromised on Idaho. One of the reasons we did was it was really cheap, and we could afford it. That partner is Roger [S.] Bay, who's a retiree as well.

HIRL: Oh.

SCOTT: I finished school and just barely passed the junior forest [sic; forester] forester exam, and didn't have a permanent job when I finished school, so I took a temporary job over on the Deer Lodge [National] Forest [in Montana, now the Beaverhead-Deerlodge National Forest]. I was there about three weeks or so when I got a permanent job offer down in California, on the Six Rivers [National Forest]. Well, I made my way down to the Six Rivers, and they apparently messed up; they had too many junior foresters on the forest, and so after three or four weeks or so, they sent me over to the Shasta [National] Forest [now the Shasta-Trinity National Forest] at Dunsmuir. The ranger there was dismayed to learn that I was just about to be drafted into the Army. So I was at Dunsmuir for, I don't know, three or four weeks before I was drafted.

So I guess the real career started when I finished my tour with the Army and came back in November of '55. Of course, the forest didn't know what to do with me when I showed up, and I was on various details. I fondly recall coloring maps for Bud Pettigrew in Redding for a while, moving over to Weaverville to the Trinity River project paid by the USBR, Bureau of Reclamation, funds, and then up to Trinity Center, all of this in a period to three, four months.

At Trinity Center I scaled logs for about two months, and then I spent two or three months doing all phases of sale preparation with [Lawrence?] "Larry" Whitfield, and then, boy, just out of the blue I was transferred over to McCloud as the timber management assistant on that district. This would have been in July of 1956 or thereabouts.

Oh! Promoted to a GS-7. Prior to that, there was a whole group of professional foresters—Whitfield, a number of others—that had to go through the GS-6 grade, and I was kind

of the first one in line that didn't have to do that. Now, I have no understanding of why that happened. I was just happy that it did.

So timber management assistant at McCloud and assistant district ranger at McCloud. I was there for about three years, long enough to marry my wife and have one child, and moved over to Weaverville in June of '59 as the acting district ranger while Horace Jones was off on a detail doing the National Forest Recreation Survey for the whole forest. And that went on for two years, as acting ranger there. And lo and behold, they brought another person in as the ranger. That upset me a little bit. But in a matter of a couple of months, I was offered the job of ranger at Shasta Lake, and so in about July of 1961 went over to Shasta Lake.

From there on, I moved in June of '65, moved to the San Bernardino National Forest as recreation staff, back to the Shasta-Trinity in February of '69 as the recreation ranger and the wildlife staff, on in February of '71 to assistant director of recreation in Region Eight in Atlanta. Then promoted in place in February of '73 to director of recreation for Region Eight.

Okay, in July of '76, assistant director of recreation in the Washington office, out to Region Six in July of '82 as director of recreation, and retired in January of '87. These dates are approximate.

HIRL: Close enough.

Where were you when the NRA [national recreation area] was established? Whiskeytown, Shasta-Trinity.

SCOTT: I wish I could remember the date, but I was the district ranger at the time it was established.

HIRL: Tell me some of the changes that created in people who were working for us, for the Forest Service. I mean, what kind of people—

SCOTT: I interpreted this legislation as frustrating the regional forester and his staff down in San Francisco. These were the days when we didn't want any kind of classification that impinged on our abilities to manage lands in a multiple-use manner. And so it was interesting that—to me, as I look back—that there was very little change going on that came from outside the ranger district. Now, we changed on the ranger district; we had to. But finances didn't change at all. We had always been reasonably well financed in recreation and other functions on that ranger district anyhow.

Probably the biggest change was working with the Shasta County to develop a zoning ordinance that met the needs of the county and met the requirements of the legislation, and that was a struggle, as you could guess.

HIRL: I was there at the same time you are [sic; were], you know, and by the time I got there in '70, the NRA was fairly well established, and there had been a lot of construction, and I don't know when that started. I know when I got there, there was a design team in the supervisor's office, but I don't know when that started. Do you remember/

SCOTT: I think I do. I can't necessarily remember the personnel.

HIRL: It's more the skills I'm thinking of.

SCOTT: Yes. But the major construction of campgrounds at Shasta Lake occurred not under the NRA but under the old Outdoor Recreation Resource Review program, which was a national program and produced substantial dollars for recreation construction. And then, when the NRA came around, there was some attention given to this design team and supported by the forest supervisor, I thought quite well. It consisted of engineers, landscape architects, and I guess as sort of an [unintelligible] as a district ranger, I was sort of an ex officio member of that team.

They did design some great facilities. A significant one was that major launch ramp right at Shasta Dam, [unintelligible] Creek, if I remember.

HIRL: I found it kind of interesting when I got there. There was a wildlife biologist, fisheries biologist, soil scientist. When did all those begin to happen? Do you remember? I mean, when did those skills come on board the Forest Service?

SCOTT: Wildlife biologist. [David] "Dave" Dunaway was the first biologist. And I'm just going to guess. It's, well, early sixties. Soils—golly, I'm not sure. Jack.

HIRL: Fisher, Jack Fisher, yes.

SCOTT: Jack Fisher. Middle to late sixties is when he came on. There had, of course, been landscape architects there long before that.

HIRL: Oh, there had been?

SCOTT: Yes.

HIRL: So they were involved early on in the new recreation projects, too.

SCOTT: Yes, they were. Originally, the region had two landscape architects working as landscape architects, one of whom working in the field as landscape architect, one of whom was a forester, [Melvin?] "Mel" [Lorentz?].

HIRL: How did he become a landscape architect? Did he—

SCOTT: I have no idea.

HIRL: By decree?

SCOTT: I think by decree. He was assistant ranger at Big Bar [Ranger District] when I first knew him.

HIRL: That's part of the story, the change from mostly a forester workforce to other skill levels.

When did the engineers come in, start being on the forest? Do you remember that? Or on the forest.

SCOTT: No, I don't. I showed up on the forest in 1955. [Donald] "Don" Turner. He was there. The big move, of course, was when they [unintelligible]—a lot of the engineering function moved out onto a ranger district, and many of the districts on the forest, but not all, were assigned a professional engineer. I'm going to guess that that occurred about 1963 or '4. First [Puett?] came out as my ranger district engineer. Did a great job for us. And in addition, there was a whole lot of improvement maintenance that had been centralized in the supervisor's office, and all of that was pushed out to the ranger district as well, and so each district ended up with a construction and maintenance foreman that really handled all the improvements: roads, buildings, campgrounds, the whole bit.

HIRL: Well, that lasted a while [around?] the districts, I know, during the time I was there.

SCOTT: From my point of view, it was successful. I know a lot of people were upset at it, but it worked on one ranger district I know of.

HIRL: So it sounds like you didn't spend a lot of your work life in timber management, then, just the first couple or three years you were TMA, and fairly quickly it sounds like you moved into recreation kinds of things.

SCOTT: Yes. Yes. Well, when either the ranger at Shasta Lake—they just put a big R stamp in the middle of your head when you become a recreation person.

HIRL: Yes.

SCOTT: Just because you were the ranger there. But, you know, Shasta Lake had some—you know, I had some involvement with timber while being a ranger there as well, of course. But

Shasta Lake was never a big, important ranger district. There was—I think "allowable cut" was the term in those days, and it was like 18 million [board feet] on that forest, and it was—

HIRL: On that district, you mean.

SCOTT: Excuse me, I meant district. It was somewhat difficult to get because the district was a checkerboard ownership pattern, and we had virtually no funds for establishing land lines. The lines that were established were probably mostly done by foresters with staff compass. But the supervisor knew the problems. Whether or not I cut 18 million feet for the year or not, it just didn't seem to be overly important to the forest supervisor.

HIRL: You didn't think that it was, huh?

SCOTT: I didn't feel that way, no.

HIRL: How about McCloud or Hayfork?

SCOTT: McCloud and Hayfork, at the same time—I know that their nominal cuts were increased greatly. At McCloud, when I was the timber management assistant, there was 19 million allowable cut, and, I don't know, when I was ranger down in Shasta Lake, that was up to 60 or 70, something like that, and Hayfork was up at 200 or something. I'm not sure of that. But interestingly, each of the rangers at that time were [sic; was] sort of proud of that, that the number increased.

HIRL: Oh, yes. That was the era. Well, it seemed to me—I agree that [at] Shasta Lake it wasn't highly important, but [in] some of the other districts, I think probably it was. Like, McCloud.

SCOTT: Sure, sure. There was a lot available at McCloud, but [unintelligible] cut went from 19 million to whatever it went to was sort of interesting to me. I was an observer at the time.

HIRL: Yes, I'm not sure how they calculated that, either.

SCOTT: As a timber management assistant, there was just myself and [William] "Will" Jensen who did all of the preparation and administration of the sales. And they had a good sales program that went [progressive?].

HIRL: How many people were there on McCloud when you were there?

SCOTT: Year long, there were six.

HIRL: And they were? What kind of skill levels?

SCOTT: We had the fire control officer, we had a construction and maintenance person, we had the ranger, we had myself—that's four; is that right? And then we had Will Jensen, who worked at least half of the year in blister rust control. That project was still going on on that district. So that's five. I guess we had a clerk year long. And that would have been six.

The interesting thing, too—Paul [Friday?] was the fire control officer, and I'm going to mention this. This is a little off the track. So I got to work with Paul. Later on, I got to work with Harold Peterson at Shasta Lake, as the fire control officer. I got to know [Robert] "Bob" Gray very, very well over the years. In fact, when I was acting in Weaverville, he was fire control officer. And there were some others. Well, John McVeigh down in Harrison Gulch [Ranger Station]. That's a crew of people, a group of people that were born about five years too late. If they'd had been born five years earlier, they'd all have been rangers, every one of them. Top hands, top hands. Harold Peterson's file was filled with letters trying to get him a ranger's appointment, and they just said, "No, they've changed. They're all going to be college graduates now."

HIRL: So none of those guys you just mentioned were graduates.

SCOTT: No.

HIRL: They were technicians, so to speak.

SCOTT: Yes.

HIRL: Yes.

SCOTT: And top hands, just cream of the crop. That doesn't have anything to do with timber management.

HIRL: Well, it has to do with skill levels or the workforce makeup. I think that's something worth talking about.

SCOTT: And the reason it comes home to me—you know, here I am over there as an assistant ranger of equal grade to Paul Friday and Jack McCloud [sic; McVeigh?], and I got a year in, and Paul's got twenty-five years in. It just was a funny feeling.

HIRL: You know, speaking of Paul, Paul [Statham?] was kind of a legend in his time. He was supervisor [during] your tours on—when you started, was he supervisor then?

SCOTT: When I came back from the Army, they had combined the Shasta and the Trinity, and so Paul became supervisor while I was in the Army, so yes, he was supervisor all the time I was on the Shasta-Trinity.

HIRL: I don't think any history of Region Five could be told without some mention of Paul. You got any good Paul stories you'd like to share?

SCOTT: [Chuckles.] Paul was a real believer in the ranger, a real believer in the ranger, to the point where I'd have to seek him out if I wanted some help, instead of him seeking me out when I screwed up. [Laughs.]

HIRL: Hmm.

SCOTT: He really did leave the rangers alone. I think some of the best times were the ranger meetings, and we got a lot of good information from Paul at the ranger meetings. We had a good group of rangers. Got to mention Clyde [Lewis? Louis?], I think the last non-professional ranger

in the region. He was the ranger at Harrison Gulch. And at these ranger meetings, boy, you knew who ran the roost: it was Clyde. There wasn't any question. [Laughs.] The rest of us were all pretty young. Clyde was the old hand.

Paul. You wanted something about Paul.

HIRL: Well, if nothing comes to mind ,that's not important. I just think the history of Five was—we've mentioned some of the key people that went through that era.

SCOTT: Paul nurtured what I believe was the first road right-of-way condemnation in Region Five, which really had the regional office on edge, going right through eminent domain and taking the road right-of-way. Paul was on top of that every minute, and it took a while, too. I think it was a two-year process. And it happened to be on the Shasta Lake District, too. [unintelligible]. I left before the road was built. It was rebuilding a road; there was an existing road. And so I never had the opportunity of seeing what happened to the road after that, but I know that we did go through the whole process and took the right-of-way. It was controlling several hundred million board feet of timber in the Big Bend area.

HIRL: Oh, yes. That was interesting country, Big Bend and the dams. Did you get involved in that?

SCOTT: Not very much. It was going on while I was ranger, but they had a person in the supervisor's office who was on top of that every day of the week. Jack [Hyman? Heiman?] oversaw that and the big power line that went through in there. He talked about the Iron Canyon Dam?

HIRL: I can't remember all—there were three or four up there, up [unintelligible]. I can't remember.

SCOTT: It's interesting that what it did is essentially it diverted the McCloud River over into the Pitt River for power generation. That wouldn't happen today. You couldn't fill those dams today.

HIRL: No. Now, there weren't very many minorities or women in the Forest Service in the era that you were on Region Five. Or were there?

SCOTT: I think the answer is none. [Doorbell rings.]

[End CD File 1. Begin CD File 2.]

HIRL: I think we're back now after a break for a neighbor coming over.

You know, you're a bit of a historian, Forest Service history and so forth. Just to divert a bit from format, what would you like to say or think—if you were to do some history telling about Region Five, what would you tell?

SCOTT: Anybody that spent time in Region Five in those days was involved in fire, and I mean fire suppression. Everybody was a fireman. I think that was good. I had some good times fighting fire. I learned a lot from a lot of different people. In 1959 the Shasta-Trinity must have had six, maybe seven of what then was called Class E fires. While the resource damage was very bad, the teamwork on the forest improved, and it improved, I think, in all phases of national forest management, not just fire but it improved because of working together as a team in this really bad fire situation.

HIRL: What kind of role did you have beyond Shasta-Trinity, say, in fire?

SCOTT: When I went to the San Bernardino Forest as recreation staff, I replaced [David] "Dave" Tucker, who had retired having been in that position for, I don't know, fifteen, twenty

years, and he was the plans chief. [Chuckles softly.] The forest supervisor said, "Dave was a plans chief; now you're a plans chief." And so I worked as a plans chief on any number of fires while I was on the San Bernardino. We went as a team. We didn't have the formally organized teams that there are today, but Lynn [R.] Biddison, the fire staff officer, would go out as a fire boss, and he would just grab me by the collar, and along I'd go, as plans chief, and Old [Charles] "Chuck" [Colletti?], as the service chief, and Frank [Gotti?] as a line boss. So if the dispatcher ordered any one of us, he got all four or five of us. We just came as a unit. So I really learned to appreciate that crew of people I worked [with] down there. We did some good firefighting.

I read today's news of the Angeles [National Forest] having 150,000 acres. Well, one of our objectives was to never have a fire that was over 100,000. [Laughs.] And we never did in the years I fought fire down there. I was there long enough to fire boss two Class E fires down there, and I found out I wasn't cut out for that. That was more pressure than I really could handle. I spent all my time worrying about people and not about the fire.

HIRL: Class E.

SCOTT: Was it 5,000 acres and bigger? I think that was—yes. I think that was the breakdown in those days.

Another thing that frustrates me today is to hear about the problem of harvesting dead trees on fires. I don't understand why people object to that. This is beyond me. I give in example: In that year 1959, when the Shasta-Trinity had all these fires on the Weaverville District, we had to come on a little fire. It was, oh, maybe 150 acres. If a fire gets to going and gets to 150 acres and you catch it, there's been a lot of good work done. You know, you put a ring around a 10,000-acre fire, it's just a matter of time; you'll make it. But you catch it at 150 acres, you've done a lot of good, hard work.

But anyway, we caught about 150 acres up Canyon Creek, put a ring around it, killed off—and this would have been in July of ’59 or August of ’59. By March of 1960, we had all of the dead trees harvested. They were gone. I mean, we appraised them, sold them, cut them and replanted the 150 acres, all by March of 1960. I thought that was really a good thing to do, but nowadays you wonder.

HIRL: You didn’t plan it very much, huh?

SCOTT: No, we didn’t plan it, no.

I got to tell you another humorous story. Same year. A fire out at [Junction?] City. Got to five or six thousand acres. But it was mostly light fuels. Bob Gray, [James] “Jim” McKnight caught it and stopped it, and in twenty-four it had burned that grass just like that. Anyhow, so we must have had 300 people at Junction City, and no work for them, nothing for them to do, and no transportation. So we kind of nurse-maided them while—we finally got that all cleaned up in several days, and at the end of everything—we had everything put away except we had to pick up one [sic; some?] of the melons left from the kitchen. I didn’t know what to do with those melons. [Chuckles.] And the fire prevention man on the forest said, “Dave,” he said, “I’ll take care of ‘em.” And he drove that pickup loaded with melons back to Weaverville, and he spread them out on the front lawn of the ranger station, and by golly, you know, the next morning they were all gone.

HIRL: [Laughs.]

SCOTT: My problem was solved. [Laughs.]

HIRL: Did he put up a “FREE” sign, or did they just—

SCOTT: He didn’t put up any sign. [Laughter.]

HIRL: You mentioned the checkerboard lands. You might discuss a little bit—who was the other owner in [sic; at] Shasta Lake?

SCOTT: Southern Pacific. They had offices, one in Mt. Shasta and one over in Weaverville, and they had active sales programs operating out of their offices. They didn't come to Shasta Lake—in my opinion, they didn't come to Shasta Lake because the timber volumes were not heavy, like [sic; as] they were in these other locations. Each of their offices had, I think, two foresters in it, and we cooperated where we could, particularly in running lines. Those guys who were licensed land surveyors as well as [unintelligible]. I'm not sure we even had a licensed land surveyor anywhere on the forest.

HIRL: You may not have. I don't know. Yes, that's how I recall it. That's how we got many of the lines established on the checkerboard, is Southern Pacific did it first.

SCOTT: Yes.

HIRL: They needed it, and then we'd cooperate. I didn't realize that they didn't do much work in [sic; at] Shasta Lake, though.

SCOTT: They may have in the seventies. I was no longer there.

HIRL: I was out with them quite a few times, but I can't remember where. [Chuckles.]

SCOTT: You know, one of the happiest days a forester can have is run a line with pacing and staff compass and find a corner that nobody's been to for many, many years.

HIRL: Yes, that is kind of—

SCOTT: It's fun.

[End CD File 2. Begin CD File 3.]

HIRL: Okay. Here we go again, Dave. You were talking about laying out timber sale?

SCOTT: Yes. This was on the Weaverville Ranger District, in Soldier Creek. It was either the first clear-cut block sale in the region or one of the first. Six Rivers may have had some that I wasn't aware of.

HIRL: Now, what year was this, about?

SCOTT: Nineteen fifty-nine and '60. I think back at it now and how little direction, training and help I had.

HIRL: How big a unit was it, roughly?

SCOTT: They were blocks, and the total might have been 20 million.

HIRL: Oh.

SCOTT: Yes. I don't remember. I know this, that I have since driven back in that area, and found out what a poor job of laying them out—

HIRL: How many acres was it? Do you remember that?

SCOTT: I don't, but an individual block might have been ten acres or smaller, and there might have been ten of those blocks.

HIRL: Scattered about.

SCOTT: Yes.

HIRL: Oh, okay.

SCOTT: Yes. But I think even today you can drive over Oregon Mountain headed west and look off to your left, and you can see right smack dab into the mouth of Soldier Creek, and all of those blocks are just staring you right in the face.

HIRL: Still?

SCOTT: Well, I was back there in the middle eighties, which was when I saw them. [Laughs.] So that wasn't too good.

HIRL: I remember the landscape architects started getting involved in clear-cut layouts there in the seventies, anyway. Maybe they were before then, [unintelligible], put them in places where they wouldn't be quite so visible.

SCOTT: Yes.

[End CD File 3. Begin CD File 4.]

HIRL: Okay.

SCOTT: Planting trees for many years was always done with K-V [Knudsen-Vandenberg Act of June 30, 1930] money. That's where you got your money. Well, in—I'm a little confused, either 1956 or 1957, the McCloud District got $5,000 of regular [P&N?] funds for planting, and that was, what, a modern-day first. I mean, up to that time, you never heard of that kind of money for planting. And we planted an Edson Creek plantation out there on the McCloud Flats, and it's growing some nice trees today. But that was the start of some major [unintelligible] conversions that occurred both at McCloud and on the Mt. Shasta District. The ones they did on the Mt. Shasta District are evident when you just drive down the highway. There are just some great plantations there. But anyhow, '56, '57 was the first that was not financed out of K-V.

Not only that, because of the flats, we used machines to plant them. We found these machines in the supervisor's warehouse down in Redding, all junked up. Apparently they'd been used up on the old what they called the Goosenest District by [unintelligible], Mt. Shasta. [Transcriber's note: Isn't the Goosenest District on the Klamath?] And somebody set out to

prove they wouldn't work, and so they didn't. But, by golly, we made them work. They did quite a job planting trees for us.

HIRL: Hmm. I wonder what happened to those things. [Laughs.]

SCOTT: Yes.

HIRL: Did you do thinning?

SCOTT: No thinning. There was an old, old plantation on the McCloud Flats called the [Schaub?] Plantation, named after S. B. Schaub, a regional forester. It might have been ten acres in size or so. Nice plantation and doing well, and I always took visiting firemen out and showed them that plantation, to just show them how well the trees will grow out there in McCloud Flats. We always had stashed out there two long-handled pruning saws, and everybody that visited the plantation had to prune a couple trees.

HIRL: [Laughs.]

SCOTT: They [weren't?] rusty saws.

HIRL: I don't remember where that was. Where was it?

SCOTT: Do you know where Pilgrim Creek was?

HIRL: Mmm, yes.

SCOTT: There were some buildings up [unintelligible]. Pilgrim Creek actually had a nursery operation at one time, and it was in the vicinity of Pilgrim Creek.

HIRL: Hmm. I don't remember ever seeing that. I guess I didn't get to trim a tree.

SCOTT: Uh-oh.

[End CD File 4. Begin CD File 5.]

HIRL: You've written a little story about floods [in the area?] as part of your career. Why don't you tell us a little bit about that, Dave?

SCOTT: This was just after I came back from the Army in '55, just in December of '55. Most Californians will remember—many Californians will remember the Marysville-Yuba City floods. They were some really terrible floods, and I think [there were] people killed and a lot of property damage, but at the same time, the Trinity River was flooding. Heavy, heavy, heavy rains and warm weather on top of early snows, and they just caused that Trinity River and all its tributaries to flood something fierce. Every road out of Weaverville was blocked one way or another. The road 299 West between Junction City and Helena was washed out, totally. The road north from Weaverville up to Trinity Center was washed out at [Stewart's?] Fork and at Fresh Creek. And then the road east through Douglas City was closed because the bridge was gone. The log deck up at [Lewison?] had been washed out. Came down and just took that highway bridge right out of there.

And so the Forest Service gets together. The incident command team. Only there was no such term. And there was Horace Jones, the district ranger of the Weaverville District, and Myron Nelson, who was a ranger of the Big Bar Ranger District, but he lived in Weaverville. Anyhow, those two guys sat together in one office and just—well, they ran Trinity County. There were several county supervisors in attendance, but they just sort of sat in chairs around the edges while Horace and Myron just ran it. I mean, they made the decisions for Trinity County. I, as an observer, was just sort of awestruck by that. They even set up a food rationing program to make sure everybody was going to get food and that babies got milk and stuff like that.

HIRL: What are some of the decisions, kinds, that they made?

SCOTT: Who would get help first. Triage, I guess, is what you'd call it in the medical [unintelligible]. The Redding office came through when apparently somewhere along—out of a surplus, they had acquired an old Bailey bridge—oh, I know what they did. They acquired a number of those, and they cut them down and used them for trail bridges. That was it. Anyhow, they had a full-size Bailey bridge there. By golly, they brought it over on some low-boys, and Don Turner and whoever his crew was—they managed to put that Bailey bridge across at Douglas City.

HIRL: Now, this was a state highway.

SCOTT: That was a state highway. Absolutely it was a state highway. I guess what I'm getting at is the Forest Service was running the show for the state highway, for the county commissioners, for the whole thing. They served as the point, as the 911 center, if you will, and determined who got help next and who would do the helping.

Anyhow, I observed all this as a new employee, and, as I wrote, I said I determined that I was in the right organization right then and there.

HIRL: [Chuckles.]

SCOTT: [unintelligible]. And then the PS I put down there is that about a week later, the whole group of us got together and talked about what had occurred, and one of the subjects that came up was overtime, because we were working twelve- and fourteen-hour days, and so the whole group, in the way it was in those days, said: Just forget the overtime; it's not going to show up on anybody's payroll. And we all felt very good about that. Then about a week later, we learned that everybody in the supervisor's office all got paid for their overtime. [Laughs.]

[End of interview.]