**National Park Service (NPS) History Collection**

---

NPS Oral History Collection (HFCA 1817)
Association of National Park Rangers Oral History Project, 2012-2016

# Richard Martin
# November 01, 2012

Interview conducted by Alison Steiner
Transcribed by West Transcript Services
Digitized by Marissa Lindsey

This digital transcript contains updated pagination, formatting, and editing for accessibility and compliance with Section 508 of the Rehabilitation Act. Interview content has not been altered. The original typed transcript is preserved in the NPS History Collection.

The release form for this interview is on file at the NPS History Collection.

NPS History Collection
Harpers Ferry Center
PO Box 50
Harpers Ferry, WV 25425
HFC_Archivist@nps.gov

ANPR Oral History Project

Richard ("Dick") Martin

1 November 2012

Interview conducted by
Alison Steiner

Transcribed by
West Transcript Services

Audio File: MARTIN Richard 1 Nov 2012

[START OF TRACK 1]

Alison Steiner: It's November 1st, 2012. This is an interview with Dick Martin. Alison Steiner is the interviewer, and this is the second part of a two-part at this point interview, and we're at the Association of National Park Rangers Annual Ranger Rendezvous in Indian Wells, California. So I think yesterday, we ended, you were talking about being a Sub-District Ranger – Sierra Crest District Ranger – at Sequoia National Park, and I was wondering, essentially, at what point did you decide to move on, and how did you make that decision? Where did you go?

Richard Martin: Well, can I step back for just a second to that – I was thinkin' about afterwards, a couple of things I forgot to mention about that particular role. Ah, and one of which I think was groundbreaking at the time, and that was we hired the first females to work in the wilderness as rangers in Sequoia and Kings Canyon? One of whose name I remember – that was Cindy Lietz, later Cindy Erickson and I think she's now married again 'cause Scott passed away. Or actually I think they got divorced and then Scott passed away later. And I don't know where she lives. She was living in California some place.

Alison Steiner: She was in Placerville. I interviewed her for the wilderness ranger – or the wilderness – oral history project.

Richard Martin: Oh, you did.

Alison Steiner: Mmhm.

Richard Martin: Oh, you did?

Alison Steiner: Mmhm.

Richard Martin: Oh, okay. She was one of the first, and I think that was the summer of '75 or '76. Prior to that there'd been really a bias against females in the wilderness, by some managers. I exclude myself from that group, because I was married to a tremendous outdoor woman at the time, and I'd hiked all over the west with and backpacked, and so I was very confident that [chuckles] females – not that I necessarily had to be convinced – but I was absolutely positive that there was no reason not to hire females. So that's something that I think was an important step in the management of wilderness and provided a perspective other than the one that most males tend to have.

Alison Steiner: And what was the reaction to the first females being hired?

Richard Martin: I don't remember a reaction, except among some, you know, old-line conservative males. But I, publicly, I don't remember a word being said. Now maybe there was some that I didn't hear, maybe

I've forgotten, but I don't remember any significant issue whatsoever. And certainly, performance-wise, there was not a shred of difference that anybody could discern – at least I couldn't. And I don't remember anybody ever sayin' anything internally, as far as actual performance. So that was a, I think, a significant thing in its time. Today, very accepted, but a real step in the right direction in its day.

Richard Martin: As far as leaving Sequoia Kings Canyon Wilderness and the east side, it was an interesting process for me, because I was doing a job I really enjoyed. On the other hand, I didn't really feel like I was contributing as much as I thought I could. Like I mentioned yesterday, I found it quite difficult to influence events within Sequoia Kings Canyon, as far as, you know, management and programs in the wilderness were concerned. Not as far as, you know, actually doin' work, 'cause I was always out there doin' things, but as far as influencing some things other than the relations and working with the Forest Service on the east side, where we did quite a few things. I was – the Forest Service and my function – we were making quite a few innovations, such as the Interagency Visitor Center at Lone Pine, between the two agencies, but as far as the [chuckles] internally within the Sequoia Kings Canyon wilderness management, it was quite difficult to have an influence from the east side. Partly, you know, it was just a matter of proximity. Might've been a matter of personality [chuckles], too, I don't know, but certainly a matter of – you know how proximity is really important when it comes to influence. And you know it's really hard for somebody out in the wilderness to have an influence in some distant location. So, I felt I wasn't contributing as much as I could. I had found all kinds of things to do – I was a First Aid instructor, I was going all over the east side teaching First Aid, on my own time but as a representative of the National Park Service, as a ranger. I was going to schools and giving talks, I was participating in community events and activities, so I was keeping busy with things that I enjoyed doing, that I thought were productive. But I didn't feel like I was helping move the Park Service wilderness programs or other programs down the road another step or two, which I always liked to do, like I mentioned. Standing still – it just has never been one of my strong suits. [Laughs.]

Richard Martin: So, I'd applied for a couple jobs. One of the jobs I'd applied for, which might be a slight digression, was the bear management job – and I think it also included some fire management – in Yellowstone. I thought that would be an interesting role and something I could contribute to. Another person got the job, which was fine. But anyway, I thought it was time to kinda move on to something where I could contribute more. Then I was offered a

District Ranger job in Yosemite, in Yosemite Valley. It was a tough decision for me because it was – most of the work I had done had been in roles that had a significant wilderness-y kind of responsibility. Or at least activity. You know, this position would've been in Yosemite Valley, which was known, and was known as a semi-urban environment, there's a little wilderness function in that ranger job in Little Yosemite Valley – it's actually a really busy wilderness role, but a very small piece of real estate in the district. So, it was really a tough decision for me to make, but I know it was even harder for my family. But ultimately it seemed like it was the right thing to do professionally and workwise.

Richard Martin: So, I moved to Yosemite Valley, and it was a huge shock [laughs] to my system. Because, you know, I went from one of the most independent – if not *the* more independent – functions in NPS, for a ranger, to one of the most hectic – if not the most hectic – ranger operations, at the time anyway. I doubt if it's changed too much in the Service. On the other hand, I found it extremely rewarding. The District staff and the other functions in the park were extremely professional and hardworking and dedicated and a lot of fun to be around. A lot of folks with great senses of humor, people like Butch Farabee and Pete Hart and Doug Erskine and other legendary rangers and managers of ranger functions and fire management. So, it was a really, very rewarding workwise, and really, really busy. Never much time for contemplation or reflection, which was quite different from most of the previous roles I'd had when you would have actual work time to think about, "Well, how can we make a difference here?" or "What can we do there?" or "Gosh, maybe I can take time to take some evening courses at a local college," you know, in some of my previous jobs. Not true in this, because this was like non-stop activity, never a dull moment, and never, in fact, a lot of times not much time to actually rest, you know, between activity, so it could be also very wearing, both physically and mentally, because things were always going on that one had to be both prepared for and one had to, you know, react to. So, you know, a real reaction kind of role.

Alison Steiner: Um, it's interesting when you say that, you know, it was wearing mentally and physically, and that it was a, you were constantly reacting. I guess, you know, could you talk a little bit more about that type of Park Service culture and any lessons learned from working in that type of environment? It seems like you have the perfect, you know, example of the opposite of that. Were there any ways that you learned to adapt?

Richard Martin: Yeah and, you know, everybody that worked there, in fact, in probably every role, one either adapts or moves on or does not do well. Fortunately, I had all kinds of great support, first of all, with people like Butch. There were other people in the District and outside that were incredibly supportive and helpful, as far as helping me prepare mentally and physically prepare. There was a great physical fitness program going there then, with – you didn't get government time yet, but there was a lot of emphasis on physical fitness, a lot of – huge – emphasis on training, that other people in the ranger division and outside were conducting. All kinds of help with work – it didn't matter what it was. For example, you know, if we in the ranger function needed something, it actually didn't matter what it was. 'Cause the maintenance division or the resource management division or the interpretive division or the fire function, the hospital, the concessions – they were, they would help. They were always there to both support us and give us good ideas on how to do things better. It was really a tremendous collaborative program among so many – now you know there's always so many that you kinda had to drag along – but sometimes we had to be dragged along and pushed, too, by other folks. So, it was really rewarding and very enjoyable, the kind of working together with so many, so many things. I'd, you know, I'd come at some of my roles in other parks before Sequoia, where you know if you needed a sign someplace, you know, you kinda had to go get it and plant it yourself! [Laughs.] And I remember the first week I was there, and we needed some signs, and I called the sign shop and I said, "We need" – I forget what the signs were – but I do remember the response. They said, "Okay, when do you need 'em?" "Well, sooner rather than later." "Is this afternoon soon enough?" [Laughs] That'd be just phenomenal! I said, "We'll, you know, if you guys are busy, just bring the signs by and, you know, we'll plant 'em." "Don't you trust us to do it right?" [Laughs.] "Ah, that wasn't my intent! Didn't mean to question anybody's ability. I just thought maybe you guys were busy, you know, I'm kinda used to having to do that in other parks." "Nah, we'll take care of it. Just tell us where you want 'em." Ah, and it was always like that. There was always – and of course we helped everybody else out as well – but we were much more a constant reaction activity, so we actually had to lean on so many other functions, and they were always helpful. And it wasn't just the management.

Richard Martin: I remember at one point when the park superintendent at the time – the guy that actually hired me, Les Arnberger, Rob Arnberger's dad – he lived in the Valley at the time, out in the Meadow, it's a house not occupied anymore. In fact, I think they turned it into offices. But he lived like a five-minute walk from his office, which

was just across the way from the Valley District Headquarters Building. And we had a little auto accident or someplace, and he actually came out and got on the ambulance and rode down to the site with us, and he didn't actually help, he just kinda stood by to watch to see what we were doing, 'cause he wanted to know how we were doing, what we were doing, you know, everything. And afterwards, he said, "You know, you guys are really doin' a lot of great stuff," and he wanted to know what he could do to support it. And actually, that was part of what came about with the first Park Medic training. He was very supportive of that for us, so anyway, the whole point is it was a really monster collaborative working together that was, so that was one of the ways, you know, I didn't actually have to do much preparation in some ways because there was so much support.

Richard Martin: The other thing of course, was I found for myself personally, and I found this throughout my life, was if I could do some physical activity, I didn't feel as worn down, as worrisome, as in 1970-speak 'stressed-out', and some people you would see would really be having, would have trouble dealing with the EMS calls, with, you know, going out and arresting people, with the really highly technical searches and rescues that we were doing, calls in the middle of the night, stuff like that. I found personally that I'd go out and run a couple of miles after work or take a long bike ride, and on my days off I'd go for a hike in the park or in the winter I'd go skiing at Badger Pass, and I found that personally was very helpful to me. So that was kind of how I dealt with it.

Alison Steiner: You mentioned the Park Medic training, and I was wondering if you kind of could describe briefly how that program came about?

Richard Martin: Well, it actually goes back before 1977. At Mount Rainier in the early '70s, we found a need there to deal with EMS incidents before there was actually an EMS nationwide program before there was even the acronym. Because we were hauling people out of the woods, off of plane wrecks, off a mountain, off trails, out of the rivers, and it was a long way to a hospital. We didn't even have an ambulance in those days, we had station wagons with, you know, those basket litters – Stokes litters? Now that was – and those were all war surplus from the military. Ah, that was kind of the state of the art – we did have a few folding, those folding rubber cot-like things you can put in the back of a station wagon? We had a few of those. So, we didn't have, the stuff we had was lousy. We had first-aid equipment, and a lot of us were trained or first-aid instructors. I was a first-aid instructor. But, and quite a few of us in those days had worked in Park Service ski areas, you know, and we were used to fixing up broken bones, 'cause there were a lot of broken bones in those days with the equipment of the day. In fact,

they said in those days, if you didn't break your leg in 25 years of skiing, you were extremely lucky. So, we were used to, you know, dealing with those kind of EMS – now called EMS incidents – but you know the knowledge of high-altitude illness was just kind of – we were just becoming aware of that. I mean, we knew people had got sick at high altitude, but we didn't know why yet. We knew how – well, we were learning how to diagnose it with sound in the lungs and sputum and coughs and everything, headaches. So that, we were just learning that technology and knowledge, and we were beginning to learn more about treatment for things like burns, for example. I mean, up until about the late '60s, early '70s, treatment for burns was, you know, only things like 'put butter on it'. Well, it was I think in the late '60s was the very first research that demonstrated that cold water was the answer – you know, common knowledge today – should've been common sense before, but it wasn't. So, and there was a lot of other EMS-type knowledge that we did not have, but we knew was out there.

Richard Martin: So, the park, the Assistant [Chief Ranger][1], a great guy named Clyde Lockwood, contacted the local hospital in Puyallup, Good Samaritan Hospital, and they agreed, their doctors agreed, to give us lessons in emergency medical management. So we all went down there on our own time for, gosh I forgot, six, eight, ten, twelve weeks, you know, in the afternoons or evenings – the park gave us the time and I forget whether we had to drive our own vehicles or whether the park gave us a government car – no travel orders, no overtime, which was good, and is a lesson the Park Service could take again today, you know, for training. But anyway, that's a side issue. And actually, we learned to administer Demerol and to give IVs, and they agreed also to be our medical advisors. So, it actually preceded Valley Medical Center and Fresno, now University Medical Center in Fresno – at Mount Rainier. And a few other parks were tinkering with things like that, too. I think Mount Rainier had the most sophisticated system, though, because we felt we had A) we had the greatest need, and B) we had a bunch of assertive ranger types that wanted to learn or something. And I actually gave several Demerol shots, including – I don't know if you've heard the story about the ranger, uh rangers that fell in the crevasse at 14,000 feet, and I won't go into the whole story, 'cause it's kind of a long story, but one of the Demerol administrations I gave was at 14,000 feet, in radio contact with a physician at the hospital who advised me. I mean, we knew what to do, but it was, you know, protocol. So, and then later on at Sequoia Kings, they had that cave rescue situation, and we were having

[1] Narrator says Assistant Superintendent on recording but corrected this to Assistant Chief Ranger during transcript review.

other medical concerns at Sequoia Kings. Yosemite was having the same thing but in Sequoia Kings it came to a head because of our personalities. I actually went to – EMS came along in about the late, or about the mid-70s, EMS training – and I went to EMS training on my own in Bishop and became an EMT, and I think I was one of the first in Sequoia Kings. And then they have the cave rescue that took two days, a guy died. Erika [Jostad] knows the story, if you haven't heard it, and then the rangers, mostly in Sierra District, the backcountry rangers and supervisors, people like me and John Chew, Paul [Fodor], Alden Nash as well as a few others, realized, you know, 'We gotta do something. Because watching people die, you know, for two days – is just too miserable'. And Yosemite was the same way. So John Chew in Sequoia Kings and Butch Farabee in Yosemite collaborated in getting then Valley Medical Center in Fresno to conduct really the first significant EMT training in the National Park Service, and I went to that first one and became a Park Medic, as did Butch and John and rangers from Sequoia Kings. I've forgotten who all from Sequoia Kings came – ah, quite a few from Yosemite. And we went down there everyone, I think it was one day a week on our own – well, we got the afternoons on government time to drive down there, and the government gave us a vehicle – but we agreed not to ask for overtime or travel costs or meal expenses or anything like that, 'cause we wanted to learn to do that and to perform our jobs better and serve the public and the park better. And I think it's unfortunate that today rangers or others feel that it's their right and privilege to get overtime and travel costs for every little, you know, hour of training they go to, uh, when it enhances their ability to do their job, A), and B) it enhances their competitiveness for other jobs, and C) it better serves the public. So, there's my editorial on that subject. [Laughs.] Anyway, that's how it started.

Richard Martin: Then it went from there. Actually it got, you know, more and more formalized, and then John Chew transferred to Washington, not directly to Washington, D.C., he transferred to Shenandoah, but he was close to D.C., to the Washington Office, and so he would lobby with the Washington Office, you know, to get a more formal NPS EMS system. And he was a very persuasive guy, and he was really, really committed to EMS. He was a District Ranger in Shenandoah, but, you know, he was only a two-hour drive from DC. And he convinced the Ranger Activities division in DC to kind of go along with it, and then he actually – I forget whether he was formally transferred to Washington, DC Ranger Activities in the EMS function or whether he was there, you know, on details. I can't remember that. But he did work out of the DC office a lot, and he actually – John Chew pretty much put together the NPS EMS program. He was a really assertive guy, really ambitious, and

ultimately, he moved on to actually a fulltime EMS job with the Department of Transportation, and that's where he finished out his career. So that's pretty much how it started. It got more formal, you know, with Park Medics, and then there was EMT Intermediates and, you know, other designations – which was fine. But that was kind of the start.

Alison Steiner: And is this also the time when you started becoming involved with ANPR, helped create ANPR?

Richard Martin: Right. Well, that was when ANPR started. And that came about – I'm glad you asked about ANPR – you know, the ranger atmosphere in Yosemite at the time, particularly Yosemite Valley, was pretty ah, it was full of pretty assertive people. I don't know whether they were attracted to that because that was, you know, just a place of constant activity and reaction and creativity but – or whether it just kinda, the stars just aligned, I don't know about that – but anyway there was quite a few assertive people and also some people that just really liked each other, liked to work together, like to socialize and do outdoor things, you know, go backpacking, go climbing, go on ski trips, go party – fair amount of partyin' goin' on, [chuckles] actually a fair amount! And several rangers from Yosemite moved on, you know, to places like Yellowstone and Grand Teton in particular, but a few other places, and Butch Farabee and a guy named Roger Siglin now retired, who was one time a District Ranger in Yosemite, former Chief Ranger Yellowstone, former superintendent of Gates of the Arctic in Alaska, lives in New Mexico, I think, or Arizona. A real outdoor athlete. Walked 30 miles a day, day in and day out, not just one day out of two or three – like was about what I could do. A mountain climber, not so much a technical climber for, you know, 3,000-foot-tall cliffs, but a mountaineer type person, a real outdoor adventurer. And a couple of other rangers from Yosemite had moved to Grand Teton. So they decided to have a get-together at Jackson Hole, and I do not – Butch could provide enlightenment on why it was Jackson Hole – but it was maybe the park agreed to, because the Chief Ranger then at Grand Teton was the same person I had worked for at Mount Rainier, Alan Atchison, and he was real into things like that, you know. 'Let's get rangers together, have a good time, and then talk about stuff'.

Richard Martin: So, there was that, but the other thing, too, was that the Park Service was havin' a really challenging time tryin' to figure out how to deal with the ranger function. They'd reorganized rangers from the system I'd mentioned a while ago with, you know, Ranger Generalists, Ranger Naturalists, Ranger Historians, and Ranger Archaeologists, to Park Ranger as one professional designation and Park Technician as a support, non-professional

supposedly career. And this wasn't workin' out. There wasn't a soul that was a park technician that was happy, nor was there a soul that was a park technician that was not equally professional, but they had no career ladder, the occupation of park technician was structured so that it was absolutely screwy, ah, a manager or supervisor could assign them to do anything, including Ph.D.-level work, you know, or walk-on-water work, and yet they got paid next to nothing. So that was kind of a mess that some of us were concerned about. The ranger function was just having difficulties – law enforcement, it was a huge issue, whether to carry sidearms or not was a huge issue, these matters of performance expectations were really tough because the world was getting more specialized, law enforcement was becoming more specialized, EMS had all kinds of training requirements and qualifications, the world of SAR was becoming highly technical and specialized, Resource Management, natural and cultural, was getting really specialized – I mean, when I was first in the Park Service in Olympic and Mount Rainier, [it was] people like me that did the natural resource management. We decided where the hazard trees were and what ought to be cut down. I was a forester by training. We dealt with the forest fires, we dealt with the bears. If there was a rehab project, you know, we did the best we could with the level of knowledge we had, but that was no longer good enough, both for the National Park Service – they hadn't quite recognized it yet nationally – but there were many embarrassing things that the public was concerned about the Park Service was doing natural resource-wise. The most obvious, of course, was bear management, and the manner of informally dispatching bears by a ranger in the field was becoming no longer acceptable because it was embarrassing to the National Park Service, by the bear lovers of the universe. So, things were becoming jobwise very specific in their performance requirements, and yet the NPS hadn't recognized that. So, there was concerns like that.

Richard Martin: You know, I felt I like a good get-together and talk about this, was a good thing. I did not actually lead this effort to get the rendezvous going. Butch in Yosemite and Roger Siglin in Yellowstone and I think Mike Finley in Grand Teton were the main organizers. I just went along for the ride initially. But what I really – my hidden agenda was to talk about some of these other issues, and it turned out I was not the only one. And anyway, that's how it got started. It was gonna be kind of a party and a get-together in Grand Teton for a couple days, and talk about a few things, and we had a little bear search demonstration by a bear management woman that was working in Yosemite, you know, we had a few things like that, and we – mainly what we had was a roundtable discussion about how we felt the ranger function was

going in the National Park Service, and it kind of boiled down to the fact that we were not real content with what [chuckles] NPS was doing. So that was how ANPR – in my memory – started, and I think you would get a few other perspectives from Rick Smith, Butch Farabee, and others.

Alison Steiner: So, you said that you all decided that you weren't particularly happy with the way that the ranger function was going. Were there, I guess, how did that then translate into ANPR becoming an organization? Or what were the solutions that then all of you were trying to work towards?

Richard Martin: There was a couple of other motivating factors. There had just been something issued by the National Park Service called, roughly, the Ranger Image Task Force Report. And it included a regional director or two and the Chief Ranger at Rocky Mountain and a few other folks that were on this task force, that were to put together this report on the 'ranger image'. And WASO – I forget whether it was the Director of Ranger Activities – had, you know, put together this group, you know, to put out this report. Well, about the time we were, that this first rendezvous was getting organized, that report, you know, we became aware of, and boy, it just didn't seem to address the things that we, that some of us thought mattered. It addressed things like the uniform, and it had some stuff about sidearms that was just sub-marginal, even among those of us that were not, you know, really current on law enforcement activities, it was pretty marginal. So discussions about things like that were evolved at the rendezvous, in this kind of just sittin' in a room – I forget whether we were in a circle or whatever – and this was also a well-fueled discussion, even though it was in the middle of the day as I recall, might've even been morning. There was plenty of beverages being consumed, and of course, people were, you know, pokin' holes in the air with their finger and ah, you know, "Well, I don't like the fact NPS is doin' this" or – there was quite a few expressions of discontent on a variety of subjects and one of the focuses of that discontent was this Ranger Image Task Force Report. And it came about that, and I don't recall who – whether it was Mike Finley or Butch or Roger or who – that, you know, "Well, maybe we oughtta see if we can do somethin' about this." And there was pretty general agreement that, "Yeah, maybe we oughtta."

Richard Martin: And again, it kinda came about that Butch was appointed to be the first-year chairman, and we had a long discussion about what to call ourselves. I still remember Tim Setnicka sayin', "I think it oughtta be the Amalgamated Union of Associated Park Rangers, blah blah blah," and again, of course, this was a well-fueled

discussion and all kinds of laughter about various ideas. But finally, it came down to the Association of National Park Rangers.

Richard Martin: The other thing going on at that point, which I think may have been forgotten now, is there actually appeared throughout the National Park Service an unsigned, a one-page thing, unsigned, no address, although it was postmarked Salt Lake City as I recall, proposal to form a union of park rangers, which some of us were concerned about. At least I, I know I did not want to be a member of a union. If I was gonna be a member of something I wanted it to be a quasi-professional association, if not a professional association. There was that, and nobody I don't think ever figured out who sent that out. And prior to this there'd also been another attempt to form a park ranger union called PRO, by a guy, an old friend of mine in Olympic, Jack Hughes, who's still alive, long since retired. Professional Ranger Organization. That never went anywhere, but there was a lot of discussion in the early '70s about PRO. Should we form a union or not? You know, most of us didn't like that idea.

Richard Martin: So just from the title standpoint it was pretty much a consensus that it'd be an association, not a union, and Butch agreed to be the chairman for the first year. Rick Gale agreed to write up a newsletter. He was at Grand Canyon at the time, and he was working on the North Rim, but in the wintertime, he was on the South Rim and he actually had a fair amount of time in the wintertime. He knew the guy that was the head of the Natural History Association at Grand Canyon, and so he agreed to put together a newsletter about what we had talked about at the first rendezvous and distribute it around to – there were 33 of us – to us, and it got distributed around various places in NPS. I think I agreed to be on a board of directors. A bunch of people agreed to be on a board. And that was, you know, my memory anyway – I'm sure not perfect – of kind of how that came about. And then we all went home. It was only, I think, a day and a half or two and a half days, and lots of outdoor activities. And afterwards Walt Dabney and I and Roger Rudolph and Cathy Loux and a couple other people went up to Yellowstone and camped out. Those guys went on a boat trip. I camped out and sightsaw. And then ah, then we went home. But Butch, who was then working for me – he was the Assistant District Ranger in Yosemite Valley – he spent a lot of time, you know, dealing with this. And other stuff, too, but a lot of time that first year kinda keeping things together and keepin' it – you know, there was no email in those days. There was either snail mail or the telephone, and the telephones were extremely expensive, but fortunately our superintendent, who was still Les Arnberger, was very tolerant of high phone bills comin' out of Valley District. [Laughs.] The admin and budget functions would

periodically come over, "Who did – you guys called Grand Teton twenty times last month! Why – you know that?" And it was really expensive, long distance, because, you know, in those days they had what was called FTS, which was the federal telephone system, which was cheap, but it only went to certain places. It did not go to Grand Teton. I think we had it in Yosemite for certain places. But, you know, you had to use Ma Bell and called the long-distance operator, and it was really, really expensive, and parks did not like the phone bills run up. But Les was extremely tolerant of us doing those kinds of things, and he knew that, you know, we were workin' on this little ANPR. He was a quite conservative guy, but he realized NPS needed to evolve, that it couldn't stay in the 1920s, '30s, or '40s, and so he tolerated Butch running up these phone bills at Valley District expense. So Butch held the thing together for that first year. And I, you know – "Butch, whatever time you need, we'll just pretend you're, you know, on your own."

Richard Martin: So that's how it kept together for the first year and then, I forget, was the second rendezvous at Rocky Mountain or was it back east? I think it was at Rocky Mountain, at where the IRF [International Ranger Federation] is going to be, at the Y [YMCA of the Rockies, in Estes Park, Colorado]. Was that the second one? I think so. And there were more people there. And at that one, the Regional Director actually, from Rocky Mountain Region or maybe it was Midwest Region at the time – he and the park superintendent came and gave little talks to us and kind of encouraged us. I don't think they knew what kind of a monster they were making [chuckles] in encouraging. They came, and I think it was the third rendezvous at Shenandoah that Jon Chu actually organized – he was still workin' at Shenandoah, and there were representatives from the Washington Office at that one, from Ranger Activities and WASO Personnel that came and talked about seasonal hiring and stuff like that. I forget if it was the fourth or fifth one that was at Lake Tahoe, and the Director came to that one. Director Russ Dickenson. Was a great, great man. And gave a nice talk and was encouraging. By that time, I think Mike Finley was the president.

Richard Martin: Oh, I forgot to say – after Butch served the first year, and he served as the chairman – at the second rendezvous we changed the name to the president and Rick Smith was elected as the first president for two years. And I think there was an election of a board at that time, and then I didn't serve on the board for a couple of years. Rick served two years, then Mike Finley became the president for two years, and in his second year he asked me to serve on the board again – I've forgotten in what role now, so I said okay – and then, after his term, he nominated me to be the president [chuckles] in a general meeting – without warning. So that's why I have no sympathy! [Laughs.] And I had like five seconds to say yes or no,

[sotto voce: Jesus Christ, what the fuck am I gonna say?] but anyway. [Laughs.] By that time it had a pretty good momentum, and there were – that was the rendezvous at Great Smokies – and there were two or three regional directors at that, the director came, must've been – there were over a hundred people, maybe a couple hundred. And all kinds of activities. There was a fun run and I think there for a few years they would have a competitive shooting match and training sessions, you know, and things like training sessions started on things like how to do your application for jobs, your resume, how to hire seasonals, how to do performance evaluations, you know, kind of technical personnel things that were applied to everybody, and some field skills training and events. And it was going really strong by that time, by the early '80s. So that was kinda how it came about.

Alison Steiner: So, at what point then did you leave Yosemite, and – at some point during that period you just talked about? Or were you there the whole time?

Richard Martin: I worked in Yosemite for seven years in the Valley, and things evolved significantly during that time frame. It was a, ah people that say the Park Service never changes are just plain wacko. I mean, they haven't been paying an ounce of attention! Because the Park Service and the ranger function evolved dramatically in those seven years and continued for some time afterwards. The EMS program went from, you know, a dead stop practically to a service-wide program. The law enforcement function became very professional, not perfect by any means, but very professional, with training at FLETC and annual refresher training. The wearing of the sidearm became accepted and required. Equipment, whether it was vehicular or personal protection equipment or functional equipment, became widely available. Up until about the mid-70s, in most parks, half the time you had to buy your own ropes and crampons and carabiners [laughs], all of your own safety equipment – which is fine – but this stuff became much more standardized. For good reason, because oftentimes, you know, if you were a ranger out in some remote place and you needed to go to the local mountaineering shop and buy a rope, I mean, you might be able to call somebody in the park or ask the rope guy at the mountaineering store what rope you should have, but as far as actually knowing what would work best in your park situation from a professional standpoint, that dissemination of information hadn't existed. So I remember I went, when I worked at both Mount Rainier and Olympic, I needed crampons, ropes, carabiners, and stuff, and I'd ask, you know, a more experienced ranger, but that more experienced ranger might or might not be up on the latest. So, the Park Service became much better and more

professional and of much higher quality in equipment as well as in training.

Richard Martin: Training became much more widely available, in search and rescue? The Park Service put together – Bill Wade did a lot of it and Jim Brady – the first formal Managing the Search Function training. I was a trainee there and later became an instructor. Prior to that, you know, managing searches and rescues – searches in particular – was a non, ah, it was as non-formalized as you could get. It was the art of either muddling through or failing, so it was personality specific. If you had some experience in searches and interest in it, you know, you could do fairly well, but if you didn't, I mean, you were just gonna either luck out and do okay or you were gonna fail. So the Park Service, with some outside help from some people in NASAR [National Association for Search and Rescue] and some people that had a personal interest, the Syrotuck family in particular [Bill Syrotuck and his wife] who were like almost search professionals in the Pacific Northwest, put together the first ever Managing the Search Function training. And that became a formal National Park Service function, and we trained people all over the country in that – including non-NPS'ers. I went all over California, as did Bill Pierce and a lot of other rangers, training anybody that would listen in how to, ah, sheriff's departments, state parks, emergency responders, anybody that got involved in searchers, we trained them in how to perform. We did the first training in a professional-level search, how to organize it and how to do the statistical analysis of likely routes for people, how to do investigations in it, cause lots of people, you know, fake their disappearance. So that kind of thing became much more professional in the '70s and early '80s in the National Park Service. It was massive evolution of professionalism.

Richard Martin: On the other hand, the kind of downside to that was greater specialization by rangers and less involvement in other functions, because, you know, the more you specialize in something, the more time it takes. And the better you get at something, you know, the less time and expertise you have in something else – just by a matter of human capability. So rangers evolved more and more out of the fire program, out of the natural resource and other resource functions, and those began to be picked up by professionals in those that focused on those activities. I was particularly dismayed when I no longer had a bear management qualification, 'cause I had been doin' it for fifteen years. I didn't have the time to keep it up. I was dismayed when I lost my fire red card. I'd been doin' that for almost twenty years. But that was a matter of the evolution of the National Park Service ranger function. A lot of rangers were able to keep their fire qualification. I was just too darn busy. I was not the only one, but a lot of rangers were able to keep their fire

qual[ification] and some still, I think, do today, protection rangers, I hope some do. But many of us could not continue to do that. On the other hand, we were doin' our jobs at a much higher level of quality and performance and productivity. We were able to carry out, you know, we lost fewer patients in EMS. We were able to find people better and carry out technical rescues better. We were able to perform our law enforcement function at a professional level, as opposed to, you know, sagebrush justice, which we did a lot in, you know, the decades prior to that. I can remember arresting people in both Olympic and Mount Rainier and takin' the rotor out of their car and takin' them to a local lodge to sleep off their drunk instead of drivin' 'em 60 miles, you know, to put 'em in jail. And, you know, that kind of sub-professional law enforcement became a thing of the past, thankfully.

Alison Steiner: So, at what point did you decide to move on from Yosemite?

Richard Martin: Well, in my, you know, my personal – I loved bein' a ranger, I loved workin' in the parks, I loved the outdoors. On the other hand, I'd worked at that point in fire and as a ranger for, let's see, from starting seasonal in '57 to '84 or ''5, almost 30 years. And I began to feel – maybe I was egotistical – but I began to feel, "Eh, I've gotten fairly good at this," and I never really liked not learning, I just was not a person that was comfortable doing the same thing over and over and over again. First of all, I'd get bored doin' it. Second of all I'd feel like "Jeez, I've been here, done this a few times." And I also saw some people that, you know, stayed in something maybe longer than was good not only for them but their function in their park and got really comfortable in what they were doing, and I didn't want to be one of those. I wanted to continue to learn things and grow and the other thing was I found, working with ANPR – I credit ANPR hugely with this – found that I actually could perform as a leader. I hadn't actually set out to do that, when I got, you know, kind of semi-stiff armed into bein' ANPR President, I found I could actually – probably not perfectly but acceptably – in leading an organization that, you know, as opposed to bein' a supervisor. I was kind of an okay supervisor, I guess, but you know in a non-supervisory role, if you're responsible for it, why you perform much more as a leader, rather than as a just manager by an organization's supervisor. It requires persuasion, lot of jawboning, persistence, perseverance, you know, and if something doesn't work, you've gotta go back and try a different way to do it. I particularly remember when it dawned on me at one of the rendezvous when I was president: we need some speakers, and I'd met a guy on an airplane that was in the Wilderness Society. He was sitting on the seat next to me on the plane – we had this great wilderness conversation! And said, "You're a ranger?" "Yeah, at Yosemite, yeah." He said, "I must be

havin' – ah yeah." It's got its good and its bad. We had this great conversation. I got his card, and I gave him mine, and we kinda had phone conversations periodically.

Richard Martin: So finally, I didn't ask him directly, but I called up the Wilderness Society, I thought, "Boy, it would be fun to have a speaker from the Wilderness Society come to the next rendezvous." Because it was right at the time when many parks were getting legislated as wilderness. And Yosemite, Sequoia Kings, and Lassen were part of that. I think the Washington state parks, of Olympic, Mount Rainier, and Cascades were about then, I've forgotten exactly. Anyway, wilderness was kind of a hot topic, not just among, you know, us wilderness lovers. So, I wrote a – no, I called the Wilderness Society office in DC, and Gaylord Nelson, who had been a senator from Wisconsin and was kind of a wilderness guru politically, I asked him if Gaylord Nelson could come to the rendezvous. He was then their – I don't think he was their formal president, he was like their chairman of their board of the Wilderness Society – and he said, "Ah, you know, he's too busy." Well, I, one of the things I learned in that role as more of a leader was, "Oh, shit, that didn't work. I think I'll call this guy I met on the airplane." So, I call him up. His name's Doug Scott has actually written a couple books. "Doug, remember me?" "Oh, it's Dick. Nice to hear from you again!" "You know, we're havin' this ranger rendezvous up at Bar Harbor, Maine, and you know there are these wilderness issues in NPS right now, it's a hot topic of conversation, and we'd be delighted if Gaylord Nelson could come to the rendezvous and give a talk." He says, "I think I can do that. Sure." We got Gaylord Nelson to come to the rendezvous. And he gave a great talk. Some of the people who were not necessarily wilderness lovers in the audience were not enamored with him being there, but on the other hand – this is another thing I've learned as a leader is you don't have to please everybody if you're gonna have a productive organization. Please as many as you can, but on the other hand it's sometimes kind of fun to do something a little controversial – as long as it doesn't really embarrass or damage anybody.

Richard Martin: So, you know, I kinda learned those things and that I could function in that kind of role, and – to some degree – thought, "Well, maybe I, maybe it's time to no longer be a hundred percent ranger and do something else." I didn't really want to be a Chief Ranger because, you know, it was like being in an office most of the time, and I never knew a Chief Ranger that seemed happy. [Laughs.] You know, they were getting' beat up from below, and beat up from above, and from the side and every place. So I thought, "Well, maybe I'll apply for some management jobs," and this man that I – had been the superintendent at Mount Rainier, Jim

Tobin – was great, he'd kept callin' me up: "Dick, you want to go into management? You have great management potential." [Laughs.] And earlier times that would've scared the devil outta me because I didn't, hadn't wanted to do that in earlier years. But 'Oh, maybe it's time to do something different'. And Mike Finley had gone on to be a superintendent by that time – he'd been a ranger – and Rick Smith had done something in management. So, some of my friends and people that I looked up to in the organization – Jack Morehead – had gone into management, and periodically they would ask if I would do somethin' like that. So, I decided to apply for some management jobs, and I was turned down for a ton of 'em. And eventually I applied for the superintendency at Wrangells in Alaska, and I was selected for it. I think, supported by Mike Finley was in the Alaska Region at that time and Jim Tobin was the Regional Director at Seattle – I think I got a lot of support and lobbying efforts from them. So, but that's how that came about.

Richard Martin: It – oh, the other thing 'course was, you need a life after Yosemite, at least I did, and I think most people should have a life – especially if you worked there as a ranger or in those functions that are kind of high activity. There're plenty of people workin' there in roles that are spending their entire working career there, but I didn't feel I could do that. I was just gonna get worn down [laughs] and either become cynical or bitter or tired or, you know, physically incapable, 'cause by that time I was in my 40s – how old was I? About 45, I think. And you know when you reach your 40s, I think, more, maybe it happens more in one's 50s today, with more knowledge known about how to retain one's physical capabilities, but in those days it was lift weights, go running. That was it. And I'd read all the books. I'd read aerobics and all these things about how to stay in good physical condition, and the state of the knowledge, pretty much, at least publicly was, you know, pretty much the aerobics book, which was mostly running but you could also bike or swim, climb mountains, and you know using weights. Some of the machinery, like you know those gym-like things were just kinda becoming available, but we didn't have any in Yosemite yet. So anyway, and I could see the older rangers that I knew that had stayed in that function, a lot of 'em were really creaky and couldn't get out and perform as well. So, I thought it was a good time to do something different, from that standpoint as well.

Alison Steiner: And what was that transition like, moving?

Richard Martin: It was tough. Ah, because I went from, you know, kind of a constant state of reaction to demands – from that – to you know now I'm a manager – what do I do? And the park was a tough,

tough, tough park. It was hands down the most controversial park in the system at that time. The largest, but also the most controversial. Not just in Alaska, it was controversial nationally and in NPS. And the staff was minimal – I think we had eight permanents or ten when I got there. Great staff, superb, a few old Yosemite-ites. But sub-minimal staff, so you know just the capability to do stuff was extremely limited. Real small budget. And all these controversies over every conceivable thing, and it was under different legislation that allowed all kinds of things in the park 'cause it was a park and a preserve, so there was hunting. It was in Alaska, so there were elements of the Alaska National Interest Lands Conservation Act that allowed snowmobiling both in the park and preserve, airplane landings both in the park and preserve, motorboats both in and outside the preserve – and in wilderness for all of those things. So, there was that. There was 15 mining claims in the park that were valid at the time. There was over half a million acres of private land. There were native people that lived in the park. There were people on government land living as squatters that were grandfathered in as local residents. There was the Kennecott Mine, which at one time the Park Service had said it did not want as a national park, but it was in the park – although not park property at that point. I mean, there was just all of this stuff! On the other hand, I mean, I really enjoyed doing different things, trying to wrestle with these now political and controversial and much more communications and cerebral challenges, and long-term challenges. When you go out and do a rescue, an EMS, arrest somebody, that's kind of short-term. May have long-term consequences, but it's, you know, it's kind of an immediate crisis. Here we were talkin' long-term. 'Course wilderness, the activities that I'd done and that all of us had done that had worked in backcountry management, that had been long-term issues, and those of us that had dealt with natural and cultural resources had been long-term. But when you think of the ranger function in Yosemite Valley at that time, it was pretty much dealing with, you know, the day-to-day, week-to-week visitor and resource crises of the moment. So, everything here was much more long-term, which was great – I enjoyed that opportunity to really make a long-term impact on a new national park.

Richard Martin: So, it was kind of funny, because a [Alaska] Regional Director that interviewed me – a great guy, Roger Contor – interviewed me in SEA-TAC Airport in one of the meeting rooms there. He did all the talking, I mean, he didn't ask me hardly any questions, just a few that were kind of his tests of a new superintendent. And they were all natural resource questions, and I had the answers for most of 'em because I'd done a lot of that stuff, but he did most of the talking, you know, the park needs this, the park needs that – kinda

like he'd already decided who he was gonna hire and that was gonna be me. So, a few days later they said, "Okay you're hired, and report in January." Coldest month of the year in Alaska. So I, you know, I get up there, it's 60 below, I can't rent or buy, or I can't rent a place in town because they won't rent to the Park Service – we were the least loved people in this small town in rural Alaska. You went into the grocery store, they knew who you were because you know such a small town, give you dirty looks, the clerks were surly. You buy gas at the gas station, you know, you'd hear snide comments from the back of the room, "There's a goddamn parkie out there." So, we were pretty much socially ostracized from polite society. It was in the town of Glennallen, but there's little satellite towns around there. We were always getting harassing phone calls, some of the staff got death threats, and I just plain could not – people would not rent to me. I didn't want to buy a place yet, thought maybe I would later. I finally found a place, a little ways out of town, that had been newly built by a man and woman that worked for Alaska Fish and Game. They were leaving the area. Was a one-room cabin about the size of this, with a loft for sleeping. No running water. Outhouse. And a wood stove. And I lived there for five years, and ultimately Mary moved to Alaska and we bought a place down near Anchorage, where she was working out of, so you know we'd travel back and forth. So, I wasn't always in this cabin, but most of the time I was living there. And actually, it was – I enjoyed it, kind of. Five years was plenty, but, you know, in the wintertime I could ski out my back door. I just kept my cross-country skis leanin' up against the back door, and I always waxed with a hard blue wax 'cause you didn't need to change waxes, and I'd ski out into the black spruce forest, I'd see animal tracks and everything. But anyway, I finally got a place to rent. The other nice thing about it was, it was far enough out of town that most of the people didn't know where I was living, so I never got physically harassed or anything while I was not working – except when I'd go to the gas station or grocery store.

Richard Martin: The work requirements, like I mentioned earlier, were just plain overwhelming, because of all the demands and all the needs of the park, and our limited ability with staff, you know, to perform them. And we weren't the only park in Alaska that was having that problem. I mean, if we'd have been one park – I think there were 13 parks in Alaska at that time and six of 'em were new parks or hugely expanded parks – if we'd been one new one with 13 old ones, we'd have been fine, I think, because the Regional Office and the other parks could've supported us. And we did get a lot of support from the older parks like Glacier Bay and Denali. But since there were five others – Gates of the Arctic, Northwest Areas, Kenai Fjords, Bering Land Bridge, and Yukon Charley –

that were all just as new as Wrangells. Not as big – I don't think they had as many issues, but they had plenty of 'em, so the Regional Office was doin' everything it could to help us out, but they were a fairly small staff, too, not like Western Regional Offices even today, which has, you know, a huge staff. There was only about, I don't know, 50 or a hundred people workin' in the Anchorage Regional Office. So, every day we had to do about a hundred things, we could only do about ten of 'em and it was a great exercise in priority setting. A real lesson's learned in dealing with the big rocks, not the little rocks. And be lots of whining from, you know, the little rocks that didn't get addressed, but that's just the way it was.

Richard Martin: And the things that we were doing then were trying to establish a presence and arrange a – Jim Hannah was there at the time, he was the District Ranger, he'd been there since the start, about five years before I got there – and Shirley.[2] They were livin' in town and people loved Jim. First of all, he's a big guy, so people wouldn't say too many nasty things to him. And he and his, and Shirley and their daughters were really compatible with the people in the community, and he was a really, a person that helped with things community-wise, and we hired a few of the community members – which is always a good thing. Give 'em a little money, you know, in the community to realize there's some benefits to having a park as a neighbor, even if they don't like it or like the people necessarily. We did a – and I do not know to this day why the Park Service embarked on this, but they decided to write General Management Plans for all the new parks at the same time – write that. And I don't know if this is just retrospect on my part, but if I was doin' it, I would say, "We'll start that in about ten years. We ain't gonna deal with it yet. We're just gonna try to get established and then deal with it." Because these General Management Plans were hugely controversial, and the one at Wrangells was the worst of the worst, controversy-wise. And the process had already been started by the time that I got there. The Regional Office had a staff of General Management Plan writers, planners, Vaughn Baker, the superintendent at Rocky Mountain, was the guy from Wrangells – so he did a superb job, but my God, we were always going to meeting and to interviews about – and this was in the first year I was there, actually in the first several months I was there, middle of winter – local meetings on the General Management Plan and just getting yelled at constantly. And people extremely rude and, but we persevered.

[2] Interview with Jim Hannah is available at Project Jukebox, Digital Branch of the University of Alaska Fairbanks Oral History Program, http://jukebox.uaf.edu/site7/interviews/699.

Richard Martin: One of my lessons from ANPR. When in doubt, persevere. [Laughs.] Don't give up. Don't weaken. Hang in there. Maybe make a few adjustments, but don't weaken, no matter what. The first year I was there I went to 39 public meetings – almost one a week. All over the state of Alaska – Fairbanks, as far down as Juneau, every little town around Wrangells. Lots of media interviews – and that, again, I wasn't the only one, but I think I did actually the most of that of any of the superintendents. And in addition, of course, there were controversies regarding subsistencies, which was for rural residents – I went to a lot of meetings on that and got yelled at periodically. And then of course we had to deal with the mining issue, with hunting with Alaska Department of Fish and Game and with hunters. There were lots of squatters in the park that we were tryin' to deal with. We were tryin' to educate people on, you know, what could and couldn't be done in both the preserve and the park on motorized equipment and access to facilities whether motorized equipment or not over park land. There was lots of poaching goin' on. In those days we had almost no ability to patrol it all, and these great rangers like Jim Hannah and Dave Panabaker, Clarence Summers, but like four or five rangers for 13 million acres? "Let's see, we're not gonna get a real good handle on this!" [Laughs.] We had no interpretation program going at that point in time. An incipient fire management program. The beginnings of good baseline data on wildlife species, because we did get project funding for research on Dall sheep and caribou herds. There was a remnant herd of buffalo that Fish and Game Department or U.S. Fish and Wildlife Service had planted in the park back in the '20s or '30s. There was pretty good information that – Alaska Department of Fish and Game in fisheries management was very professional. Their wildlife biologists were more, they seemed almost more political than databased, but the fisheries management people were extremely professional and easy to work with and there was, you know, anadromous fish, salmon, coming into the park every year, migratorily. And there were historic rights to take salmon, both off of park lands and waters and state waters. So, lots of, you know, issues about stuff like that. In addition, we were tryin' to – the park had a couple of ranger stations that were bein' rented at that time that were local log cabins and things, and little outlying places – we were tryin' to buy those. And we succeeded in buying, getting most of those bought while I was there, so we owned 'em, were able to maintain 'em appropriately.

Alison Steiner: What was the effect of this kind of controversy on your very small staff, in terms of morale or—?

Richard Martin: Really difficult. And could be very wearing. Particularly, you know, the feeling of discomfort from local attitudes and things that

were said. And tenure there was not really long, in those days, and just partly because of that. Now Jim Hannah, who was like Mr. Impervious – he stayed there for the rest of his career, till he retired. But most of us, including me, you know, after a few years, you would just get very almost exhausted with the rudeness, the disrespect – not from a standpoint of role, but just from a personal standpoint. I was – I felt very fortunate I did not have a family there. Jim's family got along great, and Shirley ended up working for the school district in Glennallen, and some, many of the other family members like Dave Panabaker's wife and kids were well accepted, you know, into the community where he was stationed. And Clarence Summers, who was down at Yakutat, he was a great PR guy and, you know, but on the other hand, it was not a comfortable situation. And I – not to say that we all need to be comfortable all the time – but in some ways it would feel actually threatening. And of course, there had been a ranger station burned there at one time, and there was a ranger station burned after I left that was arson. So, there was concern about, you know, personal safety, just from the standpoint of, you know, people taking things into their own hands locally.

Richard Martin: Winters were long, and some people didn't handle the winters long and, you know, it could get a little strange toward the spring. One of the public meetings I was at, there were, I think, I was there and a couple of park staff – we went in uniform to talk about the General Management Plan, or we did a wilderness study also, not a wilderness stewardship plan but a Wilderness Suitability Plan for areas in the park and preserve that were not wilderness? And we were having a meeting on one of those subjects like that in one of the small towns. There were 30 people sittin' out there, cold dark night, middle of winter. And one of the people there just was not dealin' with winter real well – longtime resident, fairly young guy in his 20s – got up in the back of the room, and he [says], "You know, Mr. Martin, now that we can't hunt in the park anymore, the only thing we can shoot is the rangers." I'm not listenin' to this anymore, and I stood up and I said, "Well, there's one difference between us and the sheep. We shoot back." And I thought I had lost it, you know, when I said that, but he sat down and shut up, and I never heard anything about it in the media, like, you know, 'The superintendent said they're gonna shoot at us or something – they're gonna kill us all," you know, some of those things. So, I thought I'd lost it when I said that, "Guess I'll be transferred tomorrow," and actually, given what that guy said, "I don't care if I'm transferred tomorrow." But I didn't ever hear anything more about it. But anyhow, I mean, there were snide things like that. That was, I think in my personal experience, the worst of the bunch, but stuff like that was happening to other staff members.

So, it was quite uncomfortable, and I don't know that in the five years I was there if I ever relaxed very much.

Richard Martin: On the other hand, talk about a learning experience in dealing with difficulty and in being bullheadedly persistent and communicating, educating, saying the same thing over and over and over again until ultimately I began to call it 'talking them to death'. Really it was more like talking and wearing them down, A, and B, it was also talking and getting people comfortable, more comfortable, because we were consistent in the message. "We're not here to shut off hunting. You can hunt in the preserve. We're not here to take your homes or your guns away." Repeating those kinds of messages over and over and over again. "The park's here for all of us. It's gonna be here for your kids and our grandkids," those kinds of messages over and over and over again locally and in the media and around the state of Alaska. After I left there in five years – or when I left in five years – I felt that we had gotten pretty well off the defensive. Maybe not onto the assertive, but that we had good messages to portray, we tried enough messages and kind of settled on what was working well and was in fact true and accurate, and that people were beginning to understand that we were not the threat that some had portrayed us as. Now I still, I think it's now been what – 22 years since I left there – and I'm sure there's still plenty of controversies goin' on, and plenty of people that are unhappy – 13 million acres is the same size as the state of West Virginia – you know not everybody's gonna agree. Ever. So, but I do think that we did a fairly good job of helping to educate folks and communicate with what the NPS was all about and that really, you know, if they really had a problem with what we were doing, it was a political question. It was not a question of our professionalism. Or us as people. And that if they, you know, if they felt that there were some things inappropriate in the law, that there were remedies for that, and that there were political – or there were the courts of course, but in reality the courts were siding with park protection at every turn. The mining issue went to the federal courts, and the federal judge in Anchorage said the Park Service has a right to regulate mining under the Mining in the Parks Act, and that this is how they should do it. So, you know, they really boiled down to political questions rather than—

[Pause for knock at door.]

Alison Steiner: Okay.

Richard Martin: Well, I found it a tremendously rewarding experience, and a lot of fun and very inspiring. I mean, talk about a phenomenal national park – thing goes on forever, I mean, it's a hundred and eighty miles wide and two hundred and something long, goes all the way from ocean to the second and third highest peak in North America

– so. And in so many of the people that I met and worked with there were wonderful folks and when I – it's been a few years since I've been back – but when I go back, I see you know things happening and the park developing and people enjoying the park, the resource is being protected. It's just truly a rewarding – both personally and I feel rewarded as a member of society about it. So and I learned a tremendous amount about dealing with controversy – tremendous amount about, you know, when you're on one side of an issue, and this helped me so much in my later career in Washington, DC and particularly at Death Valley, when that became a national park and there were many controversies with that. The things I learned at Wrangells in managing and helping getting a new park started with all of the issues one has to deal with, I found helpful, I found to be rewarding, I found to be even more than that I found that I grew as an individual significantly. I grew as a parent of offspring, I grew as a family member, and I grew as a leader – maybe not perfect, but as a person that, you know, when I felt strongly about something that I could commit to and try to make happen and maybe succeed sometimes and not on others. But that I had grown significantly as a person in that. And that, I thank the Park Service for giving me that experience. Lot of hard work. On the other hand, if I hadn't had that opportunity, if the Park Service hadn't been there to trust me to succeed, why I wouldn't have been able to learn and grow and also have the rewarding parts of that experience. So, it was the National Park Service that I give credit to for that experience and that growth and that learning.

Alison Steiner: Well, thank you.

[END OF TRACK 1]

[END OF INTERVIEW]