

**“LIVING R-4 REGIONAL FORESTER PANEL”**

**Intermountain Region Centennial Celebration**

**Perry’s Egyptian Theater, Ogden, Utah**

**March 8, 2005**

*Note: This paper was transcribed from video of the Past, Living Regional Forester Panel on March 8, 2005. Transcription was done by Linda Glauner, Sawtooth National Forest.*

**JACK TROYER, REGIONAL FORESTER, INTERMOUNTAIN REGION** Now, we come to a moment I have been looking forward to for about six weeks and that is that I have just the wonderful pleasure of introducing and talking a little bit about, with the exception of Chief Bosworth who could no be here, all of the living, former Regional Foresters of the Intermountain Region. And for all of those of you who follow Forest history and care about how things came to be and how we’re moving ahead on, by standing on the shoulders of those who came before us. This is just a very unique and for at least for us, in Region Four, an historic opportunity. So we have everyone back to 1970 that’s here. So again as the day goes on you are going to have a chance to meet these guys and talk with them and it is so fun. Sally and I had a chance to have breakfast this morning with them and got to talking about the history of the Sawtooth National Recreation Area, which is so fascinating.

I just need to talk about a minute or two about each one of them because I just can’t help it, I want to. I walk by these guy’s photographs in the morning and I was telling them this morning that there have been a couple of times with some rally thorny issues and I have stopped for a minute and thought, gees, “I wonder how these guys would have handled this one?” So the first person who will speak on the panel, who Sally will moderate, is Vern Hamre. Vern was Regional Forester from 1970 until 1980. In talking with Vern this morning, gosh, what an incredible career. Talk about being a District Ranger and Forest Supervisor in the 50’s and in the 60’s. He was actually in charge of the Job Corps and Anti-Poverty Programs in the Johnson Administration. I’m just looking forward to more time with Vern, whom I met for the first time this morning. Although I’ve seen his photograph a whole lot the last eight years, as I’ve been in this Region.

And then from 1980 to 1982 was Regional Forester Jeff Sirmon, who also had a long Intermountain Region history prior to that. Jeff went on, of course, to be a National Leader, was

a Regional Forester in Region 6 and Deputy Chief. Just so many of us know and respect and admire Jeff for all of his accomplishments over the years and he is just as articulate as ever. You're going to enjoy hearing from Jeff. And then in 1983 Stan Tixer came. Stan was Regional Forester here nine years until 1991. Stan, during those years was on the Greater Yellowstone Coordinating Committee when I was part of that. I had a chance to work for Stan in those years and it's always a great pleasure. Stan and I see other socially here. It's wonderful having him in the community. Stan's been a national leader with the Society of Range Management. So, Stan, glad you're here with us and we'll have a lot more story telling to do in the future.

1991 to 1994 it was Gray Reynolds and Gray is again almost Mr. Region 4. Listening to Gray talk about stories, about growing up in Jackson, Wyoming. You just go on through the decades. Gray was just here for everything, including with preparing Snow Basin for the Olympics. One of the nice things about that was knowing that things were going to be done right up there and they were. The only thing that I have goofed up myself by just somehow not being at the right place at the right time, was I have never had the chance to ski with Gray. And I've always heard that you ski with him for a minute and of course he's at the bottom of the mountain and you're still thinking about where you're going to make your next turn. Maybe Gray, sometime we'll still get to do that. Gray's also connected with the Sawtooth Society and is actually going to go on up to Idaho and provide some help for us there.

Then from 1994 to 1997 it was Dale Bosworth. Chief Bosworth, he really wanted to be here a lot. He's completely out of the country and simply could not make it. One of the things Dale tells me that you might enjoy for a little humor is when I brief him on an issue, he'll say "Well, gee Troyer, things were going good when I was here." But during those years 1994 to 1997, Jack Blackwell was Deputy Regional Forester for Resources. And then Jack moved up and became the Regional Forester in 1997 on up to 2001. And I have had a long and wonderful relationship with Jack. We're personal friends. I actually made it a habit of following him around the country, starting with replacing him as Forest Supervisor in the Chequamegon National Forest, Region 9, in 1991. Jack's been a good friend and mentor and has got a huge, huge job being Regional Forester in California, these days, but he wouldn't miss this for the world and he is with us today.

So, we've got all this history here. It's all covered. It's going to be a wonderful panel that Sally is going to moderate and you'll have a chance to visit with these guys throughout the day and the reception this evening. So, without further ado, I'll ask Sally to come back up here, and just sit back and enjoy a very rare moment to learn about where we've come from. Thank You, guys.

**SALLY COLLINS, FOREST SERVICE, ASSOCIATE CHIEF** OK, I'm going to get started. We're going to do just about ten minute presentations by each one of these folks and we've asked them to talk about and reflect on their experience in the Region as Regional Forester. What defines their time here and what challenges they were facing, but as well, what are the recommendations that they have to offer people coming into the Forest Service today and just their take on the future. So with that what I'm going to do is turn it over to Vern and we'll get started with you and work our way toward me and get going here.

**VERN HAMRE:** Well, I'm happy to be here today among the living Regional Foresters. And I appreciate the chance to be a part of the Regional Centennial Celebration here. I'm more than pleased to see many of our, my friends and co-workers from the past and I hope I have a chance to visit further with you here during the day. I thought I got a glimpse of Lois Ludlow in here. She was Regional Forester Iverson's secretary and then was my secretary for ten years. We worked well together and we retired on the same day and had the same retirement party, so it would be good to have a chance to visit with her.

I've been with the Forest Service for 58 years, been a part of the Forest Service for 58 years. More than half of it's life and I've enjoyed every position that I've ever worked in. I've loved it and I love the Forest Service. My task today is to give you, in about 10 minutes, what we did in 10 years. That's very close to impossible. But before I talk about the challenges we faced during my ten years as Regional Forester, I want to pay tribute to my predecessor, Floyd Iverson. Floyd was a great guy and the people of Utah and the Region owe him a great debt of gratitude for the work that he did in curtailing grazing and flash floods along the Wasatch front and setting a tone within the Region of care of the environment. I'm deeply indebted to him and I'm glad Stan took the lead there, in naming the geographic feature the Floyd Iverson Ridge up here after Floyd. I was glad to be a part of it Stan.

When I came to the Region in the spring of 1970, it was apparent to many people that the Timber Sales Program was substantially beyond what it should be. It was also apparent that mistakes were made during the late 50's and early 60's, in managing the timber resources, particularly on the steep, erosive granitic soils of the Idaho Batholith. New direction and new timber management plans were urgently needed to respond to the experiences of the past. Also, new environmental laws had been passed which we needed to respect and comply with. We conducted reconnaissance level soil and hydrologic surveys for the Boise and Payette Forests, where our problems were the worst. Land types were identified and management capabilities and limitations were prepared for each of these types. The Timber Sales Program was reduced very substantially. Other National Forests allowable cuts were unrealistically high too. Senator McGee from Wyoming was particularly critical of timber harvest in the Wyoming National Forests. I think more so of the Region 2 Forests than Region 4, but anyway, his criticism resulted in an in-service study of the situation on the ground of the timber sales in Wyoming's National Forest. It was an in-service sale, or in-service study and the Wyoming report concluded that wildlife, recreation, water and scenery were the most important resources of the Wyoming Forests. I think that's true today and we all recognize it. The allowable cut for Region 4's Wyoming Forests was reduced to less than half of what it had previously been. And plans to build a pulp mill on the Green River were abandoned. Meanwhile, the Mountain Pine Beetle was wrecking havoc up on the Targhee, on the Ashton and Island Park Ranger Districts. We had been attempting to control the infestation for several years at a cost of several million dollars per year. And we finally concluded it wasn't working. Rather than letting the dead lodgepole pile up as an impenetrable jungle of jackstraws and the fire hazard that was sure to burn, we undertook a timber salvage program. It was suppose to last only 6 or 8 years but it went on much longer. The salvage program became a money-raising poster boy for the Sierra Club, Wilderness Society and the Greater Yellowstone Coalition. If you go back there today it's a poster boy for a healthy forest. Overall, during the ten years I served in the Regional Office, the Region's Timber Sales Program was reduced from 550 million board feet per year to about 300 million board feet.

We would not be here today, having this Intermountain Region Forest Service Centennial Celebration, if events hadn't unfolded as they did in August of 1974. The Region was saved by President Nixon's resignation. President Nixon did not trust the bureaucracies and felt he could

gain control by having all agencies conform to 10 standard regions. Then he would appoint a Regional Director responsible to the OMB to direct activities within each region. The Forest Service was going to have to comply. Nevada was going to go to California, Idaho was going to the Northwest and Utah and Wyoming were going to go to the Denver Region. We developed and went along ways toward implementing that plan. Management boundaries between National Forests of Utah, Wyoming and Idaho were adjusted to approximate the state boundaries. We transferred many people from the RO, perhaps up to 100, to other Regions and out to the Forests. That was a terribly hard thing to do on all the families that were involved. My deputy then was Gordon Watts, and he was able to get an assignment with the FAO, so he moved on. Nixon's Watergate troubles ended our troubles. We were off the hook on the 10 standard Regions. Jeff Sirmon came from Region 1 to be my Deputy after we started to rebuild. Jeff and I worked together, I felt, real well. And he brought great skills in great analytical skills and problem solving skills and it was my pleasure to work with Jeff then for many years and I was pleased when he took my place as Regional Forester.

The Central Utah Project was under construction at that time. The Directors of the Central Utah Conservancy District didn't care much about the environment. They wanted all the water possible at the least possible delivery cost. And the Bureau of Reclamation, which was the construction agency for the Central Utah Project, shared many of these feelings initially, but they did come around and became quite cooperative. We wanted some water left in the diverted streams. Some recreation benefits and we also wanted to minimize the environmental damage from this huge project. The Rangers, Forest Supervisors and Project Manager Elmer Boyle did the best they possibly could have in defending the National Forest interests. The Sawtooth National Recreation Area was established. We put the best leadership we could find on the NRA to give it a good rapid start. Gray Reynolds was the Superintendent and Lynn Sprague was his Assistant for Planning. Tom Kovalicky was the Management Assistant, Ken Ditmer headed up the Private Lands Program and Harry Young was the Minerals Program Manager. They hit the ground running and did an outstanding job as well as defending the NRA from the miners, developers, vacation home owners, the press and Senator McClure. We had a Director of Recreation, who was really hard to supervise. Recreation and Lands, Dick Harris, who's extraordinary, negotiated the purchase of the Watella State on Lake Tahoe, with the then famous attorney, F Lee Bailey. The Forest Service got about 12,000 acres with 11 miles of shoreline on

Lake Tahoe in that purchase. Harris set up an arrangement to trade BLM potential development lands adjacent to Las Vegas for private lands to add to the Toiyabe National Forest. Later when Nevada became the center of the Sagebrush Rebellion, Dick Harris talked the Nevada Delegation into sponsoring and passing legislation which allowed the Levere Redfield Estate to transfer 25,000 acres to the Toiyabe Forest in lieu of paying 30 million dollars in inheritance tax. Now when you get the political feel of the Sagebrush Rebellion at that time in Nevada and getting the Congressional Delegation to do that, it is more than remarkable. We consolidated ranger districts from 126 to 82, we didn't have enough money to keep the doors open on many ranger districts. We consolidated the Cache and the Wasatch National Forests as well as the Bridger and Teton National Forests. We completed multiple use plans for all the Forests and that had to be done over again to meet the new planning regulations. We conducted Rare I and Rare II studies. We undertook an organization development program from the ranger districts on through the RO which identified and helped solve the problems, management problems. Now time doesn't permit me to talk about the reclassification of the Idaho primitive area into the Frank Church River of No Return Wilderness, nor do I have time to discuss the management actions taken on the Middle Fork and the main Salmon River under the Wild and Scenic Rivers Classifications. I took a trip a couple of years ago down the Main Salmon River with my son and grandchildren. I was so pleased to see the way that River looks, it is just great.

Phosphate mining on the Caribou, gold mining in Nevada, and our geothermal development study at EIS for the Island Park area of the Targhee would also be worthy of discussion. I worked with hundreds of competent and dedicated people, many of them are here today. And I'm proud to have served with them. I thank them for all the good work that they did. I'm sure my allotted time has expired and I would be glad answer questions that you may have later on. Thanks a lot for inviting me here today.

**JEFF SIRMON** I want to thank Jack Troyer, organizing committee and Glenna and all those who had a hand in planning and getting things to this moment. I want to thank Vern, too, for taking a chance on me in 1974. You don't know how green I was. He didn't know how green I was. Choosing an inexperienced candidate for his first Deputy Region Forester for Resources, which was a new organizational structure at that time, which was imposed on every Region to come forward with a three deputy organization. I want to thank him too, for putting the training

wheels on me and guiding me through six years, not knowing whether or not I really had those training wheels, he was so gentle, but I knew they were gone when Vern left. They were gone when he retired in February 28, 1980.

I too would like to say that my career with the Forest Service has been most gratifying. I could not have chosen a more satisfying profession and a mission and an organization that fit my personal philosophy. And I was never in a job I didn't like and never wished for the day I would retire and I don't think anyone could ask more in life than that. When I first came in the Forest Service in 1958, right out of college, I was an engineering graduate, didn't know much about the Forest Service. One of my first mentors was a fellow named Bill Nichols. He was a Stake President in the state of Georgia. The Stake President for the LDS Church. That Stake covered the entire state. I said, "Bill what should I look for in a career in the Forest Service?" and he says, "Go to Ogden, Utah." It took me 15 years to get to Ogden, Utah by way of California, South Carolina, Alabama, Washington Office and Montana. When I got to move to Montana, before I moved here, as Vern says, President Nixon decided he was going to create 10 little "White Houses" throughout the United States and as soon as I got to Missoula they started talking about dismantling the Regional Office. And during that time I was offered a job to get out of Missoula before they closed the door. And that was to go to Region 6 and I declined I'll take my chances. Senator Mansfield has more power than the President, than President Nixon and as it turned out he did. He said, "Over my dead body will Missoula not be the Regional Office."

Vern covered many of the things that happened during our tenure here. I will claim the good things and in my senior moments I will recall the good events and claiming ownership of the good things and placing all the others on Vern's watch. I think I'll cover what happened in my period as Deputy Regional Forester and Regional Forester, in a little bit different light. Although I would like to say, if there wasn't one overriding problem during these eight years, it was the tremendous demand for energy minerals that was developed out of the energy crisis of the mid 70's. Not only that, but the hard rock minerals too. And these were demands that could not be programmed into your budget, as you well know. And so we constantly had to react to things that came over the transom in a very short period of time with pressure from both outside and within the administration. But, I'd like to talk a little bit about what was happening to the outfit that we probably didn't fully recognize what was happening to us. The world was

changing dramatically during those six or eight years. And the one thing, the first thing was that there was a great democratization of public policy and program debates. And this was triggered by the ruling of the Mineral King Case in California in the late 50's early 60's which said that anyone who could bring to a court a case that dealt with the possibility of environmental degradation. In other words, it gave standing to organizations that before that did not have standing in court they just could not even get in court, like this Sierra Club. This Sierra Club and others got standing which opened the door to the questioning of Forest Service decisions. And then this was followed by the crazy quilt of environmental legislation of the 60's and 70's that further opened the door to more democratic decision making overlaying with the rigid process of procedural requirements, that greatly detracted from the pattern of efficiency and timely decision making by land managers. And we balked at what we called unnecessary paperwork. And it brought on new uncertainties, major pieces of legislation that as we all know that Environmental Policy Act, National Forestry Management Act, Clean Water Act, Endangered Species Act, etc, etc, etc. And some of those we underestimated, like the Environmental Policy Act. The Forest Service was asked to comment on the potential impact of the Environmental Policy Act shortly after it was passed. And our report indicated that it would be a minor impact on the Forest Service, certainly not costing over \$150-\$200,00 a year. Boy, how far off we were. Anyway this democratization of decision making was taking place all around us and we didn't really know what was coming next or exactly how to handle it.

The second thing that was happening was the inability of the historic commodities stake holders to effectively engage the broader society in resolving the conflicting perspectives. Every entity of the historic uses wants to hang onto their piece of pie and make it bigger. Not wanting to understand the different sides and their position even in value laden issues. The various interests were unable or unwilling to frame their issues and engage each other out of court in ways that led to mutual satisfaction solutions. The commodity interest depended too much on their potential and their political power and the Forest Service to deliver their wants and desires. The emergence of the powerful and bureaucratic national environmental organizations found it in their interests to keep a high profile dispute going rather than to solve problems. Both sides seem to rather fight than to win.

The third thing, this light came on to me later on in my career is that the Forest Service culture prevented it from adjusting quick enough to these societal values and the way society was

going to fight them. We've had such a strong culture to build up over the preceding 50, 60 years. The "can do" attitude, the professional manager, the basis of science, basing our decisions on science, that we could make the best decisions served us well, extremely well. And that is what the American public was calling for in the early parts of our history. They wanted professional managers not only in the Forestry but other aspects of government, and we delivered in an extraordinary way. The Forest Service had been so successful for the first 60 years of its existence that a culture had been developed around the notions of "Expert Manager". The correctness of scientific forester that "we know best" and "can do" attitude and we could arrange choices on any issue, educate the public to the rightness of our choice and carry out the activities like we had done before. We were ill prepared, both scientifically and organizationally, to adequately respond to the complex public demands. We could not shift to a convener or facilitator role or to orchestrate the conflicting perspectives for which these value laden issues were based. We were not willing to let go of our decision making. Our culture regarding what constitutes leadership prevented us, as an organization, from this approach. We did not believe in the notion of leading from behind. We always wanted to be out front. And that's what made us great and we could not shift fast enough. And the other thing that was happening, and we, because of our culture, drew ourselves into this trap, our science was not adequate for the many challenges and our science wasn't adequate for what we promised. The broaden mission of managing for total ecosystem rather than for multiple use created gaps that our research hadn't prepared us for. For example: maintaining viable population that plants and animals required in our NFMA Regs. We could not answer the many questions about the amount of and effect on all these species and because of that our opponents would take us apart and we could not prevail in court. This led to demonizing Forest Service experts and discrediting, as our competent witnesses in court. The other thing that was going on, the other thing is a lack of national consensus on public land policies, needed to fit this new culture and this new environmental awareness. For many years the Forest Service was really deemed as one the most competent operators on the Washington scene, even a competent lobbyist in a very professional way. And when we needed things done we could form what was called an "Iron Triangle". Support with the agency support with a user group and support with a chief congressional committee. We could pretty much get what we wanted. Things are not like that in Washington now and they weren't that way during our tenure here. Many of our rules, regulations and laws were written

for a much different time and much different situation than existed in our tenure here. Those who benefited from keeping things the way they are fight those who want the processes and procedures to fit today's values. The Congress has been in gridlock for the past 30, 20 years or more and when they try to modify public land policy. Look to see what happened to Senator Craig just in the last 5 years when as he tried to craft a rewrite of the National Forest Management Act. No one side can mount enough support to advance direction that would help the current situation. And to a large degree that's still the situation we face today.

I enjoyed my tenure in Region 4, I did not realize while a lot of this was going on, what was happening to us. I moved from Region 4 to Region 6 right in the middle of the planning process, right in the middle of old growth spotted owl recovery, Mount St. Helens, what not. And I pleaded to my strategic thinkers that they and others to say to me "What is going on?", "What is happening?", "Why can't competent smart people get together and orchestrate these conflicting perspectives in a way that at least tells us the next step?". I took a lot of beatings in Region 6. I'd get calls from the timber industry saying when are you going to put a rod in your backbone? We're going to win this battle, when the blood starts flowing in the streets everybody will come to our side. All sides had the same position. Later on when we get into some other discussions, I would like to give you some insight on what was really occurring at that time. I really appreciate getting to see all my cohorts here, I've worked with people here all the last 20 years or more and I'm very pleased to get to see people I worked with at Region 4. Utah and Region 4 have be a very central part of our life and our career in the Forest Service. Thank you.

**STAN TIXIER** Well Jeff and Vern, you've given us a lot of insight as to what went before and as far as I'm concerned it all started when I got here, because I wasn't part of what you talked about except for I want to mention. The first exposure I had to this Region. I was Forest Supervisor in Arizona and my boss was Bill Hurst. Part of my training plan was to visit another region and Bill sent me up here to Region 4 in about 1970 or so to attend a management team meeting that you had Vern. I don't know if you remember me coming up here for that but that was a good look at this Region. It was a lot like Region 3 in that we didn't have much money. And as I think about the problem of not having much money, maybe you will agree and maybe you won't, but I think it's kind of a blessing. Because it causes the leadership of a Region, the

Rangers, the Forest Supervisors, people in the Regional Office to get efficient and not have so much money that they could waste it. And so it's not that bad of a situation in my mind.

My next exposure to this Region, I was Deputy Regional Forester in Region 9 in Milwaukee, working for Steve Urich, who incidentally had been Fire Director in this Region a few years before and it's kind of funny how those positions they just kind of weave around you. You meet people who have been places where you've been and that's the way the Forest Service always works. And there was a terrible aviation tragedy in this Region and a DC 3 crashed in Moose Creek. As a result of that, an Aviation Safety Review was mandated and I was a member of that team and we came up here and visited Region 1 and as well as Region 4 and looked into the problems of aviation safety and they were serious at that time. We had a good meeting with Vern and Jeff about the problems and by the time I got back here as Regional Forester in October '82 those problems were taken care of. You had it solved. Mostly it was attitude on the part of the people that were in the aviation program at that time and you got on top of that and solved those so R4 and our aviation program which we called Air 4 was one of the best run aviation programs in the Service.

When I came Jeff had been gone for six months and there had been acting Regional Foresters, Kent Mays, the Resource Deputy at the time and Bill McCrum was Administration Deputy and Griff Graffienius was the State and Private Deputy and they had alternated being Acting Regional Forester and it was really kind of awkward for those guys to try and keep things together and so when I came I wouldn't recommend having that long prolonged acting Regional Forester situation. Forest Planning was well underway and I guess one of the biggest challenges that we had to deal with was getting that Forest Planning completed and John Butt came in as the Planning Director and gave leadership that the people on the Forest were superb in getting the Forest Planning job done according to the regulations and with all the public involvement. One of the things I was so proud of is that we had very few appeals. We had no appeals at all on the Forest Plans in Utah and just a few in other Forests around the Region. We sailed through that in pretty good shape while other more complicated Regions, 5 & 6, were really struggling to get their plans done and certainly get through the appeal process. Part of that was the requirement or the objective to try to get the follow through on Rare II and get Wilderness designations and we were successful in getting Wilderness Acts implemented and passed through Congress for Utah and Wyoming and Nevada. We never did get it done in Idaho. It was one of those deals where

the Congressional Delegation just could not agree and they never have yet proposed and gotten through an Idaho Wilderness Act, unfortunately. But our recommendations came through very strongly in the final product. You mentioned the Frank Church River of No Return Wilderness. We tried our best to get that to be simply the River of No Return Wilderness and name something else in Idaho after Senator Church but they insisted it be a hyphen-type Wilderness.

I will just mention a few of the things that took place while I was here and I don't take very much credit any of these things it's simply these are a few things that occurred. I was fortunate and able to being able to visit and be on horseback on most of most of the visit Ranger District in the Region during the time I was here and horseback on most of them. That's the way to get out and see the land and I firmly believe that.

One of the things Vern mentioned the problems we had, the Forest Service had with the Standard Federal Regions and another problem that came along during the mid 80's was a couple of things. One of them was Asset Management where land was to be sold off in order to balance the budget, land that was odd pieces and unnecessary and that went by the wayside. All of these major threat like Standard Federal Regions and Asset Management. Then Interchange. They all seemed to float away then. When people called me later and were worried about this a idea of outsourcing as a threat to their careers, why my best advice was to hang tight it will go away too, like all these things do. But Interchange was a major program designed to make the Federal Government efficient and transfer parcels of land from the Forest Service to the Bureau of Land Management and a few going the other direction. And what was not understood well in the negotiation process there was that the National Forest System is a special kind of land and the BLM kind of took what was left over. I'm not knocking the BLM, that's a wonderful agency as well, but what I'm saying here is that it was always inappropriate to think of declassifying National Forest Land for other purposes. So, we made it through the Interchange and in fact the Toiyabe under Jim Nelson's leadership over there, actually gained acreage and that was kind of a surprise. Zane Smith was my counterpart in Region 5 and I think he was ready to take over the Toiyabe at least the California part of the Toiyabe, but that never happened either in that whole process. So I was pleased with that.

We had a lot of pack trips and float trips. We called it the Chief's float trip, although the Chief didn't come to two or three of them. But, I really believe that that was a way of getting people out on the ground and discussing problems and getting acquainted. We had people like

Assistant Secretaries of Agriculture come along, heads of major organizations, The Wildlife Society, The National Cattlemen's and those kinds of things all on a trip together and sitting around a campfire at night talking and discussing problems and getting acquainted with each other. A lot of those philosophical disagreements would be better understood and many cases melt away through those kinds of efforts and I think we ought to be doing more of those kinds of informal discussions with key people.

One of the things that was going on for years was coordination with Greater Yellowstone, the Forests and the Parks, the National Parks—Grand Teton, Yellowstone National Parks, were in need of coordination and I know that was done under your watch Vern, and it continued and intensified and we hired this young ranger off of the Shoshone to be our Coordinator. Jack Troyer did us a good job there and that coordination was important as was the effort to try to get recovery of the threatened Grizzly Bear. The Interagency Grizzly Bear Committee was formed largely through the efforts of Craig Rupp, who was the Regional Forester in Region 2. Craig had been assigned as the Forest Service representative on the Grizzly Bear Research Coordinating Committee and he came to the conclusion early that it was not a research problem, it was a management problem in terms of trying to get recovery of the bear. And so he worked with JB Hillman, the Associate Deputy Chief in National Forest System at the time and Tom Costin in Region 1, and the three of us got together and with Craig and plotted out a proposal to establish the Interagency Grizzly Bear Committee which would include representatives from the states involved Wyoming, Idaho and Montana as well as the Park Service and the Fish and Wildlife Service to really get down and address the problems of management where the bear was interacting with people and as a result the bear would lose because people had guns. And the grizzly bear recovery was put on the right track through those efforts and I credit Craig Rupp with the idea and with getting that started.

Vern mentioned the idea of getting the timber program straightened out and managed properly. I really believe that the fires in the Greater Yellowstone Area, the tragic fires in 1988, because of the Timber Program that was set in motion under your leadership Vern and especially on the Targhee we were able to demonstrate that proper Forest Management could overcome some of those terrible fire problems. The Park Service had not managed any timber in the parks and their interpretive program told people this is fine this is nature this is the way it goes and that's their management direction, but when the fires that burned from Forest to Park and back to

Forest and they left the Yellowstone after getting a heap of steam and came back onto the Targhee and it was thinned and it was properly managed and the fires laid down and they never got back on the Forest and therefore the community of West Yellowstone did not burn. If it had been sitting in the middle of the Park it would have burned I'm confident of that. It was difficult to make that point when we were trying to have good relationships with the Park Service but that was fact. The management of the National Forest adjacent to the Park was a good deal more compatible with proper fire management than the inferno that took place within the Park.

When I was Regional Forester here we had a lot of seems like we had a lot of disagreements with the Chief's office over various things and from time to time, I don't know if that still happens or not, but we established a kind of a get together where the Regional Foresters themselves would meet and discuss problems and take those directly to the Chief. I think that helped iron out a lot of problems. We had some good people in the other Regions that were working together to try and meet the total objective of the Forest Service.

I want to talk about the Total Quality Management. This was an effort that was instituted late in my tenure to try to recognize that the Forest Service objectives and our management philosophy should be that we provide a service and we don't own the land that we manage. We provide a service to the public who owns the land that we manage and the public, or the users, are our customers and that we should treat them as valued customers and recognize that our best opportunity to get public support is through the way we treat people. So our total quality management program or our effort was I believe institutionalized within the Region. Dave Blackner was our Director of that effort and I give him a lot of credit for that. So, I felt real good about what we were able to achieve in establishing this customer service attitude on the part of the employees and the people that work in Region 4.

As I close I want to just say that those people that work in this Region have always been tremendously dedicated people and I have the greatest respect for them. When I was a Ranger back in Region 3, this is the first job that I ever applied for, the job as Regional Forester. The system in the early days of course the early days is you were moved. You didn't apply for jobs, the leadership figured out where you belonged and moved you there. And the first job I ever had that I applied for was the Regional Forester job. I really believe that was that the old system wasn't all that bad. I think that if I had had my choice I would have probably stayed a Ranger throughout my career because that was the best job on the ground and I want to emphasize that

the work is done on the ground and that the money that we had, the precious little money we get to operate a Region like Region 4. Every effort I think should go toward getting that money to the ground to achieve on-the-ground objectives as delineated by those Forest plans. So it's been a pleasure to be a part of this organization and to be part of this distinguished panel and maybe we could have some questions as we move forward. Thank You.

**GRAY REYNOLDS** Well, welcome and thank you for the opportunity to be here today and I can tell I'm very thrilled to be in this theater where I used to watch movies once in awhile when we came from Jackson to visit my grandparents here. I remember what it is what a dismal mess it was there for about 10 years before the County took this building over and the money that was spent to repair this. It's very nice and a real pleasure for me to be here.

I want to talk a little bit about my background because I think it's a little different than anybody else up here. I was raised in the Forest Service, born in Burley, Idaho, was raised in Jackson, Wyoming as a Forest Ranger's son, and really learned in the early days what the importance of a District Ranger. As Stan was talking, this Region had a different culture than most of the Regions. Although Region 3 and Region 2 certainly and Region 1 had a grazing component. But, in Region 4, it was hard to do anything in any community without spending a certain amount of time with the grazing side of National Forest Management. Water was important, communities were dependent on the local economies and beginning in the 50's the timber industry started to change and they became more dependent on timber and recreation finally started to come in the 60's. But whenever I was in this Region if you didn't have a feeling for the importance of livestock management and your small ranchers and farmers, it was very difficult to deal with County Commissioners. To deal with local mayors and have an interchange about Forest Service programs if you couldn't understand where your permittees were coming from and where your local officials were because that's where most of the economy was based. So growing up in that environment I was very fortunate to graduate from Utah State and Floyd Iverson was Regional Forester here and to be chosen to go back to the Teton was quite a thrill. A forester going back to a place that you probably knew better than anybody else, cause I had spent my time out in the woods and so that was a real opportunity. But the point I'm trying to make is that later in the years the culture of this Region was different as many people have already said it was a hard working Region the people knew their jobs. The

biggest challenges you had was the evolving impacts on the National Forest for various programs and the change in politics. I believe early in this Region politics were pretty much state by state. Regional Foresters here, we mentioned Floyd Iverson, who did just a remarkable job and before that Ed Cliff was in this Region, and set a pattern to later to become Chief of spending time working individually with state legislatures in a manner that recognized the importance of those citizens out there, those users of the National Forest but the importance of healthy, sustainable Forests and Grasslands. And so when I was fortunate enough to be chosen to be Regional Forester and move here in February of 1990, it was an extreme pleasure and as usual they had a strong staff. Bob Joslin was here as Deputy of Resources and Claire Beasley was in the Administration side. Glenna Prevedel was so helpful to me in getting started and meeting the right people in the Regional Office again cause I had been gone for a period of time. But the programs were pretty well underway, but the thing that was affecting us as I came to the Region in Southern Idaho there was in about the sixth year of a major drought. We had serious vegetation problems, insect and disease was ravaging some of the forests. The Boise and the Payette were beginning to see signs of that. The Caribou was being hit, the Targhee had had their serious run and was beginning to see serious impacts in particularly in lodgepole pine and some of the fir. The Teton was starting to pick up problems.

So the challenge with the drought became fire again. We began to experience some tremendous fire activity on particularly the Boise and the Payette. I came from a strong background that it was important to get out and salvage the timber and do the restoration work as quickly as possible and some of those fires were getting into the sensitive soils on the South Fork of the Payette and on the main Salmon. Environmentally at that time every project was being appealed, which was a real change from just a few years earlier. It was very difficult for the Forest Supervisors to move their programs forward because of the appeals and hold ups, land management plans had a lot of problems dealing with various kinds of legislation that Jeff was mentioning, it didn't all tie together and basically it didn't respect the importance to the states and counties that were formed back when National Forest came in. The 25% Fund, the money that was to go to the counties for schools and roads as various revenues from the National Forests, went down. That money went down. Burgeoning populations were making real pressures on school systems and we had a lot of new road activity going on, lots of people wanting to get into the woods more and this is when our backcountry management was very

challenged. So, our program was adjusted as we went along to try to deal with the problems and try to stay in front of it and to deal with the press in a matter that we could get public understanding cause we were also losing some of the cultural history of this Region in that you had a lot of people moving in from California and other urban areas that were bringing a whole different set of values that didn't understand there was no history in their minds of what these National Forests were and they were willing to look at recreation and strongly support that and were also involved in the environmental issues and strongly against any resource harvesting, roading and any of those kinds of activities. So we were going through some real challenges.

In Nevada we had a lot of gold mining activity that had become very important around Elko. We realized that one of the issues we had to face was listing of the Goshawk. The impacts that the mining activity had on the Goshawk, I will always remember the hearing we held down in Elko, after I had signed off on the Goshawk as a sensitive listed species in Nevada. We went to Elko and I didn't see very many friends in the audience. It was the beginning of things that became worse down in Nevada over a period of time and yet quietly we had supporters, but they wanted to see us stand up and defend the reasons we were doing things and as a result of the hearing and a result of Jim Nelson's efforts down there and our Regional staff support I think we finally overcame the anger that was coming out of the mining industry. But, these issues were not just becoming now Region 4 issues they were exploding all over the country. You had an industry that developed in suing the Forest Service in filing lawsuits and judges that were not very friendly to the resources, to the legislation. They studied the various pieces of legislation and saw the conflicts and as Regional Forester at that time. It was difficult working with our Forest Supervisors, District Rangers and staff in trying to make sense out of this. Because, frankly, we haven't made sense out of it yet. I mean, there are problems. Congress has backed away from dealing with those issues and those are issues though that are everyday issues for people trying to manage our lands. And we began to see in this Region major retirements from people that have spent their careers in fire and range and soil and range and water and recreation and backcountry and as you began to replace them, there were very good people that were available but the backgrounds were different. And the cultural backgrounds that they brought to the Intermountain Region were different and we found that there was a real need to spend more time in training and as Stan so eloquently mentioned getting people out on the ground. My experience tells me that this is the biggest challenge the Forest Service faces today.

And your local communities were angry, angry at the Forest Service since we were the largest land owner and the fact that we couldn't seem to solve some of these problems. We were at spending a lot of time in court and not being very effective. And our people were frustrated and as they got frustrated you could see it spin off with county officials, mayors and other people that we dealt with and they said "What could we do?" So I made a major decision that we were going to make a Regional stand on salvage. We were going to go in and salvage material and get it into the mills and processing plants that was providing jobs. That was doing our job and doing an outstanding work in re-vegetation/fire rehab. The Region moved aggressively forward in that area and when I left I felt we had made a major step forward. I was proud of what the Forest Service in this Region was able to accomplish because we did get strong support and while I mentioned the Boise and Payette fires were by then affecting almost every Forest in this Region. But we met our targets, we exceeded our targets, on salvage which set the stage for probably the biggest battle the Forest Service got in, in just a couple years, because I went back as Deputy Chief and my first hearing was to a new Republican controlled House of Representatives and it was salvage. That became a piece of legislation finally that was signed finally by President Clinton and never supported. We really got ourselves into a tremendous situation with salvage and we lost the respect of the timber industry over that big time. But with the legislation the first year, every Region in the Forest Service exceeded targets that had been laid, and they only had from March until September. So you could see the agency was moving forward but it made it very difficult for Regional Foresters, Forest Supervisors, District Rangers to be able to understand why for the first time, I think, maybe in our history, we weren't getting the support we needed. We were the bad guy. There were very few hearing that we went to that the Forest Service wasn't cast as the bad guy. I think it was a result of a lot of that legislation that passed and of the opening the ability for democratic public involvement to take care and no way to sit down and carefully resolve those issues on a national basis in a legal forum.

So, my experience in this region, I thank God I was Regional Forester here and not a couple of the other Regions, because they really went through more problem than we did, but it was a work ethic. It was the employees here in this Region that made it possible for us to be successful. We also reinstated Regional activity reviews in this region which gave us the opportunity to sit down with not just the Forest Supervisor, but the Rangers and the staff, look at where the programs were, where changes need to be made and I know in period of about a year

and a half we made some real progress in trying to bring the Region's views, and the Forest's views, their program to work together and I hope it left a format that Jack was able to use, and Jack is even benefiting here today.

The last thing I'd like to say is that we also initiated the first discussions of delisting of the grizzly bear while I was Regional Forester. The numbers of grizzly bears had met the number requirements for delisting and Dave Jolley and I working together brought that issue to the grizzly bear/Yellowstone ecosystem group, management group and started the discussion. Now they are still having discussions on that but I believe that there is finally commitment to delisting of the grizzly and our problems were on the Teton National Forest. We were averaging over 35 cattle kills a summer in the Spread Creek Area on the Teton National Forest. What I fully expect to read in the newspaper one of these days is a grizzly is going to visit Jackson Hole Square on Saturday night. When that happens, the grizzly will be de-listed very quickly. Cause the way wolves are moving around up there it also had an affect on Wilderness use in Teton Wilderness. Numbers of people that want to go up there and feel comfortable going up there with the number of grizzlies have changed. And that is an issue that I know was on my screen that I didn't want to have happen but I believe that is happening in talking to some of the current outfitters.

It's a pleasure to be here today and I'll be happy to answer questions, I was fortunate to follow Regional Foresters that really had a program in place and with my background in the Region it was wonderful to be here for a period of time I was here. And thank you.

**JACK BLACKWELL** Well it's great to be back. Life is all about choices and setting goals for yourself and Stan I told you more than once my goal as Regional Forester in Region 4 was to beat your nine year record. But it didn't happen. Dale became Chief and after some lengthy discussions and late into the evening I woke up one morning and was going to Region 5. I went over there and I've done the best job that I can and I've learned that there's great people over there just like there are tremendous people over here and everybody is trying to do a job.

Well my time here was with most of you so maybe we can remember together some of the things that are on my list. The Snow Basin land exchange and getting ready for the Olympics, trying to keep that down at Ruth's level and having Ruth pick the lands for the exchange and having the local Ranger, Ruth, make the decisions was something we tried to do

but there were distractions and we would get involved and I think it all turned out just wonderful and a wonderful Olympics was held. Upper Columbia River Basin, the seven years I was here I think I went to meetings about that when Dale was Regional Forester. He delighted putting me on committees that worked for weeks on Columbia River Basin activities and then when I became Regional Forester, I went and sat on the board for that and it was an extreme exercise in frustration. Thank goodness that it didn't get rammed through at the end like the Administration tried to do, and we were able to resist. Simply too big an area to try and plan, too many states, too many stake holders, too many controversies. Some great information collected but too big an area to try and write a plan for.

The fires in Idaho were tremendous during my time here. You all remember the year that the Salmon, the town of Salmon was threatened and all of the stands to try and stop that big fire coming from out of the west right into town and the last stand on the last ridge and cutting that last 6 million feet of lodgepole, I think Steve Brink was in charge of that, and can't even remember how many dozer widths wide that line was that finally held and saved the town. The fires on the Middle Fork, and the bridge, and that tremendous windy event that moved during the fires. The Burgdorf Fire and the Presidential visit. A President in a fire camp. Who would have believed it, that you had to go through a metal detector to get into a fire camp. The Caribou/Targhee, combining them that was underway when Dale and I got here. And the Salmon/Challis and the Humbolt/Toiyabe those three consolidations occurred, all with degrees of difficulty. The poor town of Challis being felt they were promised the Headquarters for the Frank Church Wilderness and that didn't happen, lots of hard feelings in Challis about that. The Jarbidge Road, the court ordered mediation, my god I think I went to five formal mediated sessions in Elko. The Gloria Flora resignation over all of that. They were tough tense times. The human remains that were in our custody I am a member of an Indian tribe and high on my agenda was getting those human remains reburied. I set that as a goal when I got here and we almost got it done, but we didn't because there were some new remains discovered in our custody in southern Utah that were very complex. But Blackhawk, the great Ute Chief, his bones were returned to his family and buried in a dignified way and that was a good accomplishment. Who can forget Helen Chenoweth and all she put us through. And Jerry Reese, the tank traps on the Targhee. I'll never forget Helen opened that hearing, she said that "Not since World War II has the Federal Government portrayed battlefield tactics on its

citizens.” I looked over her staffer and he was just rolling his eyes, he didn’t know who had written that.

But the best memories here are of all of you, the great people everyone else has said this, but the tremendous work ethic of people in Region 4. People here just plain work hard and don’t complain. That’s different from everywhere else. You people are special and those that know you all remark about that. And the retirees. What a great retiree organization Region 4 has. The Ogden Group, the Boise Group, the Twin Falls Group - just tremendous that stay together and stay so close and have their regular meetings. Finally, I just think during my time here the number of people that have gone on to higher leadership positions in the Forest Service, like Jack Troyer, like Chris Pyron, like Tammy Hannon, like Jeannette Kaiser, Tom Harbour these are all SES people today that were here just when I was here and Bernie Weingardt, Mary Wagner and Pam Gardner, Dan Jerome and look at some of the Directors that stayed here but made national contributions just the last few years Steve Werner, Larry Larson, Barbie Rate, continuing to do so. Region 4 people have just done tremendous in helping this organization and I’m just very, very privileged to have been a part of it. Thank you.

**SALLY** I think you can see that the jobs that they’ve had as Regional Forester position is really challenging and I think underestimated job in terms of what it takes to do it, to do this position and I am just honored to be a part of this panel and with you all. I think the thing that you’re seeing with this panel as well is not only are they interesting people that have great stories but they’re just really down to earth people. And I’d just like to give another round of applause before we move on here, the whole panel.

**(NOTE:** A brief special PowerPoint presentation was shown featuring slides of the various past Regional Foresters—slides & music only—no narration).

Questions directed to panel members by moderator Sally Collins.

What do you think, what traits do you think are the most important traits for somebody to have as they’re going into a Regional Forester position? And all of you don’t have to answer it, just one or two of you interested in answering the question.

**VERN:** Have a thick hide and listen.

**STAN:** Surround yourself with good capable people and the Regional Forester, like any other line officer, is not the person who is an expert in everything but he has experts, he or she has experts to provide the guidance and advice on the decisions that you're going to make so surround yourself with good capable people and you'll succeed.

**GRAY:** Well, I'll tell you having a wife and family that are willing to read about what a knot head you are in the press and not believe it.

**JACK:** I'd add that have a bias for action and get things done, try to get things done.

**VERN:** I think that the most important attribute of a Regional Forester has to be his ability to develop a team. Get them involved and work toward a common objective, rather than their own particular interests and so team building is, I think, about the most important attribute a Regional Forester has to have.

**SALLY:** Excellent. I was struck by when I came in this morning Stan said, "I was in this same theater not too long ago and I was reading some of my cowboy poetry", which many of you, I don't know if you know, how famous he is for his cowboy poetry but he's very good at it and he rides horses and I was thinking about the Chief of the Forest Services as a Woodworker and I know many of you have your personal hobbies and personal interests and I guess the question following up on the last one is- How important are those kinds of thing, to your sanity and well being?

**VERN:** Well, during my time in Region 4 I hiked through most of the Wilderness areas. Two weeks every summer in the Bridger Wilderness and the Wind Rivers and weekend hikes here and there and so on. And some of the Rangers and Forest Supervisors were surprised to get a little note from me from way back in the backcountry that I saw this and I wonder if you'd mind taking care of it.

**JEFF:** I think it's extremely important to be able to back off from what's going on and kind of get on the balcony if you can and try to understand what's happened and also have a retreat. When I was in Region 6 I had to escape the pressure cookers there more than here in Region 4. I would go to the beach and get me some wine and cheese or something and spend a day or two or go hiking or biking and I still do a lot of hiking and biking and so it's absolutely necessary that you be able to withdraw, see what's going on, protect yourself and get a support, have some kind of support group you can turn to.

**STAN:** I'm sure several of you in this room are probably thinking about retirement and I want to guarantee you that there is life after retirement from the Forest Service. Sally mentioned that I do Cowboy poetry and you know people actually pay me to do that. It always amazes me when they write me a check for just standing up there and entertaining them. I guess they're entertained with my Cowboy Poetry. We, Jan and I raise fox trotting horses and we sometimes we sell them when they get old enough and well trained enough but the other thing I do, Vern I don't know about this backpacking but I just can't imagine going into the wilderness without a horse under ya. I still do that, there's an infamous organization of Forest Service Retirees known as the Old Bulls. We visit a wilderness or two every year, every summer, horseback with mules and packed in. Camps in the spring and fall as well, so we keep that going. I ski in the Winter, I skied once with Gray Reynolds and I tell you, you don't ski with Gray you ride the lift with him and then at the top of the hill he goes to the bottom and about a half an hour later he's waiting for me when I get down to the bottom. I've gotten old enough where I've got a free season pass at several areas in Utah, skiing is still good in the winter time as well.

**GRAY:** Well actually skiing was one of the great outlets I had. But I think for me it was I enjoy sports. Well, actually skiing was one of the great outlets I had. I thoroughly enjoyed it and still do.

Another good outlet for me was calling some of the folks around the Region on the weekends. I did this in order to touch base with some of the Forest Supervisors and others on issues that we just couldn't seem to get to during the week. We would start talking about the issue and then pretty soon we had moved on to other things. We used to have some pretty candid discussions. I think these discussions and other get-togethers that we had were really important, at least for me. Others did this for me when I was coming up in the organization and I really appreciated and valued it. This was also important from the standpoint that a number of the people in our organization today are in the SCS program and have not come up through the ranks and they really don't have an appreciation for what takes place out there on the ground. I think our discussions with these folks were helpful to them and to me. So, part of my time on weekends was spent talking to various people and sharing my ideas and listening to theirs. And I found I learned more than I ever shared but it gave you an opportunity to feel more of the organization because at least my feeling is the further you go the more tenuous your position is and the less support you feel everyday. And that's kind of frightening when you get into some of these big

battles because the agency needs to be professional and it needs to be able to put things forward and yet everybody needs to get away from it and I tried to balance that, skiing was one way and maybe I didn't stop to talk enough.

**JACK** Well for me it's the airplane. I've been able to use the airplane, a little for work a little bit. I haven't flown so much in California but last night I flew in here in my airplane and I landed right at dark and I parked out at Ogden right next to KW Aviation and friends I've made there and one of them gave me a ride down here to the hotel. This experience just mellows me out and relaxes me and its just one of the best things I could ever do, and so being able to fly a little bit for work is what keeps me going.

**VERN** I have a comment. Jack was talking about airplanes and landing at Ogden Field, we had a new Beach Baron and it was due for the 100 mile, 100 hour check up and it was given the once over here and my top staff and I were going to fly to Boise so we loaded onto the Beech Baron, you remember this Jeff, and we started down the runway, he tested it just like he should at the end of the runway any way we started down the runway and we were about to lift off and the left engine went puft puft puft puft. And he had enough strip left ahead of him he was able to stop it but if we had been airborne in one more minute we would have tipped onto the left wing there and done cartwheels. Anyway when they did the maintenance on it the 100 mile check up they forgot to put the triple charge tube back in there. So we flooded out.

**Audience question:** Where did Vern and Jeff get that gray hair? They didn't have that gray hair when I was there.

**JEFF** The job did it. It's that job at Region 4 that did it.

**SALLY** You know there are 100 different questions I would like to ask these folks. I really want to know what it was that Jeff had an epiphany about when you left here and went there and spent a lot of time reflecting. I don't think we're going to have time for that, there's lots of questions and we're going to have a lot of time with these folks after this. I just have one more cause I know we have a break coming up and then you all have been just great and very patient. I have one more question while you're all here. What is your favorite place on any National Forest in the country and why?

**VERN** Middle Fork Lakes up in the Bridger Wilderness. Camp just below Middle Fork Lake and you can hike to Rainbow Lake, Halls Lake, Middle Fork that's a gorgeous place.

**JEFF** I guess my favorite place Gallatin Forest, I was lucky enough about thirty years ago when the Big Sky Development was going in to nail down a small place there and going back to visit and spending a lot of time especially right after I retired and I've done a lot of hiking, long hikes in Grizzly Country. But the Spanish Peaks hold a special place for me, I like to hike those alone and just spend hours and hours up there watching the hawks, the birds, big game and the sheep.

**STAN:** It's a real tough question cause Region 4 is full of so many outstanding places from California to Wyoming and from southern Utah to Idaho it's a fantastic region and been to most of the wilderness, been horseback on most of the wilderness in the Region. And as far as favorite places I guess the Snow Basin Ski area would have to be my favorite place because and I shouldn't single out Snow Basin because all of the ski areas in this Region are outstanding and there's no place where more people have more fun in a smaller area using National Forest land in the ski areas we administer in this Region and other Regions of course. So I guess my favorite place to be is on those slopes up there just above my house.

**GRAY** I guess I would have to say the Jackson Hole Ski area. I had an opportunity to get to know Paul McAllister long before he developed that, in fact, I helped him find it, the area the mountain itself and was involved when I got out of college. I went to the Teton and the first winter I was involved in the development of the work snow range doing the avalanche impact study and that is one tremendous mountain. That's I guess my favorite place.

**JACK** Well, mine is the Boundary Waters Canoe Area of the Superior National Forest and that's because that's where I grew up and hunted and trapped and fished with my father, and my grandfather's in there and that's who I am and where I came from.

**SALLY** Well its clear to me that you all not only loved your career with the Forest Service but you love the National Forest and we're just honored that you were able to spend your time and share this day with us and I encourage everybody to ask them questions and to talk as we a go through the day and I think there may be just a few more comments to Stan.

**STAN** I just wanted to say one thing it's a shame that we're missing a member of this living Regional Foresters Group and when we talk about achievements I think one of my most proud achievement was looking over a roster when the Wasatch Cache National Forest was vacant as Supervisor when Art Carroll went to the Los Padres and I had no idea who most of those people were. But at the top of the list came out a young, wet behind the ears forester that was doing planning in Region 1 and we hired him to be the Supervisor of the Wasatch Cache and later he

was a Regional Forester here and now he's Chief of the Forest Service and I'm sorry he's not here today to be part of this panel.

**SALLY** I know, he's sorry too and thank you Stan.

**JEFF** I just want to add a Bosworth perspective here. I work for Dale's dad. I was really green when the Forest Service down in Region 8 in 1961 and Dale's dad, Irwin Bosworth, was Supervisor on the Lassen Forest he chose me sight unseen to be his Forest Engineer there was a bet on, I discovered later on as to whether I was going to be black or white. When I arrived on the Lassen Forest and by the time I left they still weren't sure. But I've know Dale and his family for well over 40 years. My wife taught Dale's little sister piano and Dale was just going off to college when we moved to. I had a tremendous mentor in Irwin Bosworth a real true green blooded Forest Service person.

**JACK** I got one fast Bosworth story from California. I got over there and went to the first retirees meeting, it was a luncheon and during the luncheon a guy came up to me and he said, "Bosworth, isn't that your Chief now?" I said, "Yep" he said, "I want to tell you my memories of those Bosworth kids. We were surveying the Ranger District Compound and those little buggers were out there pulling out our survey stakes. So he said "We got even, we got out the fire truck and we shot them all with the hoses."

**GRAY** Let me just mention, seems like Jeff and I have crossed paths many times since I first met Jeff but as I also worked with Dale's dad. I was on the Toiyabe. They were revising the Lake Tahoe Basin Management Plan which included the Toiyabe and the time I was Assistant Ranger but I was assigned to the job of rewriting that plan and his dad was the one that was responsible for the revision. Then I met Dale when he came back to Washington in Timber Management and Snow Basin. He and I sat down and talked about it, Snow Basin, cause I knew about it from skiing and about the decision he made and all that and never did I ever dream that we'd both stand at the bottom of the men's downhill at Snow Basin with all of the things that happened and be so proud to be for the Forest Service.

END