

# NEAL RAHM ANNOTATED BIOGRAPHY

## Transcription of Neal Rahm's Original Personal Work History Handwritten/Signed (Appendix B-2)

**Annotated personal history completed by Gary N. Rahm (bold and italicized inserts oral history notes and pictures.)**

I was born in Los Angeles on August 4, 1909. *The family lived in a big corner lot home at 628 North Soto Street in east LA, at the corner of North Soto and Melabar Street. That address today, on Google Earth, is now a older two story apartment complex but single family homes are still in place up and down the street but many in fills of apartments have replaced the old homes that once stood along the street.*

When I was ten years old, I moved to a ranch at the base of the San Bernardino Mountains. My father and two uncles served in overhead positions on most large fires near San Bernardino. After I was 12 years old, and during high school, I was employed on large fires as a water boy, messenger and in other capacities. Through this experience, I gained knowledge in fire behavior, strategy and tactics which served me well throughout my career and accounts for many fire assignments in California.

*Neal Rahm began his work for the forest service as a young man working on the San Bernardino National Forest. He was likely in his early teens when he was signed up to pack water up the fire lines to the crews. In those days, crew didn't carry canteens or water bottles and were more than likely pickup crews (Hispanic) from the farm labor in the valley. As a young boy, Neal would carry large canvas bags that would evaporate water out of the canvas cloth bag keeping the water cool. The water carrier would carry the water along the line and each man would drink out of the spout until the bag was empty and then Neal would walk back down to the water source and fill up again. Dad remembers how the Hispanic men would yell "muchacho muchacho , agua, agua" as he approached. " Boy, boy, water, water".*

During the summers from 1929 to 1931, at the early age of 20, I was a private Ranger for the Lake Arrowhead Company, supervising three positions in fire suppression and prevention, recreation use and police work.

*It was while in this Lake Arrowhead Company position that Neal told one of the more humorous stories that happened to him. One of his employees was a Hispanic man and Neal*

*teamed up with him to do some trail maintenance over a several week period. Daily when they would stop for lunch, Neal would take out his meat or cheese sandwiches while the Hispanic man would bring out homemade tortillas with typical Hispanic sauces beans and meat. One day while they both eyed each other's lunches, Neal suggested that they trade lunches. For a number of days, each man enjoyed each other's typical American or Hispanic lunches.*

*It wasn't somewhat later in the summer while Neal was on horse patrol, that he found himself close to where the man lived and decided to stop by and say hello. As he approached the cabin, he saw the man's wife sitting out front of the cabin by an open fire cooking tortillas on an iron griddle. Much to his surprise as he approached he saw that she had her dress up to her waist and was using her ample thighs to pound out the paper thin tortillas before flopping them on the griddle to cook. He always remembers this scene with a smile but his memory of those wonderful tasting tortillas were less appetizing than they had been.*



Neal Rahm –Lake Arrowhead 1930

In 1932, I joined the Forest Service as a fire guard. It was then that a District Ranger, L.M. Correll (Lynn) talked me into dropping my two years of pre-law education and changing to Forestry at the University of California.

*It was during one of the trips home from Berkley, and the University of California, that Neal found out that his mother without consulting him had sold the farm in San Bernardino, California. He was surprised to learn this and felt that a big long term loss in value was the result. Even in those years, Neal knew that the value of the ranch property would only escalate in value as the depression came to an end and the development in the city of San Bernardino continued to move towards their property. Years later, Neal took me to see the city suburban streets where their small ranch was located. The property was worth millions more than the value that Grandma Belle Rahm received during the depression.*

Mr. Correll, later became Chief of Personnel for the Forest Service in Washington DC. He retired in 1959. We were regular correspondents until his death in 1971. This accounts for some of his letters being included in my papers. *Neal saved hundreds of letters that Lynn wrote to him over the years. They kept up their correspondence until Lynn's death from a heart attack. I have added additional letters to the files that were written usually dealing with some aspect of current Forest Service business. Neal used Lynn as a sounding board on a number of speeches or drafts of specific position papers that Neal was working on.*

*Another story Neal told about this early 1930's period was while supervising a Hispanic pickup crew of day laborers brushing out the established fire breaks on the National Forest. During a lunch break, the crew had build a small warming fire to take the chill off the dry but cold air. One of the men spotted a small pygmy rabbit under a nearby bush and threw its coat over it and trapped this squealing rabbit and showed his friends. Rather than just let the rabbit go, the man did a cruel thoughtless act and tossed the rabbit in the warming fire. The squealing rabbit quickly jumped out of the fire but not before its fur was set on fire. As it fled through the brush, the fur proceeded to drop fire along its path. The result was the men quickly shifted from pre-suppression work to suppressing a wildfire. Luckily the southern California fire risk was low enough, that they were able to contain and suppress the trail of fire. I don't remember how Neal reported the events of lunch but I suspect the perpetrator didn't work very long for the Forest Service.*

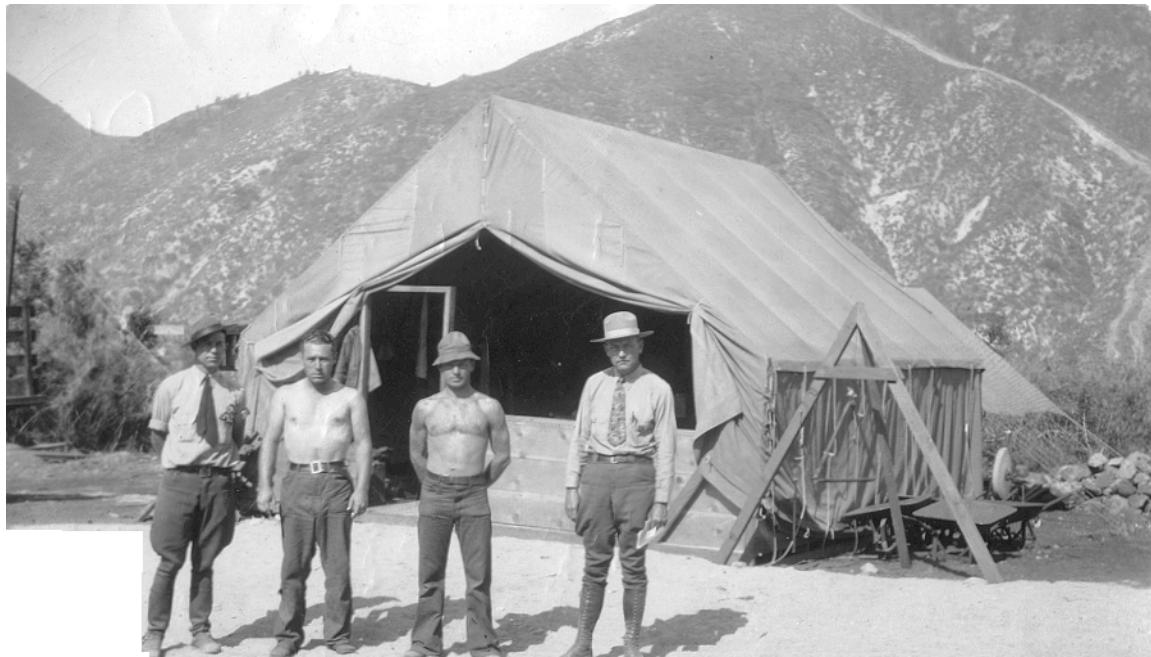
*It was also during this period that Neal commented on suppressing a small fire on the mountain side above the Rose Bowl. The interesting part was this assignment occurred on the afternoon of January 1st during the Rose Bowl Football game. Neal said the viewing distance limited a play by play observation but he said it was very easy to follow the score by the roar of the crowd when the local favorite scored.*

In 1933 and 1934, I dropped out of school and was employed by the Forest Service as a fire suppression foreman in the CCC, Civilian Conservation Corp program, and Forestry Foreman on W.P.A. projects supervising from 25 to 100 men on road, telephone line, and trail construction.

*Another humorous tale from Neal occurred while he was working on the W.P.A. projects when some treasury agents arrived at the large main camp and requested a detail of men with a supervisor to guard a huge illegal liquor still that they had been raided and broken apart in the Mohave Desert. Neal was selected to supervise a small group of men and he loaded them in a stake truck and followed the treasury agents to the site. The agents had broken up the main still and spilled the contents over the landscape and needed Neal and his group to stand guard overnight to prevent people from coming back to the site and gathering up parts that could be used again. The agents were to return the following day with trucks and men to finish removing the destroyed still. The men Neal had with him varied in age from young to middle aged and it only took the more worldly men a short time after left to their own resources of exploring the site before dark to discover that although the treasury agents had destroyed the main still and its contents, they have failed to fully drain the many feet of pipes and connectors for this large operation. Once they realized that the lines were full of high test alcohol, orders from their young supervisor was totally ignored.*

*Neal was miles from any communications and things got out of control rapidly, with the men yelling, screaming and enjoying their discovery. Eventually, Neal's only alternative was to seek shelter in a small cabin that he could lock the door from the inside and listen to the loud party most of the night. By morning's light, his crew were too drunk to resist and submitted to being loaded in the truck and returning to the camp and report the events of the night. That was a single night's pause from Prohibition that his crew of desperate out of work American men would remember all their lives and probably a bright spot in their struggle to make it through the Depression and provide some money to feed their families. It was a night that Neal wouldn't forget either but one that he told with many a laugh as he grew older.*

*Neal noted that not only did the men who he had with him have a high time on the leftover liquor in the pipes but when the treasury agents had broken apart the main fermentation tank they spilled the fermented mash all over the ground. In the hostile desert environment, this large source of grain, fermented or not, was an immediate attraction for all the crows and other desert birds in the area. It wasn't long before they had eaten their fill and became so intoxicated on the fermented mash that they could no longer fly away and just wandered off flapping their wings trying without success to gain their airworthiness back and sail away.*



*Neal far left in CCC Camp in 1933 or 1934*

From April until October, 1934, I accepted a formal appointment with the Forest Service as a Assistant Technician on the Eldorado National Forest making timber surveys and preparing timber management plans. I also conducted timber stand improvement studies on cut over timber land acquired by the Forest Service.

*The employment records in Neal's personnel files show that this new appointment brought a gross monthly pay of \$150. Up until this time, he worked a lot for the Forest Service on various assignment in fire control, or surveying. His pay rate was hourly during those early years with the Forest Service and varied from 40 cents to 55 cents per hour during those depression years.*

I was married in April to Mildred Wester, a school teacher in Barstow, California. We were married in Las Vegas on a Saturday, and I left for my new assignment on Monday. I didn't see her again until June.



***Neal Rahm Eldorado NF 1934 TSI Plot with Pat Harlen***

I returned to San Bernardino in October 1934 and was employed as a Forest Service road surveyor. In 1935, I was offered a job by a mining company to engineer and supervise construction of a mining road in Mexico.

***He often wondered, later in life, how different his life would have been, had he taken up the offer of good money and adventure in Mexico rather than staying focused on getting his degree in Forestry.***

When I told the Forest Supervisor of my intentions, he offered me a position as an Administrative Guard managing a Ranger District (Lytle Creek and Barton Flats). This was during President Hoover's administration. As part of the economic recovery program, the Civil Service Roster for foresters and rangers was terminated. The Forest Service had no one to fill vacancies except experienced non-professional people. In 1936, I returned to the University of California and obtained my Forestry degree in June 1937.



Neal Rahm 1935, Administrative Guard

Acting District Ranger Lytle Creek, San Bernardino National Forest

In June, 1937, I elected to accept a temporary position in wildlife research on the San Bernardino National Forest in lieu of an offer on the Plumas National Forest in Timber Management. Several years before, while I was an Administrative Guard at Barton Flats, California, I met an elderly man named Dr. Grinnell from the University of California. I frequently took him with me on trips. He was interested in birds and bird life and I learned much from him but never knew his position at the university. When I enrolled at U.C., I learned he was the Director of the Zoology Department. I visited him and he induced me to take some of his wildlife courses. This gave me the foundation for my first appointment and led to my interest and papers in wildlife. The publication "Quail Range Extension" was the result of my first appointment. ***Neal was certified as a "Junior Range Examiner" in January 1938 and began as a permanent employee for the Forest Service.***

It was in 1937, that the Forest Supervisor directed me to make a stadia survey of a fire. While doing this, I discovered the evidence that a deer poacher had used incendiary cartridges he had purchased in a second hand store. This led to his conviction and later to the state law prohibiting the use of tracer ammunition by civilians.



Probably a picture at the training session where Neal broke his knee playing baseball Neal is center row far right age 28

In 1937, I suffered a severe fracture of my left knee playing baseball. However, I was assigned to an assistant ranger position in early 1938 on the Sierra National Forest while still on crutches. *Uncle Bill Wester remembers visiting Neal in the hospital in Quincy, California after his accident. The damaged knee never healed properly and would "Go out on him" at different times when he stepped wrong. It would require that someone pull on the leg to snap it back into its socket, a painful process that I did several times as a young boy usually when hunting or fishing and he slipped or stepped wrong on uneven ground. Dad never talked about it but this injury and his broken back resulting from a slip and fall while playing tennis probably kept him out of World War II active service.*

*I don't remember the details, time period or the circumstances surrounding his broken back, but Neal talked about it in his later life, that the back specialists told him after the accident that he would probably never walk again. A family doctor and friend (Dr. Cecil Hoff) discounted their expertise and forced Neal on a rehabilitation schedule that slowly paid off and got him back on his feet and walking again. Neal frequently talked about "Cis" and credits him with saving him from being a crippled man for life. Neal kept up a letter writing correspondence with him and his wife while they were alive.*

In April of 1938, I was transferred to the Trinity National Forest as District Ranger on the Big Bar Ranger District. *Neal was assigned as a District Ranger less than a year after receiving his degree. Undoubtedly, this was in part due to the circumstance that he had been an acting District Ranger on two districts during the depression when federal promotions were frozen. This administrative work while still a technician gave him a leg up on these assignments. Of*

*course it is well known that these early districts had few professional employees and the District Ranger did the full range of work from marking livestock going to National Forest summer ranges to leading fire crews on initial attacks on wildfires. Both of the two districts had a number of fire positions that he managed since fire suppression was a big workload.*

It was while on this district that I developed my first Multiple Use Plan. In my last year at U.C., out of curiosity, I took a course in land use planning since I didn't need the economics credits. It was the first time the course had been given and was geared to a pilot plan for Eldorado County, California. The complexities of interpreting the map overlays defeated me in my original effort, so I dropped this approach. The Forest Service is now able to do this with computers and plotters and is back to my original visual approach as an aid to land management decision making.

*Appendix B-6 is one of the more interesting files in Neal Rahm's personal archive files. Neal's interest in Land Use Planning stems from a single class taken at the University of California in the late 1930's. He began developing Multiple Use Plans (initially referred to as Land Use Plans or Integrated Use Plans) on his first Ranger Districts in the 1938-1941 period. A fellow ranger at the time, Everett Jensen, who along with Neal worked on developing these plans, became a career long correspondent who helped develop Neal's thinking on planning. Everett retired from a Land's positions in the R-5 Regional Office and retired in the Bay Area. Following his death, Everett's widow sent to Neal all of the personal letters he had written to Everett over the years starting in 1950. These letters are a significant resource into the "Trial and Error" thinking (Neal's own words) into his personal development of the strategies that would become Multiple Use Planning. Neal's passion for strategic planning continued throughout his career and lead to selection in July of 1960 as a Special Assistant to the Chief of the Forest Service to develop and implement policy and directions for the New Multiple Use/Sustained Yield Act of 1960.*



New Ranger at Big Bar 1938

In May 1939, I was transferred to the Mad River Ranger District of the Trinity National Forest. It was there that I wrote the paper on the “History of Deer Herds in Trinity County”. This paper was never published. ***A copy of this paper is preserved in Appendix B-15.***

***Again Neal only briefly discusses this interesting work that was part of his responsibilities as a young District Ranger. During these years, I believe, that the USDA Forest Service took a more significantly expanded role and responsibility in wildlife management on National Forests. It would take years for the individual state roles and responsibilities for population and hunting management to be refined and forest service responsibilities would be narrowed into habitat management.***

***It was during Neal's time in Mad River that he related the story of having to attend a meeting in Eureka, California and left early the previous day to travel there. Sometime around noon, he was looking for a shady place to pull over and eat the sandwich that Mildred had prepared for his travels. Noticing some men in a large patch of Redwood trees close to the road, he pulled off to the side of the highway and saw that two men were preparing to drop a giant Redwood using only a large double buck cross cut saw. Having never observed the falling of these giants, he grew interested as the two men looked over the tree and then using available branches stake out a line through an opening. They began to cut an large back cut wedge out of the tree, while a third man, using a small cable blade dozer, began to pile up duff and debris along the staked line creating a long row of forest debris above the forest floor along this line. Then using spring boards, that allowed them to stand above the butt swell of the tree, they began to cut the final cut above the cut wedge. He recalls that he sat there for***

*hours until late afternoon and watched these two men labor and sweat in the summer sun. With a final pull on the double buck saw the tree slowly tipped as they jumped off their perch and moved rapidly away. With a mighty crash, the tree landed perfectly on the prepared row of debris, and had no breakage along its length due to the soft landing and accurate falling of these tireless lumberjacks. It was late in the day when he made his destination but with a greater appreciation of the labor, dedication and skill which these men earned their living.*



***Neal Rahm, Mad River District Ranger counting livestock before going onto the National Forest range allotment***

In Dec 1941, I was promoted to Assistant Forest Supervisor on the Trinity National Forest in Weaverville, California handling all resources and fire control.

*By this time in Neal's career, he had a significant amount of fire control experience both as a young boy and through his early adult life on the San Bernardino National Forest, and fires along the central Sierra Nevada mountains. He tells of a elderly forestry technician who worked in Fire Control on the Trinity National Forest who was long past retirement age.*

*Others had tried unsuccessfully to get him to retire and gracefully fade way but this man loved his job and just didn't want to leave. Neal soon realized that this man had an invaluable talent that Neal took advantage of as Fire Control Staff Officer. Roads were limited in those day and most all supplies and equipment had to be packed in by mule train and it was a time consuming process to get resources and man power into the right location to attack the fire. When a new fire start occurred, Neal would pick up this elderly technician and head to a location either by auto, horseback or on foot where they could assess the new start and devise a strategy to deal with the fire. This man had been around so long and seen so many fires, that there was hardly an area that had not had one or more fire starts during his career. He would describe how the past fires behaved and the tactics that worked to contain the fire and logistics to get men and resources into position as well as what had failed in the past. Listening to this advise, Neal was able to quickly establish a strategy and logistics plan for the new fire start and implement it without delay. Neal commented, when he told me this story, that more often than not, the new fires would behave much like the old fires did, and by following the advise of this seasoned technician he was successful in getting resources and manpower into position to contain this new start. Although frail in body, this technician held in his mind an invaluable fire control resource that Neal took advantage of long before computer aided technology became available to Fire Management Staffs and Fire Behavior Specialists.*

This was a mental development period in Land Use Planning where I dropped visual aids and keyed to objectives and management direction for broad zones. While here, I had a long detail on job load analysis of several National Forests and Ranger Districts (Trinity NF, Mendocino NF, Sierra NF, and Lassen NF). It was then I realized the opportunity to integrate MU and program planning into an integrated system. During this time, I was in also in charge of the enemy aircraft detection system on the Trinity National Forest.

*Neal devoted only one sentence to the enemy aircraft detection. The national paranoia that the Japanese were likely to press forward and invade the US, lead to this detection organization. Few people today know that in addition to detection, very large concrete runways were established in remote areas throughout the western US that could rapidly receive aircraft and be ready to take the fight to the enemy should we be forced by invasion forces east of the Pacific coast. Many of these old concrete runways are still in place in such locations as Devil's Garden just a few miles west and north of Alturas, California. Many local and regional airports started out as these fall back landing strips should the Japanese invade the West Coast.*

*It is hard to imagine the entire forest organization linked into a process to observe and identify all flying aircraft and probably with the use of airplane outline guides try to observe,*

*identify and report all over flights of aircraft on the Trinity National Forest. Connect all the National Forests up the Pacific coast and you had a significant early warning resource in place.*

In April 1944, I was transferred to the Stanislaus National Forest in Senora, California as Assistant Supervisor including direct responsibility for timber, and recreation but with the addition of engineering.

*One of the stories that Neal told about his time on the Stanislaus National Forest sprang out of his background in fire management and his interest in using prescribed fire to reduce fuel hazards where possible. The Stanislaus National Forest stretches along Highway 120 leading into Yosemite National Park. Understanding the heavy public use along this highway, and the heavy fuel buildups on the slopes above the highway, Neal talked about beginning a prescribed fire program to reduce these fuel hazards and prevent or reduce the occurrence of large fires started by the public along the highway. At some point during this program, it became a political issue when the National Park Service raised the issue with the prescribed fires, based on their fear that the fires would escape prescription and threaten the groves of Giant Sequoia within the park. The program was terminated based on short sighted fears and it has only been in recent years that park service specialists have begun to use prescribed fire to reduce the huge fuel accumulations and significant threat to the sequoia. The huge project fire of 2013 that only narrowly avoided these important sites, provides some food for thought as to what could have been had prescribed fire management become a part of forest service and national park management strategies from this mid-1940's period on to the present.*

It was during this 1944-1945 period, that I was detached from the Forest Service and assigned to the Fourth Air Force as liaison officer for 6 western states on the "Fire Fly Project", the Japanese balloon bombing invasion of the US.

*Included in Neal's professional records (Appendix B-3) is the original Final Report of the Fire Fly Project that Neal served as the Liaison Officer for. He prepared this final report in January 1946 shortly after the conclusion of World War II and before his detail was concluded and he returned to the Stanislaus National Forest in Senora, California. I now have a digitized version of this original report ( National Museum of Forest Service History) so that family members will have access to the report but will donate the hard copy and to the museum in Missoula, Montana along with this biography.*

*Most interesting is that the Japanese had terminated the balloon bomb program by April, 1945 but this was unknown to those preparing to defend against these balloons and so the firefighting effort and the assistance of Army Paratroops to battle expected fires continued through the end of the war in August 1945. The Japanese failed to fully understand the timing*

*of their efforts to drop these balloons in the United States and probably would have had some success in the summer of 1945 had they understood the dry fire season periods in the Western United States or if they had realized how successful their initial efforts were, they could have had other plans to use germ warfare bombs in these last months of the war. It is also known that two of the three locations for hydrogen production had been bombed by the B-29 thus eliminating this source of needed gas. The discovery of these balloon bombs was kept very secret so as to not provide any feedback information to the Japanese and so without any information that these balloons were successfully making their flights to the U. S. and releasing their bombs they terminated their efforts early in the spring of 1945.*

*One of the more interesting parts of the final report is the participation of the 555th (Triple Nickel) Paratroop Battalion. These all colored troops, with white officers made an impression on Neal and he spoke of them several times in the years afterwards. Following the defeat of Germany in early 1945, many of the troops used to suppress fires were soldiers being repositioned from Europe awaiting shipping to the Far East and the fighting against the Japanese. Their desire to do the fire fighting work was minimal and unless motivated, a soldier will only do what is minimally needed to get by. Neal commented, that the colored troops of the 555th, performance was outstanding in this assignment. The final report, which did not reflect Neal's opinions, did indicate some mixed performance depending on where they were located. Neal, however, was able to speak his opinion to his family and to others, reflecting on what he observed and it was with praise that he told of their performance, even when expressing less praise for their white officers and their leadership. I always found this a significant reflection upon my dad's character and beliefs even though, the Black American's of that era were not treated with much respect or with any regard as to their capabilities.*

*Neal spoke often of the trips that he took from San Francisco. They would fly throughout the west to inspect the paratroops and ground troops that were assigned to various posting to provide the suppression resources to fight fires. He used a C-47 supplied by the Fourth Air Force and traveled to various locations in Oregon, Washington, Montana, Idaho, California and I believe Utah to inspect these outposts and review their readiness. To this day, I often think of my father when driving by the small World War II airports in Spokane, La Grande, and Pendleton where these troops were stationed.*

*Even though, following the war, it was discovered that the Japanese terminated the balloon operations early in the spring of 1945, this was not known at the time, so the fire fly activities went on all summer assuming that balloons were in the skies. Despite the lack of balloon ignitions these troops provided thousands of man-hours of fire fighting duties throughout the summer and fall of 1945. This was a great boost in fire fighting manpower at a time when much of the young male population was in the service. Even following the end of hostilities in*

*August, this work continued throughout the fire season, but it is noted in the report that moral went to pieces in the fall as troops only priority was to get out of the army and get back to their lives as civilians.*

*It is only recently, with the help of Uncle Bill Wester, I found out that an article that Grandpa Neal wrote for the Society of American Foresters Journal of Forestry : [Journal of Forestry](#), Volume 44, Number 8, 1 August 1946, pp. 561-564(4) in 1946. The citation for this article on Project Fire Fly was likely just a written synopsis of his final report completed that same year. I have copied an abstract of that article but for the \$29.00 reprint fee, I became less interested in the article since I already had the original report. I found it interesting that Grandpa Neal never mentioned this article and to my knowledge didn't have a copy of it.*

In 1948, I was made Forest Supervisor of the Inyo National Forest. It was then that I developed the first Multiple Use Plan in the Forest Service. I titled it "Integrated Use Plan". (Appendix B-4)

*An interesting story that Neal told me concerning the development of this Integrated Use Plan was that prior to beginning the planning process, Neal had discussed with the R-5 Regional Forester the proposal to develop this ground breaking effort for the Inyo National Forest. After some discussion, the Regional Forester gave him permission to do this planning work but admonished Neal with the parting comment. "Go ahead with this planning but don't let it interfere with your regular work".*

*Periodically while Forest Supervisor, Neal needed to travel to San Francisco to attend meetings at the Regional Office. In those days, per diem rates for hotel and food were set at a relatively small amount for the costly hotels and restaurants in San Francisco. To cover these costs, people would double up on a room and share those costs. At this particular meeting, Neal was sharing a room with a fellow Forest Supervisor and friend. The hotel they selected was a older one without benefit of Air Conditioning, but was built in the form of a hollow square, so that rooms on either the exterior or interior side of the hallways had windows that opened to allow some relief from the hot summer temperatures. On this oppressively hot night, both men chose to sleep without benefit of PJ's. An hour or so later they were both awoken by insects biting them without mercy. On came the lights, to find their beds and bodies covered in bed bugs. Slapping and jumping around, they rapidly rid their bodies of these blood sucking pests, dressed and called the front desk to report the infestation. The night clerk, provided them an alternate room and after showering and carefully inspecting their gear, they moved to their new room for the remainder of the night.*

*Standing in line at the front desk the next morning, they listened with a smile as a older married couple were checking out in front of them. The woman indignantly informed the day clerk, that she would never again stay in this hotel after awaking to a commotion across the*

*interior breezeway, and seeing two men wildly dancing around naked in their room with the lights on. Any hotel that catered to this type of client would not again get their business.*

*One of the funnier stories that occurred while Neal was Forest Supervisor on the Inyo National Forest was concerning a large informational sign that was placed on the peak of Mount Whitney which is the tallest peak in California and a very rugged climb on a rocky trail from the valley below. Neal talked about this large routed wooden sign with the name and elevation on it having to be carried in tandem between two mules on its treacherous ascent up to the peak. It was placed there early in the summer as soon as the snows allowed the work crew to take it up the mountain but is wasn't more than a month or two before it was reported that the sign had disappeared off the mountain. No one had any idea as to who or how the sign was removed and plans were made to make a duplicate during the coming winter months. It was later that fall that a seasonal employee who had returned to his studies at the University of California notified the forest that the sign had been seen. A delegation of forest employees went to Berkeley to confront the young man who had the sign proximately displayed in his dorm room. Upon agreeing to not press charges if the young man confessed and told them how he had done the deed. This healthy young man was a rather large lineman for the University of California football team and admitted that he had simply unbolted the sign and proceeded to pack it off the mountain on his back as a great souvenir of his hike to the top of this famous mountain. The undamaged sign was returned and reestablished on the peak with some modifications to the bolting system to assure that it could not again be easily removed.*

*Another adventure that Neal recalls while on the Inyo was the report of a dead man and its location in the Mt. Whitney area. I don't know why but Neal was the one who decided to go pick up the body and bring it off the mountain. He loaded his horse and a pack mule and canvas to wrap the body in and tie it to the pack saddle on the mule and along with our family dog, headed out. When he approached the location, it became apparent that the body was close by because it was in a major state of decay and the smell was horrendous. The horse and mule became very agitated and the dog let out a howl and headed back down the trail. Neal tied the horse and mule up securely and went about the distasteful task of wrapping and tying the body to the mule who protested the whole time but was securely fastened to a tree and it wasn't long before he was done and heading back to the trailhead. Assuming that our dog would head down the trail and be at the vehicle waiting for Neal to arrive. There was no sign of the dog and after calling and whistling for him, Neal left to take the body off the mountain. He return several times to the trailhead and posted a notice about the lost dog but to this day, what happened to the dog remains a mystery. It wasn't long until a black Cocker Spaniel named Toughie joined the family.*



Forest Supervisor Inyo National Forest

Photo by George Putnam – Husband of Amelia Erhart

*While in Bishop, the housing arrangements for the Forest Supervisor and his staff had more akin to what you would see today on a isolated Ranger District where government housing is provided. In Bishop the Forest Service compound included a number of homes for the Forest Supervisor and his staff. The Forest Supervisor's house was located along Highway 395 at the front of a large compound with houses for most of his staff on the compound behind, including warehouses, garages, and a woodshop for producing the routed wooden signed, and other wood items or repair needs for the forest. In these early days, the facilities were*

*open for use after hours to forest personnel. Neal took advantage of this after he discovered a unique lumber that was being harvested from the National Forest. This lumber, was from Bristlecone Pine, and as we know now, is the oldest living tree in the world. The tree is protected today, but in the late 1940's, down timber laying on the ground was sold and logged. Neal found the wood interesting due to its knotty pine visual features and the fact that the wood had so much resin that it would lay on the ground for years and not rot. Neal had acquired boards from this non-descript tree and using the Forest Service woodshop spent his winter evenings building a beautiful gun cabinet and a coffee table that has remained in the family for years. I have these two pieces of furniture in my possession. The wood is very soft in character, exhibits a knotty pine characteristic, and has so much natural resin in the wood, that other than a coat of wax, the pieces have no other surface treatment.*

*Neal took an interest in this wood while making his gun cabinet and on closer examination noted how closely spaced the annual tree rings were in cross-section pieces His curiosity about the age of these trees led him to have a complete cross section of one of these dead logs sent off to who I believe was the wood science lab at the University of California. The rest is history, since that small sample was determined to be almost as old as the Giant Redwoods, and it was only a matter of time before a living example of this knurled, windblown tree turned up that was the oldest living tree on earth.*

*In the late 1990's, I visited Bishop while on a trip to southern California. Much to my surprise the family home on the highway was gone and a brand new modern Ranger Station office in its place. It was with a surprised look on her face, when I told the receptionist at the Ranger Station that she was standing in my old bedroom. Once I explained, she was happy to provide us access to the old compound which was mostly intact and I was able to relive my pre-kindergarten experience. The large garden plot at the south end of the house was now an employee's parking lot, but most of the old staff homes and the warehouse units were in place but repurposed as a day care, seasonal employee housing and other uses. The compound which was on the north side of Bishop, has now been enveloped into the town, with a large public park to the east where open fields once grew hay and homes and business stretching a mile or more further north along Highway 395.*

Early in 1951, I accepted the Forest Supervisors position on the Modoc National Forest in Alturas, California, historically a graveyard for supervisors because of difficult livestock range conflicts.(See Appendix A-3) It was a trying time during which my life and my family were threatened many times via unsigned letters. In the end, needed livestock reductions were brought into balance with grazing carrying capacities.(See Appendix A-4)

*Significant to growing up in a forest service family during the 1950's, was that unlike in today's forest service, children of Forest Service employee's often went with their fathers as*

*they did business on the National Forest. It was these experiences that framed my career desire to work for the forest service. By the time, I was employed and raising a family, this option for offspring was prohibited so my children only learned about the Forest Service and my job from weekend and evening family outings in the family pickup.*

*Neal provided me with memories that to this day some 50 years later are as crystal clear as if they occurred yesterday. When inspecting timber sales, he gave me the job of listening out the car window for the sound of the logging trucks coming down the single lane logging road and alerting him to the oncoming truck in time so we could find a wide spot to pull off and let the monster loads pass by. I took this assignment very seriously and considered it a most important assignment when in reality, my father probably knew long before I heard the truck that a load was coming down the road.*

*One summer afternoon, he stopped by the house and asked if I wanted to go see a fire that had started north of Canby and away we went in a forest service sedan. Traveling along a dirt road that turned north on the eastside of Canby, we soon could look out to the west and see the head of the fire burning across an open grass flat covered with scattered pine and coming right towards the road we were on. Then a small dozer came down the north flank and cut an indirect line a hundred yards or so in front of the fire. No other resources were in sight and dad retrieved some highway flares from the sedan trunk and told me to come along as we left the road and headed towards the dozer line and the fire front beyond. He explained to me that we needed to burn out the unburned fuels between the line and the fire and explained that as the fire moved towards us the wind would shift and come across the line as the fire drew in oxygen to the burn. Sure enough, when the winds came from outside the dozer line, he ignited our fuse's and proceeded to lead me down the line, setting fire to the vegetation along the dozer line edge. These small fires quickly drew towards the main fire and burned out the fuels and stopped the fire. Within a hour or so we had completed our mission, and crews and engines had arrived to mop-up the head of this wildfire. Tell me? Does that make an impression on a young boy and fuel his interest in fire management. This interest continued until the end of 2014 when I finished up my ad hoc retirement career serving as a Type 1 Planning Section Chief on a Northern Rockies Interagency Incident Management Team.*

*Other outing such as attending the weeklong fire training for seasonal employees, spending time in Trustee (California State Convict Camps) that were doing pre-commercial thinning and other forest cultural work, going on inspection trips or just riding along give me a wealth of fire and forestry knowledge years before I would set my sights on a degree in Forestry and hydrology from Colorado State University.*

*Although I understand the liability, in today's legally correct world, and safety issues of non-employees riding or working alongside of employee's to learn firsthand about forest*

*management, it is with a bit of sadness that these experiences can no longer be shared. I am sure that it produced many a second and third generation Forest Service career for sons and daughters of dedicated employees.*

It was during this assignment that my career objectives were established by the Regional Forester, probably even earlier. I was destined to be a Regional Chief in Fire Control and even a national director. I was the only Forest Supervisor in the California region assigned to manage large fires all over the region. I also participated in investigations of fire fatalities and Regional Boards of fire reviews. This accounts for some of my fire safety papers and the "Missionary Story". (Appendix B-8)

*Neal only spoke briefly throughout his narrative of his fire management and fire suppression experience, but this part of his career was central to much of his professional life including managing the fire management organization as Associate Deputy Chief in the early 60's. His selection as Forest Service liaison for Operation Fire Fly late in World War II, his many summer absences from Alturas while Forest Supervisor on the Modoc NF to serve as a Region 5 Fire Boss all were due to the experience in fire management throughout his career. I have tried to expand on a few of the oral history stories that I remember or experienced as a boy growing up.*

*Many of Neal's positions on the Trinity NF during WWII, the Stanislaus NF and the Modoc NF included Fire Control/Management along with other resource functions in his job description but more often than not the majority of his work with in fire. He mentions in later correspondence that during one year in particular as Forest Supervisor on the Modoc National Forest, he spent 252 days away from the forest either as Fire Boss, Fire training leadership or in investigation of fire fatalities.*

During this time, 1951 to 1957, my ideas crystallized on Multiple Use Management. I developed the Northeastern Sub-Regional plan. Terms and format are essentially the same as now used by the Forest Service.

*During this time dating from 1950 and continuing into the 1960's and later, Neal kept up a letter writing discussion with Everett Jensen (Jens) a fellow Forest Service friend debating the merits of various Multiple Use Strategies. Following Jens's death, his widow sent Neal all the letters that Neal had written over the years that Jens had saved. This compilation of handwritten letters provides a tremendous insight into Neal's thought process on stratifying National Forest lands for long range planning. The evolution of various processes that worked or didn't work well documents many of the formalized processes that became the implementation guides for the Multiple Use Sustained Yield Act These letters are included in*

*the archive files that will be provided to either the National Forest Museum or a university which will provide them for historical reference. .*

Also in 1952, the Modoc NF was selected as one of 13 National Forests in the US to be fully financed for fire prevention and pre-suppression to reduce suppression costs and acreage lost in large fires. The Modoc NF was one of the three worst fire forests in California. We were given latitude to do whatever we wished and were to be measured by results. The Modoc NF has not had a large fire since and much of the success came through MU planning and education. (See my Gulfport, Mississippi paper).

During this period, I was assigned six weeks annually for the three years to teach advanced management at Los Priedos Ranger Station east of Santa Barbara, California. For six weeks each year, all District Rangers and Forest Staff personnel in the California Region were given this training. These two week sessions were handled by L.M. Correll, Norman Farrell and me. My preparation study was an important learning experience in my career.

*Within the indexed files of Neal's papers is a section identified as C-9. I believe that most of those notes filed there are drafts and papers that Neal prepared for this Los Priedos teaching. I believe that over the years, he got more ideas and processes out of teaching than he did from the training sessions that he was a student in. He loved to converse with people and often used this information to further his knowledge of a subject. As is evidenced by his letter writing to Everett Jensen during the 1950's he was always seeking information from others to either verify his current position or blow a hole in it or change to accommodate a new idea or direction. (Appendix B-6)*

*As a son following in my father's career with the USDA Forest Service, Neal frequently used his experiences to teach, letting me take in and process his experiences and determine what and how I might benefit from the information or use it. One of these exceptional stories and lessons centered around the firing of an forester on the Modoc National Forest. This individual was on a district and over the period of a year or so was always in conflict with the other staff and despite several reprimands and a poor performance rating continued to create conflict and discontent on the Ranger District. Upon consultation with the District Ranger, it was left to Neal as the Forest Supervisor to bring the man into the Supervisors Office and tell him that he was being let go.*

*A side note at this point is that in the mid 1950's the process of firing an employee was much more simple than into today's world. The second point before continuing the story is that Neal related that despite what most people assume, it is extremely difficult for a supervisor to confront an individual with this type of news and take this action. The high stress of these types of situations create a "Flee or Fight" response in supervisors, and often times they will*

*make the wrong choice and flee or avoid these situations. Neal talked about personal courage and the intestinal fortitude it takes to face the variety of difficult situations a manager faces over their career.*

*Back to the story! The day arrived and the man arrived at the Forest Supervisors Office. It was a long and difficult meeting with significant pleading and tears asking for just one more chance but there had been plenty of chances and the man's behavior had not changed and he was let go.*

*Now for the rest of the story, Neal relates that it was a number of years later while attending a Society of American Forestry convention, that a middle age man approached him and shook his hand, calling him by name and asking if Neal remembered him. Neal did not until the man said that he was the man that Neal had fired years earlier on the Modoc National Forest. Neal was speechless, but the man quickly continued and improved the uncomfortable situation by stating "Your firing of me was in the long run the best thing that ever happen to me" He went on to tell his story that he for months ranted and raved and blamed everything that happened to him on the forest service. It was their fault and he was wronged. After some amount of time, he came to realize that his behavior following the firing was just the kind of attitude that he carried with him while employed. He said that once he shifted the blame from the forest service to his own behavior, he said he took responsibility for his actions and set out to change. He said that it wasn't long before he found a job with a private timber corporation. He steadily rose in his career with the corporation and was currently managing one of their large sawmill complexes and private timber tracts. He thanked Neal for firing him and said that without that jolt to his life, he would probably would not have changed nor had the successful career he had.*

*Neal closed this memorable lesson with his young forester son, by relating to me what he considered the value of the action he took. He said, that should you have an employee who through his actions is disruptive to the organization and creates a burden that cannot be resolved, that by firing the individual, you have essentially paid for the cost to the government of your salary for your career. He relates it in this way, that should you flee from taking action or pass this problem on to others, that this individual will continue to draw his salary for his entire career in addition to creating conflict or management problems with those he works for or with. Given that you take care of the problem, you have save the government or agency you work for the salary for this disruptive individual. Given you have the personal courage to take on this situation, you have essentially paid your way for the remainder of your career regardless of your career accomplishments.*

*One of the sad but important papers written by Neal was done during the 1950's while the Forest Supervisor of the Modoc National Forest. Neal was one of the vital Fire Bosses in*

*Region 5 at that time and on this occasion served as an investigator and author of this paper on the deaths on this fire. This and other papers in his files testify to the interest he had in trying to minimize fire deaths, both from identifying the key prevention needs to provide for fire fighter safety and to identify multiple use management needs to reduce fire severity and limit the frequency of fires escaping initial attack. Although, Neal does not emphasize this part of his forest service career, he does mention off hand in some later writing that the focus of leadership in Region 5 in the late 1940's and 1950's was to prepare him for a Regional Fire Staff and/or National Fire Staff in Washington DC. Although, Neal had a strong interest in this area of forest service management, he had other stronger interests that would dominate his career in the years to come.*

As a solution to the range situation on the Modoc NF, I recognized that the problem was not livestock but people. After a year of study, on group dynamics and behavior (much from the Navy in North Carolina and Univ. of Southern California, financed by the Navy) I developed a "Public Relations Blue Print" for the Modoc. (Appendix B-5) The interesting aspect is, at that time, the FS manipulated groups of people and individuals to attain objectives. As a Regional Forester in R-1, I changed to involving people in policy formulation and decision making. This change, which I introduced in 1967, is the main thrust of the Forest Service today. (see the R-1 study and action plan of 1968)

*Neal's comment about that the solution to the range situation..... was not livestock but people can be misinterpreted. He needed peoples understanding of the grazing situation but the grazing impacts were very serious on the forest, and Neal took action that would have been tough to do in today's world. He reduced the grazing numbers by as much as 80% or more on some of the allotments. Editorials in the local newspaper even suggested, he should be run out of town on a rail after being tarred and feathered. It was this adverse reaction that he used the public relations blueprint to gain better understanding from the general public and implement the grazing reductions.*

*It was not just grazing reductions but management plans for each allotment to improve the forested grasslands of the National Forest. Neal knew about the new and innovative programs of Gus Hormay (Professor at the University of California) to create a rest/rotation grazing programs for grazing allotments either state, private or federal lands.. This pasture management program provided for the ecological needs of the grass. Neal could have more than likely met Gus while completing his degree at the University of California. The period in the early to mid- 1950's was when Gus was teaching and developing his grazing management concepts that were to become a national standard on Forest Service and BLM lands in the 1960's and beyond. Although the initial economic impacts were difficult for the forest permittee's, in the years following development of these grazing plans, most all the allotments*

*were at or above the pre-reduction levels. The allotments were economically viable, and the ecological needs of the landscape were being met.*

*It is with a smile that I remember a story that Neal told me about the combination of public involvement and grazing management. It involves a well known and powerful national political figure from California, who was asked to come to a meeting in Alturas and hear the complaints against the Modoc National Forest and Neal in particular. After a very acrimonious meeting at the Nile's Hotel in Alturas, Neal was sitting at the bar having a stiff drink before going home. This unnamed political figure, who Neal knew well, approached him and sat down for a moment. His comment to Neal as best as I can remember went something like this. "They really beat you up pretty bad in there! Don't worry too much about it. It is your job to manage the National Forest lands in a professional way, and it is my job to come up here and listen to the complaints that this management creates.*

*What I always remember about this particular story, is the change in the political/professional collaboration over the years since this meeting in the mid-1950's.*

In 1956, after two details in Washington DC, I was offered two positions in Administrative Management. I turned them down because they were not in my field of interest. The Chief told me then that I had been given my opportunity and that I would get no other offers.

In 1957, the Regional Forester in Denver, Colorado selected me as Chief of Recreation, Lands, and Watershed. I knew little about any of these fields but accepted the appointment. He (Don Clark) knew about my work in MU planning and this is really why he selected me. He wanted me to start this kind of planning in the Rocky Mountain Region.

*Later in his career, when he was leading the effort to develop Multiple Use Plans across the nation, graphic tables of progress by regions showed that his earlier leadership in that region helped jump start that region in overall leadership in completion of both sub regional plans and district plans while other regions lagged behind in their efforts.*

During my stay (1957-1960) there were several areas of accomplishment and interest.

1. I recognized the need for specialists in Soils, Hydrology, and Landscape Architecture. There were none when I arrived in the region, and now these kinds of positions are on National Forests and Ranger Districts.
2. I was able to develop Sub-Regional MU Guides on all National Forests and District MU Plans on most districts before I left in 1960. It wasn't until 1960 that MU legislation was enacted.
3. In 1958, a service-wide meeting was held in Fresno, California to discuss this kind of planning. It had no name as of that time and few regions were doing it –Only California

and Colorado. It was then that a general approach was established. A vote was taken on a name for this kind of planning. Many of us favored the terms "Forest Land Management Planning". This is the title I used in Colorado. We believed that Multiple Use was a concept or principle used in Land Management but not a system. The term was introduced by Ed Cliff, future Chief, and carried by one vote. I still believe this was a mistake since it has given the FS trouble ever since. It lends itself to a wide variety of interpretations by special interest groups.

4. "Operation Outdoors" was introduced in 1958. The Rocky Mountain Region (R-2) had one landscape architect. This started a recruitment and training program for three kinds of people. We worked closely with Colorado State University, particularly Cooperative Training. My primary objective was to get these kinds of people in line positions (District Rangers) on recreation districts. (See Appendix A-5) As of then, most District Rangers were range management majors. This was a real struggle because the Regional Forester and others were inclined towards range people for historical reasons. Livestock grazing was declining, but outdoor recreation was surging.

*Neal told an interesting story about the early beginnings of the ski industry in Colorado while he was there as the Assistant Regional Forester for Recreation. In the mid to late 1950's, the ski industry was still a fledgling business with some small family run businesses ski areas here and there in Colorado and elsewhere in the US. Most were catering to small local populations with few major destination developments in the US. Sun Valley was in business built in the late 1930's and patterned after the ski resorts in Europe but still not the major draw or destination that it is today.*

*Anyway, as the story was told, there was a Texas oil man who was interested in developing a large destination ski area to the west of Denver. I am not sure but I believe it was the Breckenridge or Steamboat Ski area. Anyway the Forest Service was lukewarm about the proposal of using a special use permit for development of the ski hill on National Forest land while developing the mountain resort from scratch on private land at the base of the mountain.*

*In discussions with my dad before making a decision and going into a meeting with the developer, the staff could not come up with an significant reasons why not to allow development of the property other than they felt that it would fail, get partially developed and then go bankrupt thus leaving the National Forest holding the bag with a mess to cleanup on the mountain and no long term income coming in from the permit. They decided to approve the permit only if a significant bond was put up to cover the cost of cleanup and restoration should the venture collapse. It was decided that it would take something like \$2 million dollars to cover the cost of this cleanup work.*

*When the meeting was held with the developer and his group to go over the final provisions of the permit. The final issue was the bond for cleanup and to my dad and the other National Forest personnel assumed that this would be the straw that broke the camel's back and terminate further consideration of this development. Upon, hearing about the \$2 million bond, the Texas oil*

*man reached in to his coat pocket and pulled out a check book and said: "Who do I write the check to". The man put up the bond for cleanup in a single cash deposit and the rest is history. This effort was the start of the major destination ski developments in Colorado that has led to the current billion dollar business for the state. In the end, a very reluctant Forest Service went along with the proposal, and has since served as a leader in ski industry development. In the end, the Texas oil man got his cash bond back and was in on the ground floor of the winter sports boom in the US.*

In 1960, the Multiple Use Sustained Yield Law was enacted. I was selected to fill a new position on Washington DC as Multiple Use Coordinator on the Chief's staff. My primary assignment was to develop MU regulations, policies, and procedures. Many of my papers relate to this period 1960-1962. (Appendix B-7)

*A personal interest story that Neal told me of the Multiple Use Sustained Yield Act implementation occurred as Neal traveled the national forests on inspection trips reviewing how plan implementation was going. Neal commented in this text about the struggles he had as he tried to understand what and how to create the usable forest and district Multiple Use Plan and so his interest was piqued as he reviewed the initial efforts across the nation. It was this ability to understand, direct and implement an effective plan to provide program guidance that would haunt the program for years to come.*

*Years after Neal was in Washington D.C. as the Special Assistant to the Chief for Multiple Use Planning implementation, I would visit the family home in Missoula, Montana when Neal was the Northern Region Regional Forester. We both tended to get up early and unless we were heading out before first light to go fishing, we would find ourselves sitting and visiting for hours over numerous cups of coffee at the dining room table. The topics were always National Forest management issues. I clearly remember one conversation about the development period following the Multiple Use Sustained Yield Act of 1960. As it turned out, the creation of policy and procedures was the easy part of the job. The more difficult and at times impossible task was to train individuals on what strategic planning was all about. On numerous inspections throughout the National Forest system, he was extremely frustrated on finding that most National Forest personnel involved in planning could not grasp the concept of broad strategic allocations nor could they systematically put together a cohesive plan for their unit. It was months before a chance visit to a small, one horse, Ranger District in Arizona where he finally came across a District Ranger who intuitively understood the concept and had developed a very sound, comprehensive plan for his unit. It was this "Ah Ha moment", when he realized that successful Multiple Use Planning was going to be as much about the identification and selection of planning personnel with certain characteristic in their thought processes and visualization skills as it was about providing sound written planning templates and directions.*

In 1962, I was promoted to an Associate Deputy Chief position, a line job. Probably this move was to prepare me for a Regional Foresters assignment when a vacancy occurred. Aside from routine relationships with regions such as inspections, I had direct responsibility for supervision of the Directors of four W.O. Divisions, Land Adjustments, Land Classification, Fire Control and Engineering. Much of the time was taken up with developing factual material to support appropriation requests. I also attended Senate and House Appropriations hearings and other hearings related to the four functions. In terms of my next assignment as a Regional Forester, the task of working with Congressmen on problems of all kinds was very valuable. I was able to establish a relationship of mutual trust with the Congressional Delegation from Montana and Idaho before I knew I would be transferred to the Northern Rockies.

*During our stay in Washington DC, Neal on occasion would host international forestry delegations who were in the United States for reviews of our National Forest practices. On one occasion a delegation from Nigeria has asked to see how a typical American family lived and Neal volunteered to host the group for dinner in the Virginia suburbs where we lived. Given that it was the early 1960's during the height of the Civil Rights unrest, many of the residents of Northern Virginia were native Virginians and held strong opinions on integration. Before the evening arrived when our family was to host this international delegation of black Nigerian's, Neal walked the neighborhood and visited with each family on our block so as to not surprise them on the evening in question by seeing a bunch of blacks in their neighborhood. Carefully explaining to each, that this was a international delegation of foreign visitors that were being hosted by the United States government. Who knows if any problems would have occurred but it was better to be safe than sorry, and make sure that the neighbors knew that it would not be appreciated if any international incident occurred if someone mistook the event in this all white portion of Northern Virginia.*

*One fateful day in Washington DC, during the Kennedy Administration, that Neal and another colleague, were assigned the task of attending a speech that President Kennedy was giving that morning. The auditorium for the speech was relatively close the south building where the Forest Service was headquartered and it was a nice day so Neal and friend decided to walk over to the location. They were deep in conversation as they approached the location and both had identity badges hung around their necks that allowed them access to the audience area. Following some individuals in front of them they entered and continued to follow the group in front of them assuming they knew their way around. Much to their surprise they entered a final room and there surrounded by his staffers and Security personnel was President Kennedy as he went over his notes in preparation for his speech. It wasn't until this final moment that they were asked for their*

*ID's and quickly escorted to the audience entrance after the presidential security team realized they were intruders into the inner circle. We hear a lot in the current news about presidential security but shit happened even fifty years ago.*

*During the final few years in the Washington DC, Neal was reviewed for a top security clearance and after many weeks of investigation was issued this clearance. In the weeks that followed, he received letters from friends and fellow Forest Service employees who he knew in his childhood and early career. Most of these folks, he had long ago lost contact with, but as a result of the Top Security clearance investigation, they had all been contacted by the FBI who interviewed them about this fellow Neal Rahm as they made sure his wasn't a Commie in deep cover. He remembers it as a nice side benefit of this new top secret clearance in that he was able to reestablish contact with a number of friends from his past.*

*The more interesting part about this top security investigation was that one of the main purposes during these Cold War times was he was selected to be part of the government in hiding that if a Nuclear War warning was issued, he and others would be transported from Washington DC to undisclosed locations that were protected from Nuclear attack and would be the core for re-establishing government functions as the recovery took place. I guess that assumed we would come out winners. One major location later disclosed was beneath a major resort hotel West Virginia's Greenbrier Resort. It had been built during a renovation of the hotel and was a top secret from most everyone that it even existed. Other lesser locations probably existed in the area, but this was the major one selected for the post nuclear government to live and work from.*

*One of the ironic situations was that no provisions were ever made for the families of these important personnel who were to run the after war government. It was this insensitivity to even consider provisions for the families of these important personnel that lead to dad's comments later after these locations were disclosed, that "Like Hell" would he abandon his family and head underground if ordered to do so. I often wonder how many of the other chosen ones considered the same option should a nuclear war taken place.*

In December 1963, I was transferred to Missoula, Montana as Regional Forester. This was my final assignment.

*One of the funnier situations that occurred after arriving in Missoula, was that Neal needed to be re-issued a government drivers license. At that time, an individual assigned to the Regional Motor Pool was responsible for this exam and certification. On the day selected, Neal met him and proceeded to do the paper work and then take a Forest*

*Service pickup similar to hundreds that Neal had driven over his 30 year career. He was driven all over the south hill of Missoula on numerous dirt roads and put though the most comprehensive driving test he had ever seen. Parking and backing down steep dirt roads, etc. When Neal left, he could only smile, and assume that this individual was going to make sure that the new Regional Forester, knew that he would make sure that all drivers in the Northern Rockies were well trained and safe in all aspect of mountain driving. Dad also assumed, rightly so, that no one else went through the same driving test, since he casually inquired of other Regional Staffer of their driving test and most had none or only a minimal test in the downtown area.*

*While in Washington DC, Neal developed a heart condition (angina) that required a prescription from the doctor for nitroglycerin to relieve the severe pain that occurred. Neal realized that if this condition were to become widely known, it would mean the end of his career. In those days and likely today as well, this knowledge by his superiors would terminate an further consideration for promotions. As it turned out, once promoted to the Regional Forester's position in the Northern Rockies, the work environment changed and is condition corrected itself and he did not need the nitroglycerin anymore. Later in life, as he speculated about this turn of events, he concluded that while in Washington DC he was in a pressure cooker job for which he had no control as to the outcome of the problems and relied on others to make the decisions often not what he would have done. The change to Regional Forester, included a equal amount of significant problems and likely more but the difference was that he was in control of the decision making and as a result was able to resolve the issues and reduce the stress that occurred while in Washington DC because of lack of control of the outcome. There was always stress in this new job but not to the extent that it affected his health*

*One of the funnier stories coming out of Missoula was what I call the Pant Suit trial run. During the 1960's without the aid of computers, the Regional Foresters Office, included a pool of secretaries lead by the Regional Forester's Administrative Assistant who oversaw their work and completed all the written communications for Neal and his Deputy Regional Forester, all who were located in a corner suite of offices. It was during this time period, that one of the new fashions that swept the nation was the Pant Suit and it use by office personnel rather than the skirt and blouse that was the standard dress for all female office personnel. The Forest Service has always been a conservative organization and change came slow. Fearful as to how to approach the Regional Forester about this new fashion, a group of the office secretaries asked Neal's trusted Administrative Assistant to deal with it. It was agreed that she would wear a pant suit to the office one day and see what the reaction was. It is hard to say whether Neal had an advanced notice of this daring act, but personally Neal had no objection to the new office female wear and*

*when the day arrived he ignored the change of outfits even though he immediately realized what was happening when his assistant walked into his corner office. She worked all day in this new pant suit outfit he made no comment nor did he seem to notice the change in office wear.*

*The test was complete, and no reaction occurred from the Regional Forester, so the next day, many if not all the secretaries had their new pant suits on when they arrived in the office. Neal would smile when recalling this eventful day when he pretended to ignore that dramatic change in office wear and the dramatic effect it had on the office. Neal was always a student in Management Leadership and knew full well that often times formal policy can occur in the most indirect ways and simply used his supposed lack of observation to set major policy for previously established female dress. His wicked sense of humor was very active that day, when he demonstrated how leaders can control the work environment without any direct action.*

*Frequently when visiting mom and dad in Missoula, I would go fishing with my dad to various locations surrounding town. One of Neal's favorite activities was to stop and visit with forest personnel as they went about their duties. Anyone was fair game, whether a fire prevention guard at a road check station, a fire lookout, or a seasonal recreation worker. More often than not, they never realized that they were visiting with the Regional Forester, although on occasion, one or more would comment that he looked familiar. He always enjoyed the conversations and more often than not learned a lot about the organization they worked for and how they felt about certain policies in affect. He found them very sincere in their work and more than willing to help Neal understand the policies of the Forest Service to the best of their knowledge. I believe he always left with a certain pride in the people who were the front line representatives of the organization he managed. It was these people who were usually the only contacts the general public had with their Forest Service and they were doing a commendable job. He would frequently get their names and forward a short note to the Forest Supervisor or District Ranger about that individual.*

*One of the more interesting aspects about Neal's adult life was how well read his was and more important how, to my knowledge, he did not pick up a fictional novel to read until after his retirement. His reading choices were varied as long as they were non-fiction and more often of a nature that contributed to his knowledge of leadership styles, historical figures in leadership roles such as during national crises such as World War II and the Winston Churchill. He subscribed to the Readers Digest Book of the Month and only selected nonfiction work to add to his library. He often commented that many professionals chose to forgo reading to improvement themselves after graduation from*

*college. He even put out to Region One personnel a periodic document called "Reference Points" that reprinted certain management or leadership articles that he thought would benefit the personnel in the Northern Rockies. At some point, he was directed to halt this program because it conflicted with government reprinting requirements since the particular articles were sponsored by an agency and had not been processed or authorized through the proper protocol. It was a shame that private corporate America easily seek reprinting rights, and could learn from each other without constraint.*

Most people do not appreciate the latitude a Regional Forester is given for innovation under the decentralized Forest Service organization. This was the most rewarding and exciting period of my career. It was known as the turbulent sixties and some of the public unrest was directed at land management agencies such as the Forest Service, Park Service, and Bureau of Land Management, particularly in the sphere of the environment, preservation, and scenic beauty.

Many of my papers are concerned with policy changes started here and later adopted service-wide by the Forest Service. As an example:

1. Public involvement in policy formulation and decision making emerged after an analysis completed in 1967. (Appendix B-5)  
*Neal recognized early in his career the role of the public in National Forest decisions. He recognized in the early 1950's as Forest Supervisor on the Modoc NF, that his success in the restoration of rangelands were more than simply solving technical range management issues but required the understanding from not the general public as a whole but many special interest groups that made up this public. The forest blueprint for public involvement created a process nearly as comprehensive as the range management restoration plans to bring attention and communications with special interest groups and their base values, and perceptions of the issue. He successfully overcome the range management challenges where others have failed to resolve and used the Modoc Public Involvement Blue Print to address many other forest issues. One interesting aspect of a review of this blue print is the absence of National Special Interest Groups that would dominate the landscape of National Forest management from the 1960s to the present. One can only wonder what would have been the outcome to today's world had the leadership addressed social and public concerns into the timber industrial model that dominated national forest management programs through most of the post WWII era. Individual managers were successful in bring varied public interests together to resolve forest issues, These individual success stories were given little credibility until special interests gained political and legal power*

*to control outcomes on National Forests. It is now in the 2010 period and beyond where Resource Councils on National Forests, made up of a number of special interest groups are learning to work together and taking baby steps to meet common objectives in resource projects on the forest or district.*

2. Policy directed to emphasize quality management in contrast to the historic maximum production concept. The latter stemmed for the most part from a production oriented Congress. (Appendix B-11)

*Neal's papers includes much of the documentation and final policy documents concerning Quality Management for National Forest Lands in Region 1. These were very innovative efforts to change the thought processes and end results objectives for National Forest projects. Neal interjects in some of this writing that people who he encountered often would ask if he truly was serious in these objectives. This effort met with varying success and in future years including my career stops in Region 1, the production oriented emphasis of meeting targets dominated the landscape. Individual leaders worked hard to implement programs and projects with Quality Management Objectives built into them but most knew that when performance ratings were handed out, success was measured in your ability to meet or exceed timber targets. One success story from this period, was the adding of specialists in wildlife, soils, hydrology, fisheries and other disciplines who made at time a heroic effort to introduce quality control standards into what was usually timber harvest decisions. In the years since these quality management policy introductions and long after Neal had retired, many specialists became disillusioned with the direction of the Forest Service and the continued production oriented policies in timber and their individual ability to contribute to quality management decisions. Like many special interest groups, the definition of what was considered good management differed from the resource values for their specialty that they were trying to have introduced into the decisions. Since the 1960's, new legislation such as the Clean Water Act, Threatened and Endangered Species Act, and other requirements added legal teeth to the Quality Management Model. Many specialists were not fully engaged or fully listened to in the planning processes until environmental lawsuits against timber sale planning activities brought these planning activities to a standstill. brought these specialists to the computer to analyze and prepare thousands of pages of reports to find valid alternatives for timber activities while protecting the very values that forest service managers were challenged to meet in the late 1960's through Neal's regional efforts at Quality Management. I submit that this outcome in today's Forest Service is not the vision of Quality Management that Neal had hoped for*

*when these initial Quality Management Objectives were introduced. (Appendix B-14)*

3. The first objective, critical review by the Forest Service of its own management (Bitterroot Report). This was followed by similar reviews in other regions. The Wyoming review is an example. (Appendix B-10)
4. Pilot training in organizational development for all Region 1 personnel. It was known as Managerial Grid. Although directed towards group problem solutions, more important was to change the attitudes of our internal organization so the flow of ideas, criticisms, etc. would come from the ground up. Employees at all levels would participate in policy formulation, and critical decision making. Results were rewarding and will continue to pay dividends for many years to ahead. It has carried R-1 ahead of other regions in re-organization, cost efficiency, and environmental process. (Appendix B-9)
5. Landscape Management pilot demonstration where in landscape architects were assigned to small teams on road design and timber sale layouts. This approach was presented to Sec. of Agriculture Freeman and Lady Bird Johnson at the White House. It was later written into the Environmental Protection Act.



With Vice President Hubert Humphrey 1967

In April 1971, I retired. Since I had been conducting seminars for 5 years in policy formulation and decision making in the School of Administrative Leadership at the University of Montana, I accepted a similar assignment in the spring of 1971 at Oregon State University. Probably to compensate for all the rewards I have gotten from public service, I am now active in Civic Affairs. In an attempt to bring my skills and knowledge to bear on community betterment, I am on the Board of Directors of one of Montana's largest hospitals, a member of the area wide Mental Health Committee (Western Montana) and chairman of the Board of Visitors of the School of Forestry at the University of Montana.

*Almost 10 years after Neal retired as Regional Forester, I accepted a position as District Ranger on the Kootenai National Forest and along with my wife and oldest daughter, 9 months old when we moved, began my first assignment in the Northern Region. Little did I know that some 25 years and three different assignments, I too would retire in Coeur d' Alene on the Panhandle National Forest. It was always a pleasure over the these years to meet people who recognized the name and asked whether I was a relation to Neal Rahm. It was with great fondness and respect that they would tell me a story about Neal and their relationship to him. These stories were seldom about individual major issues that he made decisions on or the impact on the*

*resources of the National Forests in the Northern Region. Instead they were primarily about the personal relationships that they had with him and usually a story about how he treated them, enjoyed visiting or working with them, and the great respect that they had for him because of the personal interest he took in their professional and personal lives. Probably the most enjoyable of these interactions were with clerical and other support staff that were in the Regional Office. These dedicated clerical workers often spent their entire careers in the same hallways and they were there through the tenures of many Regional Foresters. When they would meet me, they all had a story about the Regional Forester who took time out of his busy work schedule to roam the numerous halls and floors of the regional office or forest or district offices he happen to be visiting on an inspection, would stop for a cup of coffee, introduce himself and find out what was going on in their work lives. Seldom before or since had a Regional Forester taken such an interest in the 100's of lower grade employees who made the Northern Region run. This more than his natural resource accomplishments represents the true measure of Neal Rahm's leadership in my book of memories.*

My older son is an engineer for the Forest Service in California; another son is a Resource Assistant on the Targhee National Forest in Idaho. My youngest son, will graduate this spring in Computer Science and is employed part time but the Forest Service as a computer systems analyst.

*Neal's oldest son passed away at the young age of 50 while still working for the Forest Service in California, and his wife passed away a few years later. Yours truly, his middle son, is retired in Coeur d' Alene, Idaho after a satisfying 35 year career with the Forest Service, and his youngest son is semi-retired from Computer Systems work and living in North Pole, Alaska with his wife and providing educational and social services support to new Alaskan immigrants and others in need.*

/s/ Neal M. Rahm

Regional Forester (retired)

*\* The original handwritten and signed text is included within the personal papers files for Neal M. Rahm. ( Appendix B-2) The original text was written more than likely in 1976. This type written transcription is prepared in order to use as a reference document to Neal's papers and link a number of the papers to specific periods in his work history. Neal passed away in June of 1994 and is buried in Missoula, Montana alongside my mother who succumbed to cancer in December 1979. Neal had originally intended to finalize these records and submitted them to a permanent archive. I believe that the loss of my mother reduced his interest in completion of this task. Neal*

*was a prolific writer and story teller. After my mother's death, I tried to encourage him to take some time to write down a more detailed history of some of his more memorable and often funny stories of the Forest Service, but again the energy to do so just wasn't in him later in life. This organizational attempt on my part is to leave a bit of his legacy for my children and others who may want a historical perspective on one man's contribution to the Forest Service history. Gary Neal Rahm, Middle Son, USDA Forest Service retired, Coeur d' Alene, Idaho.*

*I faced a dilemma over the final disposal of both Neal's personal papers as well as these special papers. Several items fit well into the theme that would be established for the National Forest Service Museum in Missoula, Montana while his personal papers are likely a good fit at a University Archives where access to Neal's and other individual records are suited for a scholars access to numerous historical conservation records. It now, however, appears like the development of the National Forest Museum in Missoula and the achieves will be well suited for these files.*

# Appendix A

## Index for Neal Rahm's Professional Papers

### Box 1 of 3 Contents

- **Copy of Appendix A for all three boxes**
- **Appendix B-1 - Copy of Appendix A and Appendix B Indexes**
- **Appendix B - 2 Including the Annotated Biography, Original Handwritten Biography, Photos, and CD of digital files developed for preparation of the Annotated Biography**
- **Appendix B-3 through B-16 (Selected Items from the full content of professional papers that likely have more historical significance.**
- **Appendix C-1 - Multiple Use Planning Documents over the Years**
- **Appendix C-2 - Publications of Neal Rahm 1930's onward**

### Box 2 of 3 Contents

- **Copy of Appendix A for all three boxes**
- **C-3 Speeches - Included many from others that Neal saved**
- **C-4 Personnel Files**
- **C-5 Public Involvement/ News Releases/Photos**
- **C-6 Letters/Documents –Post 1963 Regional Forester Period**
- **C-7 Bitterroot NF Management Task Force Report plus Bolle Report Comments/Issue Mgmt.**
- **C-8 Magruder Corridor Issue –Northern Rockies -**

### Box 3 of 3 Contents

- **Copy of Appendix A for all three boxes**
- **C-9 Training Notes and Drafts**
- **C-10 Program of Work Notes and Papers**
- **C-11 Miscellaneous Reference Papers**
- **C-12 Problem Analysis and Decision Making**
- **C-13 Northern Region Mgmt. Direction Efforts Management by Objectives**
- **C-14 Organizational Development/Decision Making Teaching Materials.**
- **C-15 Northern Region Resource Issues**
- **C-16 Reference Points – Continued Learning – Northern Rockies**

- **C- 17 Post Retirement Materials -1971 Onward**
- **Reference Material - Miscellaneous material save by Neal Rahm, written by others**

# Appendix B

## Documents selected from Neal Rahm's Appendix C

### Personal Records Files

#### Introduction

*This appendix includes selected materials from his personal files that document key points in Neal Rahm's career. For this separate Appendix I have chosen a number of items to bring forward from his full archive of documents (Appendix C) to highlight specific more notable portions of Neal's career. For these selected documents, I will discuss the linkage to Neal's career. In most part, the Appendix C files contain numerous additional documents that further provide a background of specific aspects of his career. Those items selected to include in Appendix B include a variety of documents that he wrote, key speeches, and other documents that framed his career. Where I have annotated his initial handwritten biography, I have written additional comments concerning these key documents that I had additional information that Neal had not written to. I believe they bring focus to certain areas of management development that framed Neal's professional career.*

*As an example, a student interested in the history of Multiple Use Management in the USDA Forest Service or more specifically Neal's contribution to this program will find a number of specific documents to begin the investigation. They include:*

- a. A copy of what I believe is the first Land Management Plan written for a National Forest. This plan was prepared for the Inyo National Forest in the late 1940's while Neal was Forest Supervisor. In this plan, you can evaluate Neal's original concepts that he had matured from other efforts on the Stanislaus and Trinity National Forests. One can compare the specifics of this plan with others developed following the Multiple Use Sustained Yield Act in 1960.*
- b. Review personal letters written over a number of years with a friend and fellow FS employee on strategies for multiple use planning*
- c. Specific documents, publications, and speeches written by Neal after he was selected to lead the implementation of the 1960's act. This aspect of Neal's career can be traced through the 1950's and 1960's. When you investigate his career in total, you*

*can link his work as an Assistant Regional Forester in Colorado to establish specialists in soil, water, and recreation on the Region 2 National Forests.*

d. *His efforts as Regional Forester to establish Management by Objectives, team building for integrated decision making, and Quality Management Decisions in Region 1. Rather than finding unrelated or independent work through his career, I believe, that you can trace a central theme of development of quality resource and land management strategies that matured as Neal's career developed but was always linked to a land ethic that considered maintaining natural resources quality on National Forest land along with providing economic outputs for the nation.*

*It is important to note that in the final years of his career, he recognized that the outputs from the National Forests were important to the nation and to the local rural communities that made up the Northern Region but not at the detriment of long term health of the land and base resources. Neal, I believe, was frustrated when he saw decisions made that created major impacts to the landscape in order to meet production goals. Many of his efforts in the later 1960's were aimed at trying to change some of these cultural and political production bias of congressional and national leadership. Unfortunately, rather than spearheading internal changes in resource leadership, it would take a shift in the legal landscape through the Environmental Policy Act of 1969 to bring about change. Unfortunately it wasn't until special interests found that legal action was the only way to bring about changes that brought other values fully into the management mix.*

*It was with much interest that I traced Neal's thinking in Natural Resource Management from:*

- *Multiple Use Planning from the 1940's through the early 1960's*
- *Problem Solving and Decision Analysis to improve personal effectiveness*
- *Public Involvement and Public Interest Changes*
- *Quality Control in Implementation and Conflict Resolution between Resources*
- *Systems Management by Total Objectives*

*One could ask that if more national recognition had been placed on these effort, whether they would have affected the Natural Resource challenges of today's world. In hindsight, a read of these early efforts identified in this Appendix B were on track but were out of sync with political and national leadership. Often there was a caveat in the writing which identifies the need for increased funding (often for non-economic resources areas) or a willingness to accept less resource outputs (specifically in timber). It was not in the cards for a production oriented congress to accept a reduction in National Forest outputs or funding of resource management needs that did not produce revenue. In hindsight, we know that these*

*changes were not to occur, thus continuing to increase the conflict and quality control issues for years to come.*

## **B-1 Appendix B Index**

### **B-2 Original Handwritten Biography/ Typed Version and Annotated Biography/enlarged photos ( CD included)**

*Sometime during the late 1970's following Neal's retirement in 1971 and prior to Mildred Rahm's death, his wife and my mother, in December 1979, he completed a brief handwritten biography of his work career through his initial retirement years. An important part of that handwritten document was references to specific events and accomplishments during his career. I have typed up this handwritten document and have included the original handwritten biography, a typed copy of that document, and a copy of this annotated biography in this appendix.*

### **B-3 Original Copy of the Project Fire Fly Final Report written in January 1946**

*The original after action report from "Project Fire Fly" which was the Japanese Balloon bombing of the US, for which Neal was the Forest Service Liaison to the 4<sup>th</sup> Air Force. This top secret effort used Military resources across 6 western states to prepare for an expect attack of incendiary bombs attached to hydrogen balloons to set fires throughout the west and divert military resource and other manpower from the final efforts to win the war over Japan.*

*Much is now known about the balloon effort that wasn't known at the time including the fact that the jet stream winds used by the Japanese were only in place to deliver the aerial balloons in winter months.*

*One of the more interesting aspects of this effort to shoot down these balloons before they crossed the west coast and/ or to have military manpower in place to fight fires started by these balloons was the extreme efforts to keep the information a secret to prevent the Japanese from hearing that these balloons were reaching the US and therefore expand their effort. It worked because the Japanese had stopped sending the balloons by early spring of 1945. Probably due both to the secrecy along with the effective bombing of the Japanese homeland destroying two of their three hydrogen production plants.*

*A back story that I cannot confirm comes from a TV documentary about the balloons. An unconfirmed report that was a segment of this story was that the US Military was very aware*

*of the Japanese research effort into biological gas weapons that they used throughout the war in occupied Northern China. These experiments were tested on many Chinese held in captivity as well as on localized populations as they fought the Japanese. The overriding fear was that these fire bomb balloons could also be used to transport germ warfare to the US in this last year of the war.*

*The story even went on to report that secret organized military units had been set up and trained to secure areas infected by these bombs should they be used to carry biological weapons to the US. My father never mentioned any of this in his stories about the bombs and his work to suppress wildfires set by them. I would suspect that even if these units were set up and the potential for biological warfare to occur that Neal would not have had the security clearance or a "need to know" of this possibility. It does add a bit of mystery to the project and helps to explain the extreme security efforts surrounding these fire bombs, to make sure that no news of their arriving in the skies over the US leaked to the public or got back to the Japanese that their bombs were making it to the US.*

#### **B-4 Integrated Use Plan Inyo National Forest**

*This is a original copy of the first forest Multiple Use Plan in the USDA Forest Service. It was completed by Neal in 1949-1950 some 10 years before the Multiple Use Sustained Yield Act of 1960. It was titles Integrated Use Plan Inyo National Forest. A handwritten note at the top of the title page is in Neal's handwriting and is says. "This was the first Land Use Plan for a forest in R5 (Region 5). Simple but basic concepts incorporated." I suspect that it also represents the first Integrated Land Use Plan for any National Forest in the nation.*

#### **B-5 Blueprint of a Public Relations Plan - Modoc National Forest and other Public Relations Documents**

*Several early and late career documents that focus on Neal's interest in Public Relations. I believe that Neal had an early understanding of the importance of working with certain groups rather than treating them as adversaries. Years later as a District Ranger in Region 1, it was a challenge to me to break through the emotional barriers created by some groups and develop a working relationship. When successful, these personal relations were worthwhile but often overridden by regional and national interests that would not accept an joint relations. It is only now that some improved working relations are starting to take place through Conservation Working Groups composed of a number of special interests groups learning to work together.*

- *Blueprint of a Public Relations Plan - Modoc National Forest - A plan that was central to the resolution of some critical NF issues concerning grazing. It represented an awakening to Neal concerning resources issues and successful resolutions. Noteworthy is the changes in focus groups from then to now.*
- *National Forest Policy and the Public Interest - Speech given to National FS Leadership, represents his efforts to bring recognition to a need for change and focus*
- *Forest Service- Public Understanding (A Candid Evaluation) - effort to change Region 1 leadership in working with public interest groups. In hindsight, many items identified in this document could have lead to significant change in public working relationships if the seeds planted had taken hold.*
- *Public Participation in National Forest Management Decisions -*

#### B-6 Multiple Use Planning Letters - 1950's and 1960's Neal Rahm to Everett Jensen

*Over 20 years of personal letters written to Everett Jensen (Jen's) by Neal. Jen's was a fellow District Ranger with a strong interest in Land Use Planning. For a number of years, they would bounce ideas off of each other, mostly concerning what was to become Multiple Use Planning. Following Jen's death, his widow, sent Neal all of the letters sent to Jen's and carefully saved over the years from 1950 on. This forms a priceless record of the Neal's thinking and problems over the years in Multiple Use Planning.*

*These handwritten letters from Neal Rahm to Everett Jensen over an extended time period, follow Neal's thought process as he thinks through and implements land management strategic planning concepts for National Forest lands. Although these letters are only a snapshot of one man's perspective on what is needed in a National Forest strategic planning process, it represents a personal look at the early planning processes and how they developed.*

*I have just begun the process of determining how to preserve this written record of the thought process over Neal's career concerning Land Use. At different points in this write up, I will present information milestones documenting the formative years in this planning process I need to work on a process of preservation or transcription of key documents into a digital format so that can be more easily accessed for others to reference. Neal had originally been contacted by the University of Wyoming about taking these records. This archive and the newly developing National Forest Museum are potential repositories. Two documents, or sets of documents have special value to me and need to be a high priority in this process. The first is a copy of the original Inyo National Forest Land Use Plan and second is this set of handwritten letters by Neal to Everett Jensen that documented Neal's thought process over*

*the years. These represent, I think, valuable links in the multiple use planning history of the Forest Service.*

## **B-7 Multiple Use Planning Documents**

*This section contains papers, speeches and transcripts which frames some of the development work that occurred following Neal's selection as staff assistant to the Chief for the implementation of and development of guidelines for the Multiple Use Sustained Yield Act of 1960.*

*This is one of the more interesting and possibly significant files in Neal Rahm's personal archive files. Once you review the totality of the information in the files, it is easy to reach the understanding that the concept of land use planning, management by objectives, quality management of natural resource programs is the overarching theme of Neal's work career that reached back into the 1930's and continued through his career until retirement.*

*The reports, documents, and speeches in this file section(Appendix B-7) and in Appendix C-1 provide some very good insights into the program development following the passage of the Multiple Use Sustained Yield Act. Scattered throughout are pre-1960 documents that provide a snapshot of the development of Neal's thinks regarding Land Use Planning/Multiple Use Planning. The Integrated Use Plan- Inyo National Forest (Appendix B-4) demonstrates the development of Neal's thinking and planning many years before national legislation was passed. The handwritten letters in (Appendix B-6) are a fascinating study in the development of Neal's thought process over a number of years.*

*Neal's interest stems from a University of California class in Land Use Planning taken in the late 1930's. He began developing Multiple Use Plans (initially referred to as Land Use Plans or Integrated Use Plans) on his first Ranger Districts in the 1938-1941. A fellow ranger at the time, Everett Jensen, who along with Neal worked on developing these plans, became a career long correspondent who helped develop Neal's thinking on planning. Neal's passion for strategic planning continued throughout his career and lead to selection in July of 1960 as a Special Assistant to the Chief of the Forest Service to develop and implement policy and directions for the New Multiple Use/Sustained Yield Act of 1960.*

- *Transcript of a conversation on the issues in the drafting and congressional approval of the ACT. - This is one of the more interesting documents that I have read as it clearly establishes the political activities that special interests groups undertook to provide their spin on the legislation. It shows the internal and external strategies used to get the act approved.*
- *Multiple Use Management Trouble Areas.- A presentation Neal made to a Regional Foresters and Directors Meeting. His point focused on the fact that the on the ground performance is not meeting expectations. My discussions with Neal over the years frequently dealt with what were the characteristics of planners that gave them the ability to develop clear text objectives and strategies for Multiple Use Plans. He was frequently frustrated with individuals who either due to the lack of understanding or the inability/courage to make decisions retreated into vague undirected writing to avoid dealing with issues that confronted them.*
- *Timber-Wildlife Habitat Meeting Blairsville, Georgia - One of many speeches where Neal tried to aid in better implementation of Plans and Guides.*
- *A number of other papers that frame the activities surrounding the implementation of the ACT.*

*These papers selected for this section along with the Speeches and Papers in Neal's full archive in Appendix C forms a valuable background of information for a student or scholar who is pursuing studies in this area of National Forest Management.*

#### **B-8 The Missionary Story and other Fire Safety Plans and Speeches**

*Neal's early career included a significant focus on Fire Control activities. By the time he was Forest Supervisor on the Modoc National Forest, he was serving as a Fire Boss on many of the Large Fires in California. He was also deeply involved in fire fatality investigations to evaluate what had happened and to design training to reduce or prevent future occurrences.*

- *The Missionary Story - Neal's critique of the deaths of 15 firefighters on the Rattlesnake Fire. From these notes there was likely much more follow-up on these deaths but they were not in Neal's files.*
- *Safety (Fire Fatalities) Modoc National Forest - Neal's write up and direction including the near loss of life that affected Modoc National Forest personnel. His evaluations and directions to the forest for future training are interesting to review since he recognized in the 1950's the need to spend more evaluation time on near miss situations when you have the benefit to visit first hand with those involved. It is interesting to note that this near miss evaluation need has become a major component of Fire Safety in today's fire management efforts.*

## B-9 Problem Analysis and Decision Making

*As Neal progressed in his career, much of his management teaching in Region 5 and on into his staff work in Multiple Use Management focused on the individual manager and the wide variety of decision making strategies or more importantly the lack of a systematic process. He recognized that this human limitation was seriously affecting Multiple Use Decision making and by extension affecting a number of other critical decisions that were affecting the forest service.*

*This appendix includes several examples using problem analysis techniques. The large archive in Appendix C contain more information and Neal's personal notes from the Kepner - Tregoe process and Managerial Grid.*

*Neal in his writings recognized that these systematic process could be adapted to fit a simple or very complex situation and that they gave the user the opportunity to fully consider all the variables and options that may occur. Again, the barriers that he faces was not that people could not benefit from these processes but either the institutional barriers or individual barriers/biases that would not allow them to become ingrained in a organization. In hindsight, I believe the culture of the organization and its leadership did not want to introduce processes that would bring a broad range of other natural resource/Multiple Use issues into the decisions. Unfortunately, it was during the closing years of my career that legal constraints brought about by special interest groups (often to further their own personal interest areas) but brought about because of the failure of the forest service, in their minds, for meeting the intent of the Multiple Use and other environmental law. These actions took many National Forest decisions out of our hands of professional National Forest leadership. Again, these early examples of decision making could have been instrumental in aiding in a change to natural resource decisions had there been a political or institutional will to adapt.*

## B-10 Bitterroot NF Management Practices and Directions

- *Management Practices on the Bitterroot National Forest*
- *Bitterroot National Forest Direction*

*These two documents frame the bases of the National Forest response for this major issue of the 1960's. Neal's stand on the issues are well documented throughout his achieves of documents and speeches. His stance on maintain quality and productivity in National Forest lands was strong.*

## B-11 Quality Management in the Northern Region

*A series of management papers and speeches that help to define the thinking and strategies that Neal Rahm focused on during his tenure in Region One to shift functional thinking and actions to integration of a broad spectrum of resources into the land management decision making.*

#### **B-12 Management by Total Objectives**

*This series of papers and speeches probably represent the culmination of Neal Rahms efforts over many years to bring Multiple Use planning processes fully into the decision making, quality control to protect the basic land resources, public involvement and public interests considerations into the program planning and implementation on each National Forest in the region. This systems approach clearly had significant potential to deal with many of the local, regional and national issues that the forest service faced. Central to much of this work was the recognition that the cost of doing business would increase in order to meet these objectives. It also recognized that some outputs in certain areas would possibly decline. In the end, the functional thinking and program allocations and funding priorities in particular to timber outputs would continue to dominate for the years to follow.*

#### **B-13 Administrative Leadership**

*Following Neal's retirement, he continued to teach as a guest lecturer for several years on one occasion at Oregon State University and for several years at the University of Montana. This material in the appendix documents the thoughts and issues that Neal focused on as he spoke to the future natural resource managers being educated at these two universities.*

#### **B-14 Newspaper articles and a manuscript critique - Management Philosophy**

*Comments by Neal Rahm to a unknown Manuscript written by S. Blair Hutchinson Assistant Director Intermountain Research Station. This short paper to Blair, I believe, captures most of Neal's strategy for effective land management. It also clearly points up the pit falls in implementation and what he will focus on during the remaining time that he will serve as Regional Forester.*

*Newspaper interviews capsulate much of Neal's philosophy for management of National Forest lands.*

#### **B-15 Early Documents Written by Neal Rahm**

- *Quail Range Extension in the San Bernardino National Forest Progress Report 1937 - Neal M. Rahm, Junior Ranger Examiner Published in 1938 this was the report following Neal's first year of work following receiving his degree at the University of California, Berkeley.*

- *Historical Data on the effect on the Deer Population, from Winter Conditions, Disease, Hunting Effort, Starvation and Natural Predation - Trinity National Forest -1943*  
*Particularly the Mad River Ranger District – Neal M. Rahm, District Ranger 1943*
- *Wildlife Handbook for Forest Officers Region 5, 1947- Much of the original writing by Neal plus the editing of the document*
- *Blueprint of a Public Relations Plan Modoc National Forest – a broad plan that Neal used to change the approach for dealing with urban and rural publics in Modoc County. I separate writing he indicates that this plan came about after the realization that it was the key missing link in his efforts to deal with the major overgrazing problem on the National Forest. He was successful in making the need livestock reductions and gaining grudging or the needed resource management changes. This initial effort in I&E led to his future management efforts throughout his career to integrate public involvement into management decision making.*

#### B-16 Selected Speeches by Neal Rahm

*This section of Appendix B includes some of the speeches taken out of the C-3 files that provide a cross section of Neal's think and philosophy primarily in the years he was at the pinnacle of his career and in a position to directly and indirectly influence the direction and management of National Forest issues. A few such has:*

- *Indispensable Insights - address to new NF Trainees*
- *Institutional Racism*
- *Problems between Timber and other Resource Values*
- *Public Participation in Forest Management Decisions*
- *National Forest Multiple Use Management*
- *The National Forest and People*
- *Management by Total Objectives*

*are a few of the speech titles that define Neal's thinking during these years.*