
An Interview with Pat Lynch

Carefree, Arizona

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[00:00:04] **JAMES WALL:** Could you tell me when and where you were born?

[00:00:07] **PAT LYNCH:** Okay. I was born June 28, 1939, in Coffeyville, Kansas. That's the southeast corner of the state.

[00:00:18] **JAMES WALL:** Coffeyville. Did you grow up in Coffeyville?

[00:00:23] **PAT LYNCH:** No, in about 1943, we packed everything up. I say "we"—my parents did—and a two-wheeled trailer and a 1937 Ford four-door and took off to Oregon. It was kind of an abrupt move because my folks had grown up in that area, but my dad had worked for Sinclair Refinery there in Coffeyville, and they had shut down. They said, "Well, there's is a refinery in Sinclair, Wyoming that you could go to if you want to." he said, "Well, no, I don't think so. My wife has an uncle out in Oregon. I think we'll just move out there."

[00:01:14] **PAT LYNCH:** So, that's what we did. Interestingly, her father, my grandfather, rode along with us, and he had a little suitcase about thirty inches long and eighteen inches high. He had all his earthly possessions in that, and we had the rest of our earthly possessions in the two-wheel trailer in the back. We got to Redmond, Oregon, and he said, "Why don't you just let me out here?" I remember this, here I was about four years old, and he said, "Yes, just pull over here and let me out here. I think I'll settle here." He got out with this little suitcase, and I never saw him again. That winter we got a telegram—that's the way they communicated in those days—it wasn't like, "You get on the phone, call somebody." My folks got a telegram, said he'd died, that he'd frozen to death in a sheep wagon, taking care of sheep on a sheep ranch there. Anyway, we made it to Oregon and started a life there.

[00:02:34] **JAMES WALL:** Kind of a modern day Oregon Trail that you made out there.

[00:02:38] **PAT LYNCH:** Right.

[00:02:38] **JAMES WALL:** A mix of "The Grapes of Wrath" coming from—

[00:02:41] **PAT LYNCH:** Yes. "Grapes of Wrath" would be a good way—

[00:02:43] **JAMES WALL:** —Kansas Dust Bowl country out to the coast.

[00:02:46] **PAT LYNCH:** Yes.

[00:02:48] **JAMES WALL:** Do you consider yourself a Kansan at heart or by birth, or an Oregonian?

[00:02:54] **PAT LYNCH:** I kind of do. I don't have a lot of remaining relatives back there, but I do have a number of them buried back there. In fact, that's probably where I'll be interned when my time comes. I do feel that connection, even though I didn't have a long duration there.

[00:03:17] **JAMES WALL:** What was your father's name?

[00:03:19] **PAT LYNCH:** Ben. Ben Spencer Lynch.

[00:03:22] **JAMES WALL:** And your mother?

[00:03:23] **PAT LYNCH:** Marguerite Mariah Lynch. Maiden name was Prather. She was born in Billings, Montana and grew up there, but she had migrated back to the little town of Wayside, Kansas, and that's where my mom and dad met in high school.

[00:03:41] **JAMES WALL:** My grandmother's name was Marguerite.

[00:03:44] **PAT LYNCH:** Was it?

[00:03:45] **JAMES WALL:** Yes.

[00:03:45] **PAT LYNCH:** Yes. It's an unusual name. You don't see it that often.

[00:03:48] **JAMES WALL:** Yes, I think it was of that era. She was born in 1908.

[00:03:52] **PAT LYNCH:** So was my mom.

[00:03:54] **JAMES WALL:** It was of that time. I know your brother was Denny, right?

[00:04:01] **PAT LYNCH:** Yes, Denny. Dennis. Dennis was his given name, but he always went by Denny. Dennis Lee Lynch, and he was two years older than me, and they used to dress us alike and I would just follow him

around. I was like a puppy dog following him around. Wherever he went, I went. Big brother, two years older.

[00:04:26] **JAMES WALL:** Yes, I know how that is. My brother is a year older than me. Did you have other siblings or was it you and Denny?

[00:04:34] **PAT LYNCH:** It was just us at that time. then five years after I was born, then my sister was born, and that was in Oregon. Her name was Linda. Linda Lou Lynch.

[00:04:52] **JAMES WALL:** Linda Lou. So, Oregon at the time, you grew up in forestry country, Region 6 at the time.

[00:04:59] **PAT LYNCH:** True. Yes. We first moved to Portland, and this was during World War II, and we lived initially in, as I recall—and I don't recall too vividly—but it was a barracks apartment. We lived there first in Portland, then we moved to a suburb of Portland. Then when I was about in the first grade, we moved up to—we always referred to it as "Mount Hood." We moved up to Mount Hood. There is the town of Mount Hood on the east side of Mount Hood, but we were on the west side, and we moved up to this little community, mountain community, Welches, and my mom taught school there. In fact, she was my third grade teacher, and she wasn't too kind to me either, really. She would spank my hands with a ruler like anybody else if I did something wrong, which seemed to happen too frequently.

[00:06:09] **PAT LYNCH:** My dad commuted to Portland, drove back and forth to Portland, which, as I think back on it, was quite a sacrifice in terms of his time and wear and tear. He wanted us to live in the mountains and grow up in this mountain community, which was a wonderful place to be. It was right next to the Mount Hood National Forest. As I grew up there, I joined the Boy Scouts and my brother, and I belonged to that. Then we had these other brothers about our same age, Dick and Kenny Meyer, and a few other boys were in our scout troop, and our scoutmaster was a Forest Service employee. So, we had access to guard stations and lookouts, and we would go on these hikes and camping trips with the scout leader, but also, we had pretty much free reign. Here we were kids, ten, twelve years old going off by ourselves, staying in a lookout. In fact, one time we were there and reported a fire from

the lookout. Here we were just kids and just take off and go. Yes, it was a wonderful place to live.

[00:07:59] **JAMES WALL:** I guess the Forest Service got a free fire tip from you. You crawled up into that lookout and were a part-time smokechaser for a day.

[00:08:09] **PAT LYNCH:** Yes. We saw the smoke and reported it, and we were pretty accurate as to its location. We knew the area very well.

[00:08:19] **JAMES WALL:** What was the reputation of the Forest Service in the Mount Hood area of Oregon?

[00:08:23] **PAT LYNCH:** Oh, my gosh. Fantastic. The ranger there at the time, his name was Jim Langdon, and he had been ranger there for a while. He was so highly respected in the community, and the Forest Service was a big player in the community. Logging was huge, and we had a lot of timber being hauled off. Sometimes the logs were so big that only one or two of them could be on a truck. It was old growth timber that was being cut and just huge Douglas fir. Logging was a major part of the economy there. Recreation, probably less so. The ranger was just really highly thought of, and I think for Jim Langdon probably it was more than him just being in the Forest Service. He was very much involved in the community. He just had a personality where people just thought the world of him. So, it was natural for me to think, "Wow, that's a pretty good outfit."

[00:09:44] **JAMES WALL:** Yes, that was the heyday of the Region 6 timber cutting operation. Probably the Willamette [National Forest, Blue River, Oregon] was probably the granddaddy timber forest. That area was very important.

[00:10:00] **PAT LYNCH:** Yes, the Willamette. I don't know at the time if the Willamette was cutting any more than the Mount Hood. I don't know how they hardly could have because they were going pretty much full bore. The Willamette has always been the "big daddy" in Region 6.

[00:10:16] **JAMES WALL:** Of course, this was pre-NEPA [National Environmental Policy Act].

[00:10:20] **PAT LYNCH:** Yes.

[00:10:21] **JAMES WALL:** That was what allowed a lot of that cutting to go on.

[00:10:24] **PAT LYNCH:** Absolutely, yes.

[00:10:26] **JAMES WALL:** When you were going to high school, did you know about forestry programs? Were you looking into getting into the [Forest] Service?

[00:10:39] **PAT LYNCH:** Yes. Well, again, interestingly, when I got to about the eighth grade, we moved back to Kansas, and then I went through high school in Kansas. My brother, who was a lot smarter than me, had skipped the fifth grade. He started in the fifth grade, but they immediately promoted him to the sixth grade while we were at Mount Hood. So, he was three years ahead of me, and he had decided that he wanted to go to take forestry—at the time, it was Colorado A&M in Fort Collins. Naturally, I followed him out there to go to school when it was time for me to go to college. He was about three years ahead of me. We roomed together in a basement apartment near the campus for my freshman year.

[00:11:44] **PAT LYNCH:** Initially, I thought I was going to be a petroleum geologist because my father worked in the oil fields and was an oil man. I had worked in the summers in high school , going out and working on wells that were being drilled and that sort of thing. I kind of liked that and I saw what geologists did . I thought I would be a petroleum geologist, but I went out and took one year of that at CSU. Actually, Colorado A&M changed names during the summer of 1957. I graduated from high school in 1957. Interestingly, he and I went back out to Oregon where we lived and worked for the Forest Service that summer.

[00:12:42] **PAT LYNCH:** At that time, he was very interested in being in forestry, and so he was ahead of me. I found out after my freshman year that they weren't really hiring. There was a lull in the oil drilling business, and I had a brother-in-law later that told me, "You know they're not going to be hiring any petroleum geologists. This is not a good field to go into." I went into forestry then at CSU and was glad I did.

[00:13:31] **JAMES WALL:** Yes. A lot of people have those forks in the road on their path, and that would have been a much different outfit to work for.

[00:13:42] **PAT LYNCH:** Oh yes.

[00:13:43] **JAMES WALL:** The oil industry, as much as it was booming, but different mission entirely.

[00:13:48] **PAT LYNCH:** Yes. Well, I'll tell you a bit about that summer that we went back out and worked on the Zigzag District [Mount Hood National Forest, Zigzag, Oregon], which was right next to where I had grown up. I was on a trail crew, and it was me and this guy—young lad Ernie, about my age, who was from Portland—slightly retarded, but just a real hard worker and real easy to get along with. He and me and this guy, Jim Rogan, who was the crew boss. I thought of him at the time as being an old timer. I would guess he was about forty-two at the time. We worked in the Bull Run Reservoir, which is the watershed for Portland, and it was closed to the public. They were so restrictive in the management of that reservoir. They didn't want anybody in there for fear that they would pollute the watershed, and it was a vast watershed.

[00:15:00] **PAT LYNCH:** They wanted these trails cleared in there for fire protection and to be able to maneuver around in there in case there were fires. We would clear these trails, and there would be logs in there, some of them five feet in diameter, that had fallen across the trail. We would have to make three cuts on those because if we made just two cuts, they were still too big for us to handle with bars and everything else. Jim Rogan, the trail crew boss, his job I soon learned was to point where Ernie and I were to make the cuts. That's about what he did, I don't remember. We had to use crosscut saws because they didn't want any power equipment in there. We had crosscut saws. Jim would say, "Boys, cut her right here, and cut her over here, and you probably have to cut out the middle in order for you to roll those pieces off the trail." That was an interesting summer, and we were on ten days and off four.

[00:16:21] **JAMES WALL:** The old ten-four.

[00:16:22] **PAT LYNCH:** Ten-four, yes.

[00:16:24] **JAMES WALL:** Now, that summer you had chosen, you were going down the forestry path. Did that solidify your resolve to get into the outfit?

[00:16:33] **PAT LYNCH:** Well, that was kind of interesting as well. I had applied for a job there, and my brother did too, because we said, "Well, we'll just go out there and work on the Zigzag District. We know some other guys like the Meyers Boys and others that'll be working there." We applied for the job, and I got out there on the first of June. My birthday was not until June 28, and I was seventeen years old. They said, "Well, we're glad you're here and all, but we can't pay you until June 28." I don't know that I'd never heard of a volunteer program before that time. Of course, they have a lot of volunteers now, but I guess I volunteered for the first month working on the crew. When I turned eighteen on June 28, then I started getting paid.

[00:17:37] **JAMES WALL:** Yes, I guess your other option was just to go all the way back across the country.

[00:17:40] **PAT LYNCH:** Yes, and it wasn't a huge thing, but I did need to make a little money to start college. That was right out of high school. Then we drove cross country back to Fort Collins and I enrolled in geology. It was really about my sophomore year that I switched to forestry. That experience for sure, and then also the fact that my brother was in forestry and I had grown up next to a forest, I had all that background that did naturally lead me in that direction.

[00:18:23] **JAMES WALL:** Take me through the rest of Colorado State. Back then it was Colorado A&M, now it's Colorado State, and a really famous forestry program. A lot of really good foresters came out of that school.

[00:18:38] **PAT LYNCH:** It was, at that time, always in the top three. Oregon State [University, Corvallis, Oregon] was good. Colorado State was good. I think the Yale School of Forestry [University, New Haven, Connecticut], too. I think those were maybe the top three at that time. I don't know where CSU now rates. There are a number of good forestry schools.

[00:19:07] **JAMES WALL:** Were there any professors or classes at CSU that you really enjoyed?

[00:19:15] **PAT LYNCH:** My degree was in Forest and Range Management, which was, it was a good major and certainly served me well later on when I went to work for the Forest Service, because I knew a little bit about both forestry and range management. I had really excellent professors in range management. My advisor was a professor of range management, Donald Hervey. Then there was a guy there, [Edwin] Mogren, and then Chuck Terwilliger. Chuck, coincidentally, was from this town of Encampment, Wyoming, which, many years later, I became the ranger there. Chuck had grown up on a ranch, and he usually had a little chew in his mouth. He had his cowboy hat on and his cowboy boots and he was the real deal. We had a lot of respect for him because he had been there, done that. I really liked those range management courses, but I liked the forestry courses as well.

[00:20:37] **JAMES WALL:** Range is a tricky one to start out in because you're dealing with a lot of permittees, but you also have to know vegetation. You have to know a big strata of things.

[00:20:54] **PAT LYNCH:** How ranches operate.

[00:20:56] **JAMES WALL:** How to talk to ranchers and things like that.

[00:20:59] **PAT LYNCH:** We had to take courses in judging and that sort of thing. We did know how to relate to ranchers and permittees. In fact, in one of the courses we wrote a ranch management plan which really outlined how a ranch operated for a full year with a cow/calf operation and permits and all of that. It was good preparation. I think that major, forest and range management, whether they still have that or not, is diverse enough that it's really a good preparation for a forester or a manager, particularly a district ranger.

[00:21:57] **JAMES WALL:** Now, was Zigzag the only seasonal that you had when you were going through school?

[00:22:01] **PAT LYNCH:** No. I went to forestry summer camp at Pingree Park, and that was in the summer of 1960, and I can't remember if it was a six or eight week program. That really used up a lot of my summer for

earning money to go back to school. I laid out and went to work for a former roommate of mine who was then employed down in Gunnison, Colorado. I went to work down there, and that was really a good time. I started towards the end of July and worked July, August, September, October, maybe into November. The weather was beginning to get bad down there on the Gunnison.

[00:23:07] **PAT LYNCH:** They gave me an old Army Jeep with a quarter-ton Army trailer,—no seat belts, no top or roll bars or anything. They took me out and they said, "We want you to do a timber sale out here, mark these trees." I set up my tent that they provided and used the marking axe—they have these at the museum, I'm sure. You would blaze the stump on the tree then you would blaze the bowl of the tree and then you would stamp it with "US" on the backside of the ax. It had "US." You would stamp it and then the logger would know which trees to cut. Prior to that system, in the early 1900s, they used nails. The forester—or probably the ranger in those early days, he might have an assistant—would go out and drive this nail in the base of the tree, and then the logger would come see that nail and know that was a tree to cut. Well, they soon found out that the loggers were pretty smart, so they would pull the nail out and put it in a tree they liked a little better. Anyway, they came up with this marking system, so I did that, and I built fences.

[00:24:48] **PAT LYNCH:** Then to answer your question about summer work: I worked into the fall and then went back to Kansas, and I married my high school sweetheart, Patty. That was in December, then we returned to CSU. The following two summers, I worked on the Poudre District of the Roosevelt National Forest [Fort Collins, Colorado], and I ran a crew. It's now called Arapaho and Roosevelt, but at that time, they hadn't combined, and it was the Roosevelt National Forest. I had the good fortune of working up on the Poudre District at the Buckhorn ranger Station, which wasn't too far from Pingree Park where I'd gone to forestry school summer camp. I had two different assistant rangers there that I worked for, Jack Cameron and Chuck Williams. Really great young guys. Jack had just gotten out of the Marines. Both of those guys were very inspirational for me. I thought, "Gee, I'd like to be like one of those guys." I worked there for two summers before I graduated.

[00:26:20] **JAMES WALL:** What was the year that you graduated?

[00:26:22] **PAT LYNCH:** I graduated in March 1963. Because I had laid out, and because I had gone a year in geology, it took me like five and a quarter years to graduate. I came real close to not graduating because there was this requirement of inorganic chemistry, which I managed to fail three times. My mother, who had been a teacher, couldn't believe that this same professor failed me three times. She wrote him a letter and accused him of being a poor teacher. She thought, "If you can't teach my son three different times to at least get a "D," then that means you're not a good professor. Fortunately, when I returned for my senior year, I went to my advisor and said, "I'm sorry, but I guess I'm going to have to change majors. I can't get through this required course." He said, "Well, you're quite lucky, Pat. We removed that as a requirement for foresters." I managed to graduate in March 1963.

[00:28:06] **JAMES WALL:** How did you get your first permanent job?

[00:28:12] **PAT LYNCH:** At that time, there was a guy there, Arlo Jackson, who I didn't know until recently, who had once been the Regional Personnel Officer in Region 2, but he was from Region 3. They were running short—they really needed foresters. You could pick wherever you wanted to go. He was from Region 3, and I would've ended up in Arizona or New Mexico had I gone with him. I said, "Well, most of my buddies were staying in Region 2 plus I wanted to stay in Region 2 also." I accepted a job as Assistant District Ranger on the Dillon [Ranger] District of the Arapaho National Forest. Boy, this was amazing here. That was the title: ADR—Assistant District Ranger—and that means you're a full-blown assistant, not just a junior forester. That district only had a ranger and assistant ranger and a part-time clerk.

[00:29:23] **PAT LYNCH:** That was at Dillon, Colorado. When the Arapaho interviewed me a little closer, they found out that I had to go into the Army in June, and here, this was March. I had March, April, May, June, and then I was going to have to leave and go into the Army. They said, "No, no, no, we can't put you out on that district. We need to put somebody that's going to be there for a longer period of time. We'll put you in the Supervisor's Office," which was in Golden, Colorado at the time. That was the headquarters at the time for the Arapaho. They assigned me there as a junior forester.

[00:30:07] **PAT LYNCH:** I had this wonderful advisor, his job was Lands Staff Officer, and he wrote up a training plan for me that was very comprehensive. At that time, the Forest Service—I don't know if they do it now or not, if they don't, they should—it was a very detailed plan as to what I, as a young employee should learn about how the Forest Service operates. They taught me how to write a memo, how the Forest Service writes memos, and how to use the Forest Service Manual and the Handbook. It was really good. During that time, I really learned a lot about Forest Service administration, and they did send me out on some field assignments over at Dillon. I went over to Dillon and worked with a landscape architect that was in the SO [Supervisor's Office], and we laid out campgrounds around the Dillon Reservoir. Interestingly, many years later, that landscape architect at Dillon became the district ranger, and I became his assistant. That was a few years after that.

[00:31:38] **PAT LYNCH:** I did that until I had to go in the Army in June, and I first went to Fort Sill, Oklahoma. I had gone through ROTC, so I was a Second Lieutenant in the artillery and went to Fort Sill, Oklahoma. I went through the officer basic course there, and then from there to Fort Hood, Texas. At Fort Hood, Texas, I was a Platoon Leader, Supply Officer, and then Battalion Adjutant. The Battalion Adjutant job was like a Major's job. I had a very bad, mean Battalion Commander, and every day as he came by my desk, he would find some reason to chew me out. I was working on ways to get out of that position, and I could sign for the Commander as Battalion Adjutant. So, they were looking for baseball players. I had played semi-pro baseball in Kansas my first summers there, and right out of high school. I got myself on the baseball team, but I still had to do the work for the Battalion Commander.

[00:33:12] **PAT LYNCH:** Then there was a request that came around. They were looking for a Fish and Wildlife Conservation Officer for the post. I nominated myself and signed for the Commander without his knowledge. I hand carried that through division headquarters and up to III Corps Headquarters and got that job as the Fish and Wildlife Conservation Officer. My last year, I wrote a five-year plan for the management of Fish and Wildlife on the post. I had prisoners that I could use in the field to plant food in duck ponds and do clearing and everything. That was a wonderful thing.

[00:34:06] **PAT LYNCH:** In between those two jobs, I went to Germany. Went to Germany on an assignment for a while. Then I got out of the Army on June 10, 1965, and returned to the Arapaho Forest because I had gotten a permanent appointment there before I had left to go in the Army, and I was assigned to the Idaho Springs [Ranger] District as a Junior Forester on that district.

[00:34:48] **JAMES WALL:** Did your Battalion Commander ever find out that you had signed his name?

[00:34:52] **PAT LYNCH:** Oh, yes. Of course, I knew he would because they sent orders down saying, "Okay, you're now assigned." Oh, and I had gone over to III Corps Headquarters, and my Battalion Commander was a Lieutenant Colonel, and the officer that was really looking for this Fish and Wildlife Conservation Officer was a [full] bird colonel. When I went over and interviewed with Colonel Archer, I said, "Colonel Archer, I have a bit of a problem. I have this Lieutenant Colonel Battalion Commander that is mean, and he isn't going to want me to take this job." He pointed to his eagles on his epaulet and said, "I'm a bird colonel and he's a lieutenant colonel, so I think you won't have any problem at all," which was the way it turned out. Of course, when those orders came down, Colonel Cuevas, who was the Battalion Commander, just chewed me out royally, but I knew it was the last one. I was pretty used to that by now. That was our last encounter and never saw him after that. I had a wonderful last year in the Army. Then I returned to the Army, moved me and my trailer house to Idaho Springs, Colorado, and that's where I started my full-time field professional career.

[00:36:30] **JAMES WALL:** Where did you go in Germany?

[00:36:33] **PAT LYNCH:** We flew into Kaiserslautern Airport [Germany], and we maneuvered around that area up towards the Iron Curtain area. It was a time; it was what they called "Operation Big Lift." They sent about 60,000 of us. They airlifted us all over there in about forty-eight hours. The thing was to prove to Russia that we could deploy to Europe quickly if necessary. We maneuvered around there, and I had some really fun experiences there too.

[00:37:14] **JAMES WALL:** Then all of a sudden, you're back on the Arapaho and a JF [Junior Forester] there.

[00:37:20] **PAT LYNCH:** Yes.

[00:37:22] **JAMES WALL:** Well, that's interesting though. If you hadn't had to go into the Army, you would've started as Assistant Ranger.

[00:37:28] **PAT LYNCH:** As Assistant District Ranger.

[00:37:30] **JAMES WALL:** As Assistant Ranger. And now you're starting as a JF. Was that kind of interesting?

[00:37:35] **PAT LYNCH:** Yes. Because on that district, the Idaho Springs District, there were three other foresters, all kinds of foresters, and we had our different responsibilities. They didn't really have a designated acting district ranger there. We had three professional foresters, one general district assistant, and a couple clerks, that was the staff there.

[00:38:11] **JAMES WALL:** Where do we go from there?

[00:38:16] **PAT LYNCH:** Where do I move from there?

[00:38:18] **JAMES WALL:** Yes, so you serve as the JF. How long until you moved to the next rung up the ladder? I assume they're doing all the JF things, making you do every single thing.

[00:38:28] **PAT LYNCH:** Yes.

[00:38:28] **JAMES WALL:** Yes.

[00:38:32] **PAT LYNCH:** That was an interesting early assignment. I had really two good rangers there while I was there. Neil Edstrom, who had moved from the Aspen [Ranger] District over there, reluctantly. In fact, he used to refer when he would meet with the Forest Supervisor instead of calling it Idaho Springs, he would call it "Idiot Springs." That didn't make the Forest Supervisor real happy. He was a good guy. Incidentally, I was kind of surprised at the forest parties. The Forest Supervisor was George Lafferty, and he and the rangers would have Indian leg wrestling contests on the floor of the cafe or wherever we

were at. This was quite entertaining after they'd had a few drinks, so they would get down on the floor and do this Indian leg wrestling.

[00:39:40] **PAT LYNCH:** Then the other ranger was Dick Serino. He and I were great friends, and unfortunately, he just died this past year. We had more fun—we were just great friends, but he was a good mentor as well. There are a couple of stories I'll tell you about real quickly there. As I was recalling my time there in preparation for this, I thought, "Well, what's a couple of funny things that happened there?" One of them was the game warden there, Bumps Turner—who is long deceased, so you don't have to bleep that out of this interview. He was trespassing cattle on the forest. He didn't have any base land, but he was the game warden. He didn't have any base property, he didn't have a ranch, but he would buy steers and then just turn them loose up on the forest. Well, we rounded those all up and impounded them, and he had to pay a fine. I can't remember what we did with these cattle if we auctioned them off or if somehow, he managed to get those back but then we had a fair amount of trespass there on that district.

[00:41:03] **PAT LYNCH:** There was another guy that had a horse that he would just turn loose on the forest, and we caught this horse and impounded it. This guy, I think he was an attorney, but I don't recall for sure, but he wrote President Lyndon Johnson and told him the problems he was having with the local district there with us catching his horse and copied us on the letter as if to intimidate us. Evidently, he knew Lyndon Johnson and he thought that Lyndon Johnson would intervene and cause us to release these horses to him, but we fined him as well. those are a couple memorable stories, but things like that happened. I moved from there. I was only there about two years. For some reason, the Forest Service moved me a lot. I often wondered if I was doing a good job or if they just didn't want me there anymore.

[00:42:10] **JAMES WALL:** You were probably doing a good job because they usually would shuffle you up.

[00:42:13] **PAT LYNCH:** Yes, I'd like to think I was doing a good job, but they did move me around ever so often. They moved me from there to Aspen on the White River National Forest [Colorado], and I moved there. My title there was Acting District Ranger, which, they didn't have too many of those positions. They would say "Assistant Ranger," but rarely was

the title "Acting District Ranger." That was a promotion to a GS-9 from my last position as a GS-7. My first ranger there was Dave Hafer. I arrived on the job, and he had just recently arrived on the job as a district ranger, and he said, "You must really be sharp. They only send really sharp people here," which included himself of course. He was a good ranger, and he was there a couple of years. I think the problem he had, and you may need to bleep this, but he thought that he could make some money by renting out his government house during Christmas time while he went on vacation. It wasn't too long after he proposed this to the administrative officer that he, strangely enough, got transferred someplace else.

[00:43:49] **PAT LYNCH:** Well, then the next ranger that came was John Burns, and he was a great guy, longtime friend. In fact, Dave Hafers is still a good friend of mine as well. John Burns was a good ranger. I was there from 1967 to 1971, and at that time, this was a big hippie time. Hippies were moving in, and they would set up these camps. They rarely had a tent, but they would have Visqueen plastic, and they would drape these over and make almost like a cocoon going through the forest. Several of them would live in them, some of them even with kids. Interestingly, there was this one up at Maroon Bell's Campground, or the Maroon Lake Campground out of Aspen, that was a beautiful place, beautiful campground. These guys were up there, and so John Burns and I went up and told them they were going to have to move because they had been there like fourteen days, and we went up there in the evening when you could catch them. We went up there and they were very belligerent. I remember this, there was a three-year-old kid riding on the shoulders of his dad, and that kid cussed us out like I'd never been cussed out before.

[00:45:30] **PAT LYNCH:** The guy that was head of this group, and they mostly were from California, most of them were young people, but this guy was like forty-five years old, and he professed to be Jesus Christ. He said that on the Fourth of July that he would reveal himself as Jesus Christ. So, I waited until the Fourth of July, when he and his group were in a city park down there, and I went down and wrote him a ticket for exceeding the camping limits up there. I thought, "Well, if he was Jesus, he probably could do something about this ticket." I'm a very religious guy, so I just got a lot of satisfaction out of writing him a ticket on that day. The hippies were just crazy. We had a grotto area on the

Roaring Fork River on the district, and there would be up there, fifty of them all nude in the grotto. The ranger said, "You go up there and write those folks a ticket." I and a summer employee went up there, Deon Luke was his name—real good friend of mine now. We went up there and started writing tickets because we had promulgated a regulation. The district ranger had said you can't be doing that stuff. We went up there, and then of course, once we got there, we kind of snuck up on them. Once we got there, they started putting their clothes on. Now, we knew the ones that were nude. We could write them tickets right away but asked for a show of hands of those that had been nude. They all raised their hands, so we wrote them tickets to.

[00:47:36] **PAT LYNCH:** That district was something else. They were just everywhere. That was really my favorite district. My favorite assignment was on that district. Then my job in the winter was a snow ranger. I skied five days a week, and there were four major ski areas there. In the summertime, another part of my job was to lay out ski trails, work with the ski areas and lay out ski trails. Snowmass Ski Area was just coming on board at that time. I worked with them, and it was a great time, just a really great district. I liked that district particularly, not only for the fact that the ranger gave me a lot of leeway to do my assignments, but the crews I had and the forest itself was spectacularly beautiful. It was a time when there was only one paved street through Aspen, and I had a sleigh, and I would take the family on a sleigh through town in the wintertime and that sort of thing. My youngest son, Mike, was born there. It was not only professionally but personally just an outstanding place to be. we still have friends there, lifelong friends that we made there that we see often. Yes.

[00:49:29] **JAMES WALL:** I wouldn't have guessed Aspen to be the place where all the hippies would be. I wouldn't think they would be able to afford it but that was back in the day.

[00:49:38] **PAT LYNCH:** Oh, well, they lived in the woods, and they would grow marijuana in the forest, divert creeks and stuff and grow marijuana. They were problematic. They really were. Sometimes pretty indignant when you were telling them, "You've been on the forest too long now, you just can't squat here on the forest."

[00:50:08] **JAMES WALL:** At that point, they weren't so "peace and love," huh?

[00:50:11] **PAT LYNCH:** Right. Yes.

[00:50:14] **JAMES WALL:** Where did you go from White River?

[00:50:17] **PAT LYNCH:** From there I transferred over to the Dillon District, and that was technically on the Arapaho National Forest, but that district was administered out of White River, and it probably should have been originally part of the White River. The White River administered that district, and that was a big district. The interstate was going through there. At the time I-70 was being built, the Eisenhower Tunnel was being built, and these ski areas were expanding. Copper Mountain was coming on board. Because of my skier experience, I was Snow Ranger there as well and laid out quite a few of the initial trails on Copper Mountain, some at Peak Eight on Breckenridge, and quite a few at Keystone because it was just coming on board too. Arapahoe Basin, being one of the oldest ski areas in Colorado, was already functioning and didn't need much. It wasn't doing any expanding. We did have avalanche control work to do there. I did a lot of avalanche control work in Aspen too, blasting avalanches .

[00:51:57] **PAT LYNCH:** That was an interesting district. My wife and I didn't like that so well. It was more of a transit community. There was so much construction , you really didn't have a sense of community there like you did in Aspen. I was there three years, and I had good rangers. Jim Hagemeyer, who was probably the second district ranger that was a landscape architect. Curiously—and I didn't know this until years later—there had been one on the Hot Sulphur Springs District of the Arapaho Forest in the 1950s. That's something the museum [National Museum of Forest Service History]—it's something I think they would find that interesting. So anyway, he was the GS-12, and they had made that district a GS-12. He was the first GS-12 Ranger there. I got a promotion as the GS-11 Assistant, and there weren't many GS-11 Assistants. Most of the elevens were rangers, but he was the perfect ranger for that job because with all that activity—transmission lines going through—new highways, ski areas, buildings—that's where landscape architects need to be. He was outstanding, and he was there for two years. Unfortunately, he had been a smokejumper and died just about a year ago from a lung issue that I think could have been connected with a lot of inhaling of smoke.

[00:53:51] **PAT LYNCH:** Then he was followed by Jim Blankenship, who is still living, about ninety-three years old, and good friend of mine. He was a good mentor as well. That was a great assignment. I liked that. I don't know if that had been my second most favorite assignment, because Aspen definitely was. An interesting little side story I'll tell you, which is kind of entertaining. One day I was pulling into a campground because I was in charge of recreation, and here was a lady there with an ax chopping on the outhouse door, just chopping frantically on the outhouse door. I ran up to her. I said, "What in the world are you doing?" She said, "My five-year-old son is inside, and he fell on down into the toilet, and he had locked the door, and I've got to get in here." I pried the door open and reached down into the vault and got this lad out, fortunately.

[00:55:12] **PAT LYNCH:** We used to have problems with toilets. They were cement vaults, but so many times they would crack and leak. He was on a pile that was fairly dry. He wasn't submerged in this stuff, but nevertheless, it was kind of a mess. I pulled him up immediately and gave him to his mother. When I left the campground, she was still at the faucet there at the campground washing her son off. I had a real good time summarizing this and embellished it a little bit too when I documented this occasion and sent this memo into the Regional Office. It's probably there still somewhere.

[00:56:10] **JAMES WALL:** You probably washed your hands pretty thoroughly after that too.

[00:56:12] **PAT LYNCH:** I did too. I think I beat him to the faucet first. Yes. We had hippies there too, so…

[00:56:24] **JAMES WALL:** Well, that was about the time when they were out just doing their thing.

[00:56:28] **PAT LYNCH:** Oh yes.

[00:56:30] **JAMES WALL:** Well, that's the first story that I've heard.

[00:56:34] **PAT LYNCH:** You haven't heard a story like that before?

[00:56:36] **JAMES WALL:** No, not the fishing a kid out of the toilet, but I guess it's all in a day's work on the National Forests.

[00:56:42] **PAT LYNCH:** Yes, right.

[00:56:44] **JAMES WALL:** Wow.

[00:56:44] **PAT LYNCH:** I just couldn't believe when I drove there, she was chopping on the door with an axe. I soon understood why she would be doing that.

[00:56:55] **JAMES WALL:** Kids do the darndest things.

[00:56:57] **PAT LYNCH:** Yes.

[00:56:58] **JAMES WALL:** Speaking of family, how was Patty dealing with all the moves and how are the kids doing with the Forest Service lifestyle?

[00:57:06] **PAT LYNCH:** Yes, thanks for asking that. Yes. I don't know any Forest Service wife in our era that didn't just roll with the punches. I never turned down a transfer, whether it was a lateral or a promotion. It was kind of hard to leave Aspen. We just really loved it there. It was a promotion, and those just don't come along all the time, and she would have preferred to stay there. I thought I should have been the next ranger in Aspen, but I was kind of young in my career there, so it didn't make too much sense for me to wait out a chance to be the ranger. She was really good with all the moves, and she was a stay-at-home mom, and I'm thankful for that because our two boys—the oldest, Tom, who was born when we were at Fort Hood, Texas, and then Mike was born at Aspen—are very successful, young guys. Young? Not so young now. Tom is a judge in Fort Collins, Colorado, and Mike now owns Western Heritage Company, which is a company I started, and I'll tell you about later. He is also Minority Leader of the House of Representatives in Colorado right now. I think their childhood and living in these small towns, being outdoors and seeing the life that I lived and having a mother that was home was instrumental in their turning out to be the good, successful men they are. Couldn't be prouder of them.

[00:59:28] **JAMES WALL:** Sounds like it worked out. You had said the Dillon Ranger District wasn't y'all's favorite?

[00:59:38] **PAT LYNCH:** Yes, it really wasn't. That district was mostly recreation. I wanted more resources. I wanted to manage timber and manage range, and the range load there and the timber load was pretty small. It was pretty much recreation. We used to say we joined the Forest Service to hunt, fish, trap and live in a cabin. It was far from that. At that time, during my job evaluations, I said, "I want to go to Montana, Wyoming, or Alaska. That's where I want to go. I want to get out of this urbanized setting."

[01:00:41] **PAT LYNCH:** I was there three years, and then I moved to Rifle, Colorado. They moved me to Rifle, Colorado, which is on the White River west of Glenwood Springs. I was somewhat familiar with that area because it wasn't so far. The SO was the same one in Glenwood Springs. It turned out that the Forest Supervisor there, Tom Evans, had also been my brother's Forest Supervisor when my brother was District Ranger on the Pike National Forest and Tom was the Forest Supervisor down there. He maybe selected me for that job somewhat because my brother had been such a good ranger for him.

[01:01:35] **PAT LYNCH:** It was a real good assignment. It was much less recreation, a pretty big range load, very little timber, but some recreation, pretty good sized range load. We were the smallest district, budget-wise, on the White River. The Dillon District that I'd come from was the largest. I remember I and the ranger would go to the annual planning meeting where they divvy up the money, and we would do such pranks as take a gunny sack with us into these planning meetings when we were on the Dillon District and say, "We came to get our share of the money." On the Rifle District, I had the smallest budget. I had the great pleasure of taking pride in the fact that I had the smallest district, but we got a lot of things done. We got a lot of things done. On that district, I wanted to get a Youth Conservation Corps program. I really wanted one, and they would divvy these up around the region, but I just wasn't able to get one.

[01:03:08] **PAT LYNCH:** I started my own camp, and I called it the "YEP Camp," Y-E-P, Youth Environmental Program. I got patches embroidered, and I got surplus shirts from—we used to have a warehouse in Denver that the Regional Office had. They would get all kinds of surplus stuff. They had these surplus khaki shirts . I went in and got all kinds of stuff.

Then I borrowed equipment from the National Guard, like a water wagon so I could haul water up to this camp of fifty kids. I borrowed tents, and I set this up. I say "I, and my staff," but I had very small staff up in the forest. It was really a great program.

[01:04:06] **PAT LYNCH:** We had this White River National Forest Association, probably one of the first National Forest Associations. Tom Evans, the Forest Supervisor, put this together. It was rather influential people in the area of the forest, private people who had an interest in the forest and the Forest Service, and it was a nonprofit. The oil shale industry was trying to get started in western Colorado at that time on my district. I went to these corporations, and I said, "You guys are going to be impacting us socially and several other ways. I think you should give us some money so that we can fund this youth program." I raised—this doesn't seem like much money now, but at the time, it was enough for me to launch this program—it was about six or seven thousand dollars. I got that, and I processed this money through the nonprofit, the White River National Forest Association. They donated it to that association, and then I could withdraw money there too.

[01:05:37] **PAT LYNCH:** I rented some vehicles from where the Forest Service rented vehicles, from a Chevy dealer in Denver, because I had to get several vehicles. Then I got these kids under a work program, but it wasn't YCC. I could work them during the day, but it was just a day program. They were supposed to go home at night. I had Indian kids from the Four Corners area, Ute Indians and Navajos. I had about fifty kids, and I had local kids as well. I had them in a camp, and I had them at night, but they weren't covered by insurance. I had known these insurance guys up in Aspen. I took some of this money and I took insurance out. I bought insurance on these kids for when they weren't on duty, and it cost me twenty-five cents a day for each kid.

[01:06:37] **PAT LYNCH:** You'll let me know when you get tired. Anyway, then I borrowed two cooks from Collbran, Colorado, and they had a Job Corps Center over there that taught cooks. Well, these cooks came over and these guys weren't that great, but they prepared all meals and everything. I had this thing going for six weeks in the summer, and it was a fun project. We did a lot of habitat improvement projects, but we also did such things—really, I worked kind of on the edge quite a lot in my career. I would read the manual very closely and get right up to the

edge of what was legal and not legal. I tried not to get into the not-legal area, but we did such things as—we painted the whole Rifle Rodeo Stadium. That has nothing to do with the National Forest, but it sure builds good will.

[01:07:48] **PAT LYNCH:** I had the supervisors, they were interns from CU [University of Colorado] that worked free, and they were juniors and seniors in college. I didn't use any Forest Service employees per se on these jobs. They were all volunteers; they weren't Forest Service employees. I did this program without costing the government anything. If I had been using Forest Service employees painting a town rodeo arena, I would have been over in that illegal part. Anyway, it was a very good program. I was only there about two years. Oh, let me tell you. Our program started July 1, that's when we got all those kids together. This manager of the camp that I had gotten was an intern. He was a junior at CU. He called me on the radio. I kept a radio by my bed at night down in Rifle just so if anything went wrong, I would be able to communicate. He had called me earlier on July 4, which was a holiday, and he said, "I want to take the kids into Rifle for the fireworks." I said, "No way." I said, "Don't do it because we're not organized well enough. We've got a lot more work to do before we really get this program running and smooth." About seven o'clock that evening, I got a call, and they had rolled a carryall with thirteen kids in it down the side of the road. They had run off the road and they had to take them to the hospital to be checked out. My insurance kicked in, paid for all that. None of them were seriously injured, but it was a terrible deal. I fired him the next day, of course, and I had to get a new director of the camp, but thankfully I had that insurance.

[01:10:19] **PAT LYNCH:** Then I left. I left by the end of the season. Well, this next ranger had to figure out where I had gathered all this equipment from, and I'd gathered it from all around the National Guard and the county and whoever I could find equipment. That's when I moved up to Encampment [Wyoming]. That was in 1975. I moved up there as District Ranger. I got a promotion to a GS-12 and moved to Encampment.

[01:10:59] **JAMES WALL:** That was your first district ranger posting? That was when you made district ranger?

[01:11:05] **PAT LYNCH:** No. Rifle, I was ranger there.

[01:11:07] **JAMES WALL:** Rifle was district ranger.

[01:11:08] **PAT LYNCH:** Yes, that was my first district. Then, fortunately, the Forest Supervisors stood behind me and the administrative officer on this whole thing. At the Regional Office, the fiscal agent went berserk when he heard about this wreck and all. I had written a memo to the Regional Office explaining exactly what I had in mind to do that summer with the summer camp. I said, "If you have any questions about this or any issues with this, please let me know." They never responded to it. When this guy—I can almost think of his name, probably best I don't—took issue with this, I pulled out this memo and said, "If you didn't think this was legal, you didn't think I should do it. You probably should have said something when I described it to you in that email." The Forest Supervisors stood by me 100 percent on that, as did the Administrative Officer. It was a very successful camp. The next ranger had to figure out what to do with all that stuff. It was so popular that they did that same program for the next three years. The next district rangers, they did that program.

[01:12:37] **PAT LYNCH:** I moved up to Encampment in the spring of 1975, and that was a GS-12 district, and there still wasn't a whole lot of GS-12 districts. I was really lucky to get it. This was a very resource-oriented district. We cut ten million board feet of timber a year, which, in Region 2 at that time was a pretty good timber load. we had about 10,000 sheep on allotments. We had a barometer watershed there. I don't know if you're familiar with those, but we did certain kinds of timber cutting within this watershed. Then we had measuring devices to measure the effects of our forest practices in there. There weren't a lot of those around the region, but I had one there, and that was good.

[01:13:53] **PAT LYNCH:** While I was there, I got an area designated as a wilderness, Huston Park Wilderness [Carbon County, Wyoming], which was named after pioneers there. I got to go to this ninety-year-old guy's house whose name was Aubrey Huston and tell him that we were naming this wilderness after his family. He died six months later. Anyway, that was an excellent district. I brought up some of my people, like my timber staff guy from Rifle. I transferred him up there. This guy that had been General District Assistant at Aspen, I brought him up. I

got both of these guys promotions and brought them up there to work on that district. My first timber staff officer there was Larry, and he was an excellent timber guy, and he had an assistant, Larry Lindner. They've both been here the last year or so. They came to this thing as well. They winter down here. Anyway, very good timber staff. They knew a lot more about timber than I did because I'd never had a big timber load anywhere, so I really relied on them.

[01:15:44] **PAT LYNCH:** Then Larry went up to the Bighorn National Forest for a couple of years. When I moved on to Alaska, he came back as the district ranger there. That was an excellent place. I got a fair amount of work done there with volunteers. I added on to the office there because we had a staff of about eight permanent professional employees, and in the summer we would have maybe fifty temporaries. I added an addition to the office there with volunteers, and it only cost me about $10,000 for materials. I also built a trail that connected with a really good trail that went up the Encampment River. I did that with volunteers as well.

[01:16:46] **PAT LYNCH:** Yes, that was a very well-balanced resource district, still is to this day, although they're not cutting and timber there like we did because timber cutting has been cut back everywhere. During that time also I was assigned to this program in the Regional Office which they called "Area Guides." That concept was to develop a plan that included three regions, Region 1, Region 4, and Region 2, and to be able to do land use planning across regional boundaries before it was within a region. In fact, today it still is because they never implemented this. They called in a ranger from South Dakota, Larry Trevey, and one from Colorado, Larry Larson, and myself from Wyoming. We were the three rangers involved, but there were about twenty staff people or professionals that worked on this plan for about seven months. I commuted from Encampment to Denver and that was about a three-and-a-half-hour commute. I would go down for the week; I would go down on Sunday night and then Friday night go back up to my district. I would meet with my assistant because they did not relieve us. They did not assign acting district rangers for some reason, and all three of us rangers were really mad about that. We said, "Well, how do we run the district and then work full time down here in the Regional Office?" I would go up and get with my ranger on Saturday, and my assistant, and would say, "Okay, what did you do last week? Here's what we want

to do next week." That was pretty stressful, and stressful on the family as well.

[01:19:00] **PAT LYNCH:** During that time, I had started a program. I was always doing these kinds of side things, trying to, with the community, build good will. I had started this program to do street signs for the town of Encampment, and I was using volunteers. They could use our shop, the city would buy the materials, but they would use our router and make street signs and route them and paint them because the town didn't have any decent street signs. I told my assistant, who should have been acting district manager, I said, "Okay, get a cooperative agreement so we legalize this because we can't be doing stuff for the city and not have it under a cooperative agreement." That didn't happen, and it got in the newspaper because the town was so proud of this. "Oh, the Forest Service is helping do these signs." At that time—I don't know if they still do it—the district was supposed to clip any article out of the newspaper that had to do with the Forest Service and send it into the Regional Office.

[01:20:11] **PAT LYNCH:** Well, this regional fiscal agent again saw that here the Forest Service was making street signs for the town of Encampment. Well, that created a big problem, so he contacted the Forest Supervisor and said there should be a cooperative agreement on that. Then the Forest Supervisor got a hold of me and said, "We need to have a conference." He said, "Well, we've got to write you a letter of reprimand over this thing because the Regional Office is—." He said, "We'll meet on neutral grounds, we'll meet on the next district down from you, on the Brush Creek District, and I and the administrative officer will come visit with you." I said, "Okay." We met down there in a trailer house on the neighboring district, and he said, "Now Pat, I've got this letter of reprimand that I'm going to have to give you." I said, "Well, tell me about that." He said, "Yes, the Regional Office is saying because you didn't have a cooperative agreement that we were going to have to give you this letter of reprimand." I said, "No, I don't think that's too good a deal."

[01:21:35] **PAT LYNCH:** I said, "I want to make an issue of this and I think I can make an issue of it in that I can prove that we should have been relieved from our duty as district ranger, at least there should have been an acting district ranger." I said, "If you want to give me that

letter, fine, but I'm going to appeal it all the way to Secretary of Agriculture." He said, "No, no." He said, "This will only be in your file for six months and then it'll be removed from your file. It's not going to be in there a long time." I said, "Well, it's up to you, but I am going to, I'll appeal it clear to the Secretary of Agriculture." He said, "Well, no, no, no, no, it is only going to be in there six months." I said, "Well, you know where I stand on this thing." So, he tore the letter up and threw it in the trash can and it never got in my file.

[01:22:44] **PAT LYNCH:** That was a good district. All of us rangers were so upset about that, that we all said, "We're getting out of this region." We ended that project in July or August, and those other two guys, they got out, found a new home someplace else. They got out of the region before me, but I found a job in Alaska, and I flew up there. My wife and I flew up there at our own expense just to check it out because I didn't want her moving up there if she wasn't going to be happy. We flew up there and met with the Regional Personnel Officer because my job was Regional Safety and Training Officer. We sort of interviewed him, and my wife, who was not too reserved when it comes to certain things, said he was just really a great guy. Frank Arnold, still one of my best friends and one of my favorite supervisors. She said, "Frank, is he going to be gone a lot? Because we just left Region 2, and he was gone for seven months, and I don't want him to be gone a lot." He said, "Well, Miss Patty"—that's what he always called her, "Miss Patty." "Well, Miss Patty, no, he will have to travel a little bit to go out the field because he's going to be the safety officer, and he has to go out and check on things." We accepted the job after being satisfied it'd be a fun place to be.

[01:24:40] **PAT LYNCH:** We moved up there in 1977 and there had been quite a few accidents. I replaced a guy there in his job, but in the region, there'd been quite a few accidents, some deaths. They said, "We got to do something about this and it's your job. The other guy didn't do it, so you've got to figure out how to stop these accidents." I came up with this idea of what I called a "JSA," Job Safety Analysis. What that involved was having a tailgate session for every field crew every morning, for not more than thirty minutes, but twenty to thirty minutes. You go through this form, and you analyze what you're going to be doing that day and what are all of the possible hazards that you might encounter? And if so, how are you going to mitigate any risk

there? We really cut the accidents back. That got incorporated into the manual, of course, the Region 10 Manual.

[01:26:10] **PAT LYNCH:** There was a new Washington Office Safety Officer, Trenton Crow. He had come from another agency and didn't know anything about the Forest Service. He had me come back to Washington, D.C. and help him with some stuff. I didn't know at the time, but after I had left the Forest Service, he made that a requirement of the Forest Service regionwide. Now, other government agencies, practically every federal agency has this JSA program. Incidentally, this should be one the Forest Service should get credit for establishing: the Job Hazard Analysis. Some of them have changed the name to JSA, Job Safety Analysis. Mine was a very simple form. Now it's very complex, far more than I ever imagined, probably far more than I think it should have ever evolved to. I feel that that was one of my major accomplishments, certainly for that region, but for the Forest Service as a whole.

[01:27:27] **PAT LYNCH:** That was a very good assignment. I never dreamed of being in a Regional Office. The only reason that I took that job to begin with is that in 1976, I belonged to the Forestry Society, and there was a presentation at a conference in Fort Collins. This guy Jerry Coutant, who was head of planning in Alaska, made a presentation about all the new national forests that were going to be formed in Alaska. They were going to take these public domain lands and make national forests out of them, at least that's what the Forest Service thought. They did detailed planning. They were going to do about eight new national forests in Alaska. My idea was, "Okay, I'll take that job in the Regional Office and get kind of a political base established there, know the regional Forester and staff people, and then I could pick out a district to go to." That's all I wanted to do was go to a district in Alaska.

[01:28:58] **PAT LYNCH:** Interestingly, between the time that I accepted that job and then moved up there, which was only a couple months, Congress decided that there would not be new national forests in Alaska. They would expand the Tongass [National Forest, Juneau, Alaska] quite a little bit and the Chugach [National Forest, Seward, Alaska] a little bit, but they gave the rest of these lands to the Fish and Wildlife Service, to native Indian corporations, and they divided in national parks. The Forest Service didn't get those. The Tongass is the largest national

forest, and the Chugach is the next largest. We would've had a tremendous National Forest System in Alaska had that gone through. I was disappointed in that, and I never wanted to be in a Regional Office, and I didn't want to be strapped to a desk. I'd had the experience as a district ranger, knowing that's the best job in the Forest Service. I think any former district ranger will tell you that the best job was the district ranger because that's where the work got done and that's where you had the most autonomy. You could just get things done.

[01:30:22] **PAT LYNCH:** I had started, while I was there in Encampment, this company called Western Heritage Company. When I first started in Encampment, I tried to copyright the Forest Service belt buckle, the one that you see all the time now—"US" and the tree, I designed that. I sent the design to the copyright office in Washington, D.C. to copyright it. They called the Office of General Counsel about this ranger in Wyoming that was using "US" and a part of the Forest Service Shield. OGC called the Chief and staff and said, "There's this guy that's doing this." I had already sent the Chief and most of the staff belt buckles, and so they had these belt buckles. They called this meeting and this OGC lawyer went over. The only reason I know this story is because Elmer Moyer, who had been my very favorite administrative officer on the White River, had in the meantime gone to the Washington Office, and he was in charge of uniforms. He was present at this meeting with the Chief and staff when this OGC lawyer came in. I had given Elmer a belt buckle too when he had left to go to the Washington Office, not anticipating that this would all come to a head. He related this story to me.

[01:32:15] **PAT LYNCH:** So, they're all sitting there, and this OGC lawyer is saying, "Well, there's this guy that started using part of your logo, part of your shield, and making belt buckles out of them, and so what do you think we should do?" They looked down at their belt buckles and said, "We're thinking we should adopt this as the official uniform belt buckle." That kind of quieted things down for a little bit. Well, this guy, Chad Shields, who was some high level administrative officer in the Washington Office, said he wrote an email to Don Wilson, the Regional Personnel Officer in Denver. It was very brief. I still have a copy of it someplace that said, "You've got to stop that ranger in Wyoming from"—I also did key chains—"making belt buckles and key chains using that shield." I wasn't really using the shield, but anyway, he

called me in, Don Wilson, one Friday before I returned to Encampment. He said, "Pat, you're a really good employee. We really like you a lot, and so you are going to have to stop this."

[01:33:55] **PAT LYNCH:** I went home. This was a time when women's rights—women in the Forest Service needed to be recognized as capable and everything of doing things. I go home and told my wife, I said, "Pat, you've got to take this over." I go back down on Monday, and I see Don Wilson. I said, "Don, I got this all taken care of." He said, "Oh, good, Pat." He said, "I'm glad, so you're just going to quit doing that, huh?" I said, "Well, yes, I'm going to quit. I turned this all over to my wife and it's her business now." He just paused, and he said, "I don't think that's what Chet Shields had in mind." Anyway, that solved that issue.

[01:34:47] **PAT LYNCH:** While I was in Denver, I went to the Denver Public Law Library, and I found out the Forest Service had never protected the shield. They had protected Woodsy the Owl and Smokey Bear, so you couldn't reproduce those. When Gifford Pinchot decided in 1905 that the shield should be the shield that it is today after having a contest among employees. They never did anything about it. I learned that it said, according to *Black's Law Dictionary*, that you've got to "prescribe" it. *Black's Law Dictionary* goes into what you do when you prescribe something. You've got to publish it in the Federal Register and then codify it, and then it becomes law. The Forest Service had never done this. So, this OGC lawyer was calling me and saying, "You've got to stop doing this." I said, "By the way, I'm working." He would call me when I was working in Denver. I said, "What do you mean I've got to stop doing it?" he said, "Well, you can't reproduce a portion of the shield." I said, "Have you actually read US Code 701?" I said, "You should probably look that up because the Forest Service has never prescribed and protected this." He said, "Oh, that may be your best defense." So, I went and got an attorney in Denver, had that attorney, and I paid him to call the OGC lawyer. I never heard from that guy again.

[01:36:44] **PAT LYNCH:** Then when I was in Alaska, a guy came from the Washington Office. I knew he was coming because my informer, Elmer Moyer, in the Washington Office said, "Well, this guy is going to come up. He's going to talk to you. It's been published in the Federal Register now and they're protecting it." He says, "If you want to comment on it, you can." I said, "No, I don't want to comment. I'm going to lay low."

This guy shows up to my desk and he said, "Are you Pat Lynch?" I said, "Yes." He was a very nice guy. He said, "Well, you can't do that. We promulgated a regulation and now you can't do that anymore." I said, "Well, I think I'm grandfathered in on this thing. I don't think you can make me get a permit or anything." I was just pulling his leg because I had in mind to do all these other things, put the shield on everything: desk accessories, hats, all kinds of stuff. He said, "No, no, really?" Finally, I said, "No, I'm just kidding." I said, "I'll sign up for a permit." I got Permit No. 1, and I had to have all of this conflict approved by the Regional Forester, who wrote a memo and said, "I don't see a conflict here. Everything is okay. His wife is doing it." I like to tell that story because it has not been well documented. I need to tell the story of Western Heritage, how it started.

[01:38:23] **JAMES WALL:** That's interesting. Well, I think it's rich anyway, because as far as Dave Stack has told me, the original Forest Service Shield was basically a knockoff of the Union Pacific [Railroad] logo anyway.

[01:38:35] **PAT LYNCH:** It was.

[01:38:37] **JAMES WALL:** It's not like it was ever a huge original idea.

[01:38:40] **PAT LYNCH:** There are a couple different stories, but one of them is that they were in the train depot in Missoula. They had the contest and Gifford didn't like anything that was submitted. They had all kinds of oak leaves and all kinds of stuff, and he didn't like that. These two guys pulled out the Union Pacific [logo]—you've heard this story—put a cigarette paper over it, and one guy drew the shield and then the other guy, on the cigarette paper, put the "US" and the tree on it. It's very interesting that they had never protected that until they found some outlaw like me that was going to use it.

[01:39:23] **JAMES WALL:** Western Heritage was incorporated under Patty, and that became kind of the basis of the apparel you made?

[01:39:34] **PAT LYNCH:** Yes. Well, they had uniforms and apparel and everything, but there used to be just a regular leather belt and buckle, just kind of a mundane buckle. We serial number all those. My son took over the company about fifteen years ago, but I consider myself

kind of the ambassador for Western Heritage Company. And they're up to a serial number of about 65,000, because they serial number every buckle. I always insisted that we serial number them. Well, that's the official [buckle]. We have done over 500 different designs just for the Forest Service, because you have hotshot crews, you have regions, you have districts, you have forests. You have hotshot crews. You've got smokejumpers. Every smokejumper crew wants to have their own buckle, and every hotshot crew. I think we're still making new designs almost every week.

[01:40:54] **JAMES WALL:** That's interesting that you had that opportunity.

[01:40:55] **PAT LYNCH:** Yes. Well, I got sidelined there. Anyway, it was clear that Western Heritage was growing, and I was making these buckles in a rental, like where you rent to park your car, one of those rental units in Juneau, polishing these buckles. I had one light socket, and I had all these tools running from that, and if I turned more than one on, I would break the circuits. It just got to be too much, and we had to decide, "Is it going to be the Forest Service or is it going to be Western Heritage?" By that time, I had done my district ranger thing, and there was not a chance that they were going to form new districts up there. They kind of roasted me at a party when I was leaving. I had a sport coat on and everything, and a lot of these guys had come up to me and they would say, "Hey, you only have thirteen more years, and you can retire from the Forest Service." I said, "Yes, but thirteen years is a long time." They said, "But what are you going to do? How are you going to make a living? Do you think you can make it off these belt buckles?" I said, "Well, if that doesn't work, I'll dig ditches or something." They were seriously concerned about that. They all roasted me there at that luncheon. So, I get up to say my part, and I say, "It sure has been good working here. I like all you guys. I like the Forest Service. It's hard for me to leave." Then I open my jacket up and I have it completely lined with belt buckles and the jacket weighed about thirty pounds. I had the inside all lined with belts. I said, "By the way, anybody want to buy a belt buckle?"

[01:42:54] **PAT LYNCH:** Then I went down to camp and was doing this, and I got a call about six months later from the Regional Personnel Officer in Alaska. He said, "Pat, would you come back up and be the district ranger in Juneau? We've got an opening for you, and we would really

like for you to come back and be the district ranger." I said, "I hope to come back to the Forest Service sometime, but I want the full benefit of being on the outside of the Forest Service and really seeing what other people think of the Forest Service. Then when I come back, I'll be able to relate to the public even better." I said, "No, I don't think I will."

[01:43:38] **PAT LYNCH:** About ten years later, the district ranger job in Aspen opened up, and I always thought when I was in the Forest Service, I wanted to go back and be the district ranger. I put my name in for that, and there were like seventy applicants for that district ranger job, and they narrowed it down. They had management team meetings, and of course I knew a lot of the guys on that forest. Well, they narrowed it down to three guys. I was one of three candidates for that job. Boy, then my stomach started rolling over because I thought, "What am I going to do with Western Heritage Company? I am really liking this. I like the freedom of this, and I like the mission of Western Heritage Company." Because the mission—I told the Regional Forester when I left Alaska—I said, "I think I can do more for the Forest Service with this company in terms of building esprit de corps and pride." I said, "I think I can do more for the Forest Service outside with this than I can on the inside." I genuinely felt that all the time I had Western Heritage Company because I would get calls from Regional Foresters and people all over the company. "Thank you, Pat." I would get letters. "Thank you, Pat, for what you're doing with Western Heritage Company."

[01:45:03] **PAT LYNCH:** So anyway, it got down to three of us, and about two weeks went by and then the Forest Supervisor—gee, I'm trying to think of his name now, I thought I'd never forget it—called me, said, "Pat, we selected you to be the district ranger there." When it got to seventy and before it got down to three, I had called him and said, "You better take my name off because I just am not able to deal with this emotionally and business wise." Well, I thought about it for a week and then believe it or not, I called him and said, "Put my name back in the pot." So, he did. He should have told me to go straight to, you know. He put my name back in the pot, and then sure enough, they called me and said, "You got the job." Then I had to say, "I just can't do it." That was my swan song. Goodbye, Forest Service.

[01:46:12] **PAT LYNCH:** In many ways, I never left the Forest Service because we would take our Western Heritage pony and dog show to conferences

and regional meetings , set up our booth and we would be invited to these things. I knew Regional Foresters all over the country. I knew all the Regional Foresters at the time, and I don't know them now, but I knew the Chiefs as well. I've known all the Chiefs since John McGuire and Ed Cliff, clear back there. I knew all the Chiefs. I just had occasion to meet him, and they were very kind and complimentary of what we were doing with Western.

[01:47:07] **PAT LYNCH:** Maybe to sum it up, I had the best of all worlds. I had the Forest Service for half a career, and then I had Western Heritage Company for thirty years, and I'm still connected to both of them. My son is doing a real good job at Western Heritage Company. He loves the Forest Service too. Western Heritage Company is still the best customer for western heritage, although he does things for corporations and practically all the federal land management agencies we make stuff for. I have the connection through Western Heritage Company and then still to the Forest Service. I probably came to know more people in the Forest Service by having Western Heritage than if I had stayed with the Forest Service. So, it's been a good run.

[01:48:14] **JAMES WALL:** Yes. How long from the moment you got the job offer for the Aspen District Ranger—

[01:48:21] **PAT LYNCH:** At Aspen.

[01:48:21] **JAMES WALL:** —and the moment you turned it down; how much time did you agonize over that? Or had you already decided?

[01:48:27] **PAT LYNCH:** No, I agonized another week. It was the worst week I think I ever had. Western Heritage Company had value if I was to sell it. But then you don't just sell a company like that in a couple months or something, which is when they would have wanted me to come to work. I actually had a couple different Forest Service people ask me at different times if they could buy the company. I won't mention their names. They were both working for the Forest Service at the time and would have left the Forest Service to buy the company. At that time, I had no intention of selling it. It was gut wrenching because I just couldn't walk away from Western Heritage Company and the mission of Western Heritage Company.

[01:49:30] **PAT LYNCH:** I knew too that the Forest Service had changed a lot. NEPA [National Environmental Protection Agency] was something that I didn't have to deal a whole lot with in my career in the Forest Service, because see, NEPA was in 1970, 1969, wasn't it? It took the Forest Service quite a while, a few years, to figure out how to comply with NEPA. Even though it got passed, we weren't doing much with NEPA for the first few years. I got involved in doing some EISs [Environmental Impact Surveys], but it wasn't my cup of tea. I could see the Forest Service going more towards that direction, and I didn't like that part of it. That helped me make the decision that I didn't want to be a forest ranger again, a district ranger. It just wasn't what it had been. I am grateful for all the decisions I made career-wise in the Forest Service and also with private business. One thing I really don't want to miss: it's too bad my brother wasn't ever able to do one of these interviews because if I ever had a forestry question, a technical forestry question, I could ask him. He knew all those answers. He was the best professional forester that I ever knew.

[01:51:27] **JAMES WALL:** Yes, tell me about him. You said he was a district ranger. Tell me a little bit about him. How did he make his way to Colorado State?

[01:51:35] **PAT LYNCH:** Yes, okay. I'm glad you asked that because he graduated from Colorado State, probably would've been about 1958 or 1959, about 1959. He took a job out on the Dufur District of the Mount Hood National Forest as a Forester out there and he did real good on that job. Then he wanted to get back to Colorado. He was there about three years, and then he came back to Colorado to work in the Forest Supervisor's Office there as a Lands Forester. He was excellent in lands. He did a lot of land exchanges for the Forest Service. The Forest Service saw him as an outstanding employee, and they moved him to the Pikes Peak District [Pueblo, Colorado] as a district ranger down there on the Pikes Peak District. He was ranger there about three years, and that's just when the Forest Service was beginning to do land use planning. He was expert in land use planning and developed land use planning for the Pike National Forest. He was so good that the State Forest Service wanted him to do an intergovernmental transfer. The State Forest Service asked him to come up to Fort Collins and work for them to help them with their land use planning. The idea was he would help them with that and then go back to the Forest Service.

[01:53:28] **PAT LYNCH:** Well, he did that and developed, published some land use planning documents. While he was there, he was within six months of finishing his doctorate degree, so he was doing that on the side. He was six months short of doing that when the Regional Forester called him and said, "We want to move you." I think it was to some forest as Deputy Forest Supervisor. He said, "I've just got six months to go, and then I'll have my doctorate, and that's what I want to do, and then I'll move, then I'll do it." They said, "No, no, either do it now or you're done." He said, "Okay, then I'm done." He went ahead and got his doctorate degree, and then he became professor of forestry. The gal that was singing here today, she was one of his students. He's got students all over the Forest Service, and he was selected as outstanding professor at CSU more than once because he would have a class of 125 kids and by midterm, he would know all their names, and he would call by name. "George, what do you think of that? Sitting up there?"

[01:55:00] **PAT LYNCH:** I went to one of his classes one time way after I was out of college just to see him. I wanted to see him teach. I thought, "Man, I'm sure glad I never had him as a professor," because I didn't want any professor to call me out in the audience. But he did it in a kind way. He really wanted to know them and know their name. He started a group, they're called Christian Foresters Fellowship, which I think still goes today. He discipled kids that still think the world of him. He passed away, my brother did, a little over two years ago now. He did that for twenty years. Then the Forest Service wanted him to come back. He came back and worked out of the Regional Office and did some work out of State and Private Forestry. His idea was to do that for three years, and then he would have his high three and then he could retire. He did that, but then three years ended, and he was wanting to quit, and they said, "No, would you stay longer?" He stayed a couple more years, but he is well known in the Forest Service because he has so many students. Andy Mason was one of his students, and Tom Thompson knew him well. Yes, he was just outstanding. I wish he could have been interviewed.

[01:56:47] **JAMES WALL:** Yes, well, that's why we're doing all these.

[01:56:49] **PAT LYNCH:** Yes.

[01:56:50] **JAMES WALL:** So, now you're on the board with the Forest Service, the National Museum of Forest Service History. Obviously, you care about the history of the outfit.

[01:56:57] **PAT LYNCH:** Yes.

[01:56:59] **JAMES WALL:** How did you get involved with the museum?

[01:57:01] **PAT LYNCH:** The history [museum]?

[01:57:02] **JAMES WALL:** Oh, sorry. Yes. How did you get involved with the museum?

[01:57:06] **PAT LYNCH:** Well, yes, when they started that, I was already—what was it in 1988, wasn't it? See, I left the Forest Service in 1979, and I actually almost started a National Forest Association, and I had this plan all written out, and I submitted it to the Washington Office. I submitted it through the Regional Office, and they forwarded it to the Washington Office. Come to find out, I learned that there were two retired Forest Service guys in California that were simultaneously trying to start a National Forest Association, they were in San Diego. I got this one guy that I had befriended, a young guy that really liked the Forest Service. He had nothing to do with the Forest Service, but I had written him a ticket one time when I was ranger at Encampment. Subsequently, we became friends, and he was a trust baby. He had a lot of money, so he was going to give me $20,000 as seed money to start this National Forest Association. He and I flew out to San Diego and met these two guys out there, and many people would know who these two guys are, but I can't think of their names now. We kind of said, "Well, wow, we're both working on the same thing." Well, the long and the short of it is I didn't get that started.

[01:58:56] **PAT LYNCH:** Then I heard about this national museum, and so the first time I heard about it was at a reunion in Missoula. I think it was at Missoula. I've gone to every—in fact, that's another story. I started the reunions. That was my thing, I was the guy that said, "We should have a national forest reunion. That's another story. And I was on the committee for the first National Forest Reunion in Glenwood.

[01:59:32] **JAMES WALL:** When was the first one?

[01:59:34] **PAT LYNCH:** That was in Glenwood Springs [Colorado] in 1990. I've gone to every reunion since. Most of them have been because of Western Heritage, but I would have gone regardless. They were going to celebrate the reserves in 1990, which I thought was a little premature. I thought they ought to wait until 2005 to really have a reunion. Anyway, they were going to do it in 1990. I heard they were going to do it, and I almost applied for that job. There was this guy in California that they hired who was with the Forest Service, Rob Hendricks, and they hired him to come back to D.C. about three years before this to start getting ready for this reunion. I had almost applied for that here. Here I was, I hadn't been in the Forest Service for years, but I thought, "Man, that's right down my line. I love the history."

[02:00:39] **PAT LYNCH:** So, I called this guy. I didn't know him from Adam, and called him and said, "Why don't you stop in Encampment on your way through?" He did, we talked, and I said, "I think we should have a reunion." He said, "Well, so far nobody has ever said anything to me about that." He said, "I'll see what they say when I get back there." He gets back there, he calls me up and said, "Pat, they think that reunion idea is a really good idea. Would you head it up?" I said, "Thanks, but that's above my pay grade, really." I said, "You need somebody like a retired Forest Supervisor or somebody." I said, "I suggest Tom Evans. He's retired and he's down on the White River National Forest." I think he was retired at the time. They called Tom, and Tom said yes, he would do it. He immediately called me because they said, "Pat Lynch said that you should probably be the guy to do this." He called me and said, "Pat, you're on the committee to do this reunion." I'm not sure how.

[02:01:49] **PAT LYNCH:** So, you asked me how did I get involved with that history? I have always been interested in the history. It was in 2005, the Smithsonian had, on the mall, they had the Folklife Festival, and the Forest Service was a featured participant in that, along with the country of Oman. Then the other one was I think Hispanic music. On the mall there, I had this big thing going. There was a gal that had come down from the Black Hills [National Forest, Custer, South Dakota] archeologist that had come down, knew that I had an interest in history, and she did a video of me. It was probably thirty minutes or so. I don't know where that is; I might be able to recover that

someplace. I forget why she did that but somehow had heard that I was interested in history. Well, lo and behold, she sends that to the Smithsonian and to the Washington Office, and they call me up and they said, "Well, we will pay your way if you come back to Washington, D.C. and you'd be the guy that has a history exhibit on the mall." I said, "Oh, sure. I'll do it. I'd be glad to do it." I got a call from this guy, Chuck Williams, who was retired in Region 3. He's the guy that had created Woodsy the Owl, and he used to be an advisor to—this is way more information than you thought you'd ever get out of me—he used to be the advisor to the Lassie Show. He was paid by the Forest Service to be the technical assistant to make sure that the Lassie Show was correct in how they displayed and represented the Forest Service.

[02:03:56] **PAT LYNCH:** He called me up, he said, "Pat, well, I'm going back there, and we could be roommates back there." I said, "No, thanks, Chuck. I'm taking my wife." I paid the way for Patty to go back there. The room and everything else was provided for both of us. We were there for two weeks. When they had that reunion up in Missoula—I think it was Missoula, might have been Park City—but one of those early reunions, they had this meeting of the early National Museum [of Forest Service History] board. I thought, "I'm going to go that meeting. I want to know about it." I remember they had it in the basement, and I started to go down. They said, "No, no, no, no, you can't go down there. You're not on the board. You can't go down." Really torqued me off. I said, "Well, okay." I didn't lose interest in being on the board. I think it was probably Tommy [Thompson] that asked me to be on the board. He knew of my interest in the history. We had known each other for a long time. Nobody knows our history like Tommy, as you probably well know. That guy is fantastic. His memory is so good.

[02:05:27] **PAT LYNCH:** All of the history that predated him, back to Gifford, he knows it all. I fall way short of Tommy, but it's always been something since I've been in the Forest Service, I wore green underwear from day one. I think that's because I grew up next to a national forest as a ten-year-old. That was just instilled in me that that was a good thing. That was kind of how I got interested. Of course, I think I may be one of the longest term members of the board now. I'm going to see it through until that thing is built.

[02:06:29] **JAMES WALL:** Yes. Well, I know they are glad to have you on board.

[02:06:31] **PAT LYNCH:** Yes.

[02:06:32] **JAMES WALL:** I've just got a few questions I always ask at the end of every interview. What was your favorite time, favorite district in your career?

[02:06:38] **PAT LYNCH:** Oh, yes. It was the Aspen District. For those reasons that I mentioned earlier—professionally, it was good. The physical district itself was fantastic. Backcountry, wilderness, I don't know that there's a more beautiful district. Probably the Maroon Bells there, those mountains are probably the most photographed of any mountains in the National Forest System. Then for my family, it was a great time to be young, have a young family, and the family was happy there. It was skiing. My boys, I taught them to ski when they were four years old. My oldest son just got back from Switzerland, skiing over there, and he's sixty years old. Both of the boys ski. Then my grandson, Mike, he's a skier. He goes and skis at Winter Park [Colorado] and Copper [Mountain, Colorado] whenever he can.

[02:07:58] **JAMES WALL:** Who was your favorite mentor? Favorite boss? Somebody who put you on the right path?

[02:08:08] **PAT LYNCH:** Boy, I had a lot of them, and I am really grateful for that short part that [Bob Scholl?] played on the Arapaho of taking enough interest in me to write a training plan that was really meaningful. I had good guys. I learned from all of them. I had maybe one that looked over my shoulder a little too much, but he's still a good friend. All of them gave me a lot of latitude to do my job and trusted me to do a good job, which encouraged me that, "Yes, I'm on the right track. I'm doing this stuff right." It would be hard to pick among the rangers that I had, and that's who I had mostly as mentors was rangers. The Regional Personnel Officer in Alaska, Frank Arnold, when I was Regional Safety and Training Officer, was probably the most fun guy that I ever worked for. Yes, he was really great. I had another ranger. He and I would do crazy stuff together. He was fun to work for. All of them had their little specialty that I would learn about. It would be hard to pin one of those guys down.

[02:10:20] **JAMES WALL:** What is the one thing you miss the most about the Forest Service?

[02:10:30] **PAT LYNCH:** It would be the land stewardship. I have forty acres in Wyoming, and I practice forestry there. I had the good luck of developing a ski area for a guy. It's called Green Mountain, and that's my little national forest. It's 620 acres. I'll be doing timber stand improvement on that this summer. In fact, I have a meeting tomorrow with the CEO of the company that owns it, and they really rely on me to be the forester there on that property. We'll be discussing projects that I have outlined. Yes, the land stewardship.

[02:11:33] **JAMES WALL:** How do you think the Forest Service changed you?

[02:11:36] **PAT LYNCH:** How do I think it changed?

[02:11:38] **JAMES WALL:** Changed you.

[02:11:39] **PAT LYNCH:** Oh, it changed me. Well, I think to have confidence in my ability to do about anything I chose to do.

[02:12:04] **JAMES WALL:** Well, the last question is always what does the Forest Service mean to you? When you think about it, what do you feel?

[02:12:11] **PAT LYNCH:** Yes, you know what? It was on the—oops. [microphone falls]

[02:12:47] **PAT LYNCH:** Yes. The question was what?

[02:12:50] **JAMES WALL:** Does the Forest Service mean to you?

[02:12:51] **PAT LYNCH:** What does the Forest Service mean to me? Well, that was a written question that you had on your form, and it's kind of a difficult question. That's not easy to answer. What do I think of the Forest Service and what does it mean to me? I think the Forest Service, what it means to me—it's an agency that has an honorable mission. I'm not so sure, and it's not their fault, because of Congress. You know about the Use Book and when it was that thick. Gifford Pinchot wrote that, I think, and our company has reproduced that so that people can see how simple it was in those early days. The mission was defined a lot

simpler. It really was caring for the land and serving people, which is what they say today, but it's gotten so complicated. Like I say, it's not the Forest Service employee's fault.

[02:14:40] **PAT LYNCH:** The Forest Service has some blame for this in that they have more than supplemented the laws that direct the Forest Service. I think they have gone to extremes to supplement a lot of the acts that direct the Forest Service. They have taken the manual, and they keep adding things to it, and somebody thinks, "Oh yes, let's do this and that." It has really constricted that, and it has really tied the hands of the rangers and the people that do the fieldwork. It's not just the Forest Service. It's these other agencies like the US Fish and Wildlife Service that can dictate to the Forest Service about certain things, how they manage the lands. This is not directly answering what the Forest Service means to me.

[02:15:55] **PAT LYNCH:** What I would really like for the Forest Service to do—I always say that NEPA was the demise of the Forest Service as it used to be. Prior to NEPA, we did what were called multiple use surveys. Before we did a project, we would analyze all of these implications and factors that bear on that project, like NEPA requires, only NEPA requires it in greater detail. People could use a postage stamp on a letter and stop these actions, which caused the Forest Service to hire attorneys and get involved in all this planning. Now, what's that got to do with being a good forest steward? I think the Forest Service to me is still the agency to manage this National Forest System. It's the only agency to do it.

[02:17:20] **PAT LYNCH:** I think if you talk to any old timer like me, and even current guys, these poor guys, they have such a difficult time getting things done because of all the constraints that Congress and legislators have put on them. They are dictated to by a higher authority that has no sense about how national forests should be managed. Pinchot had his concept of "the most good for the most people in the long run." It was a simplistic approach to how you manage a national forest. That has been subjugated in so many ways that it is just tough.

[02:18:15] **PAT LYNCH:** The Forest Service, to me, it's still my agency. I still wear green underwear. I sympathize with these poor guys that are so constrained. It's still my favorite agency. I don't have too many favorite

federal agencies. The Forest Service is still the best. In about 1960, the Forest Service was touted as—and there was a book written about it, you may know about it—that cited the Forest Service as the best federal agency in the federal system. We should probably go back and look at why that was, because at the time, it was the way this author thought the rest of the agencies should be managed. It still means to me that it's a great agency. I am sympathetic towards the folks that have to do what they would really like to do to be good land stewards, but they're so constrained.

[End of Interview]