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Patrick Reed
October 25, 2014

Interview conducted by Lilli Tichinin
Transcribed by Lilli Tichinin
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ORAL HISTORY INTERVIEW

WITH

PATRICK REED

By Lilli Tichinin

October 25, 2014

Estes Park, Colorado

Transcribed by Lilli Tichinin

NATIONAL PARK SERVICE

[START OF TRACK 1]

Lilli Tichinin: This is Lilli Tichinin, it is October 25th [laughs] 2014. I am here at ANPR Ranger Rendezvous doing interviews for the oral history project. If you could just introduce yourself, that'd be great.

Patrick Reed: I'm Patrick Reed, I started with the National Park Service in 1969, I just retired a couple of years ago as a superintendent at Mammoth Cave.

Lilli Tichinin: Perfect. Umm, so if you could tell me a little bit, just about your childhood and growing up, where you were born, umm that'd be – just you know, just some basic info that'd be great.

Patrick Reed: I was born in a small farm town about sixty miles southeast of Des Moines and, I went to school at Iowa State University, mostly worked on a farm when I was a kid even thought I didn't live on one. My grandfather and uncle were farmers. While I was at Iowa State University, they had created a new curriculum in natural resources and outdoor recreation, and I transferred into that. I remember there was an individual by the name of Swede Nelson who had an interesting career in that he was with the United States Forest Service for many, many years and then he was the director of natural resources for the state of California until he was old enough that they force retired him, I think at seventy or so and then they hired him back as, to head this new curriculum. But I remember him being a big influence in terms of his philosophies and he got me interested in the National Park Service. End of my sophomore year I was twenty years old and I wasn't quite old enough to apply for a ranger job, but I got a maintenance job as a maintenance worker, janitor at Mount Rushmore, in South Dakota and spent the summer there and that really changed my whole life in terms of perspective of wanting to have a career with the National Park Service.

Patrick Reed: And went back to school and back around 1970 George Hartzog was the Director and they had a Washington-based intake ranger program. The Midwest Regional office in Omaha came to Iowa State University and they only had one slot to fill and they interviewed, and I was very, very fortunate and lucky, I'm sure to get that spot. And so at the end of my junior year of college, my intake park and this was back when the Tetons was in the Midwest region, and I went to the Grand Teton National Park as an intake – or student trainee they called it at the time, and spent the summer there and did mostly law enforcement. That was way before we had the Authorities Act and just about everybody, a Park Service employee already had as much law enforcement authority as any of the rangers either. But I worked road patrol and the mountain search and rescue. I remember had admired the district ranger I

worked for, Tom Milligan. Tom was a real ranger's ranger, kind of a skills ranger and I remember going back with him into the backcountry on patrols and uh, he'd say, "We'll arrest some people this summer and we'll have some medical emergencies, and uh, oh yeah, we'll have to recover some dead bodies." But it was a whole new world as, as a ranger.

Patrick Reed: Being a student trainee, I also had some opportunity for diversity of an experience. They put me on the entrance station, Buffalo entrance for a week; I spent a week doing rafting patrols on the Snake River; I spent a week out on lake patrol on Jackson Lake. It was all really tough duty. And I went back to Iowa State and finished my senior year of college and unlike many of the people, I was again fortunate and blessed that I actually had a job when I graduated. I went back to the Tetons, they wanted me to go to the first available introduction to park operations class at Albright Training Center and that didn't open until the fall, and so I went back to the Tetons. After I graduated in the spring of '71 and stayed there [un]til late fall, and then went to Albright Training Center. Lon Garrison was the superintendent there at the time, was a long time, kind of legendary person in the Park Service, the superintendent at Yellowstone at one time, and uh, I remember being around a campfire with Lon Garrison and, Frank Kowski was still alive and Frank had come back to talk to the intake class, and sitting around drinking a beer and he was, Frank was chewing on a cigar and I remember him saying, "If you want to be a superintendent in the National Park Service you have to have a diversity of experience."

Patrick Reed: He said, "You've got to work in big parks, in recreation areas, in little parks, historic and cultural and natural." I remember that sticking with me over the years. Maybe that's why I ended up working in eleven different parks over my career. [Lilli Tichinin laughs] And I often said, it'd great – there are 350 units now, it'd be great if you could work a year in all of them, if you could live that long. [Lilli Tichinin laughs] But, obviously that's not going to happen, but uh, it was a great experience for me there. When we completed intro – National Park Service was just really getting into urban areas at that time, in the early '70s – Gateway East, Gateway West, and the director, Director Hartzog said nobody could graduate from the intake program unless they had had an urban experience. So, there was twelve or thirteen of us I think, in that particular class at Albright, and we were just kind of shot-gunned out to urban areas in the United States. I was very fortunate to be sent to St. Louis, to Jefferson National Expansion Memorial, to the arch there. For nine months, I actually only spent six months there because I had an opportunity, half-way through to go to one of the old US Park Police academies in downtown Washington, DC, on L

Street. So, I went there and graduated from the police academy. I think we were one of the very last classes before it went to consolidated training center, and then eventually – now of course and it's been for many years, at Federal Law Enforcement Training Center in Glynco, Georgia. But that was an interesting experience, being a farm boy and being in Downtown Washington, DC I guess, [Lilli Tichinin Laughs] from the Midwest there. But it was a great – it was a great experience.

Patrick Reed: Went back to the – to the Arch, met my wife there at the Arch. She was working for the historian and curator there and she was working on curating objects for the Westward Expansion Museum. When I was done with the urban assignment, the first assignment after that, really my first real assignment out of the intake program, those were directed assignments too, out of Washington, we didn't really have any say where we were going. But I really lucked out. I was sent on a – and again this is something that was popular with Director Hartzog – was split positions. I was sent on a two-year position between Death Valley and Kings Canyon. I would spend the winters for two years in Death Valley, actually the position they had there that I was in most of the time, although I did go out and work in the field since I had a police commission and other things, I did law enforcement, dispatch, did some other things, but I mostly worked as an office assistant for the chief ranger there, Tommy Thompson who later became the regional – chief ranger in the Midwest region. Jim Thompson was the superintendent there, and it was, just Death Valley was just a super experience.

Patrick Reed: I know, my wife was from St. Louis, and I flew back to the Midwest, and we got married and we flew back into Las Vegas and went to – went out into the park and it was probably two o'clock in the morning when we got into Furnace Creek. And it was a night where there wasn't any moonlight to speak of, it was really dark, so you couldn't see. And I was living in the Cow Creek trailer park, up in the housing area just north of Furnace Creek up there. While I had been gone there was a sandstorm and it had blown the trailer over next to ours, even – we had tie-downs on but it had blown it over and the maintenance folks, you know for safety reasons, they disconnected the power for the trailer. I got there with my bride, and I remember in – about two o'clock in the morning and this trailer was turned over next to ours and opened the door and this real terrible smell came out of the trailer because they had not only cut off that power, but they had cut off the power to my trailer too. And so around two o'clock in the morning my wife's introduction to the National Park Service, we were cleaning spoiled food out of the refrigerator and, and moving into a trailer in the middle of the desert. We woke up the next morning, my wife was surrounded by the Panamint Mountains and the desert and she

just – I didn't know how she'd react to that but she just thought it was wonderful and she's enjoyed all the assignments that we have had even though it's such a different experience for her, and for that. But, anyway, that was kind of her introduction to the National Park Service.

Patrick Reed: When we completed the two-year split position, every six months, I spent the summers as the area ranger over in Cedar Grove area down – road end – down there at the trailhead in Kings Canyon. We were there when we completed the two years in the position. Down there I supervised seasonal law enforcement operations and did mountain search and rescue and all of those kinds of things you would do in an area like Cedar Grove and Kings Canyon and the backcountry areas we had out of there, working out of patrol cabins and going on horse, horse pack, backpacking outings and other things into the backcountry.

Patrick Reed: They had an opening there as a subdistrict ranger up out of Grant Grove and so I moved into that. And so, we spent two more years up at – I was the subdistrict ranger up at Grant Grove and worked for a district ranger up there by the name of Bob White, who still lives up in that area, up in there. Kings Canyon is probably my wife's favorite park that we were in.

Lilli Tichinin: Yeah?

Patrick Reed: It's a super area, up there, and the winters out there. I know I've talked to people here about – we used to close the General's Highway going between Lodge Pole and Grant Grove and usually when the first snowflake hit we would call the rangers between Lodge Pole and Grant and meet halfway – we'd close the gates halfway up in our subdistricts – meet halfway then turn around and clear the road, get all the visitors out on the way back. But if you ever spent a winter in Sequoia, you'd know that when it snows sometimes it can really snow a lot and really fast. I was in a big old international four-wheel drive pickup that was jacked up, and by the time I got back up toward Grant Grove I was pushing snow up over hood of the pickup truck. It was the only time in my career, and this is a kind of inside park joke here, where I had to be towed by maintenance because I was pushing snow so hard I broke a u-joint in the four-wheel drive. Almost got to the gate up at Grant Grove up there but I had to call snowplow to plow in and get me and pull me out. [Lilli Tichinin laughs] I'll always remember that because I know the maintenance guys got a big kick out of, of pulling the rangers out cause, they got stuck in different locations and stuff.

Patrick Reed: But we were there, now I had an opportunity to go back to a totally different kind of assignment. It was a management assistant's job

at a very new, small area of the National Park Service, Wilson's Creek National Battlefield in, down by Republic, Missouri. At the time we were working out of a ten-by-seventy trailer and there was a small maintenance shed there; and it was in the very early years of the battlefield there. I remember we worked on the first general management plan, or back them they called them master plans, for, for the park. We also were working on plans for the first visitor center for the park and design. And it was early enough on, I remember there was a county road that went right through the middle of the battlefield there. We had problems with vandalism at night and other issues with through traffic and other thing on the battlefield there and I think that probably the first thing I really did in the Park Service, that really I – from a some kind of management perspective, I really felt it made a contribution long term to the Park Service is, we worked very hard to – and testified before the county commission and the boards and got them to deed that county road over to the park. Now when the park was designed with its master plan there is an interior tour route, but it is self-contained within the battlefield and goes to the areas in the sequence which best interprets the battle and, and the events there. They can still close, they can close the park at night, and it's better protected.

Patrick Reed: But from that position – while I was there the park, at the time was, was under George Washington Carver, it was a kind of a joint park operation there. But Wilson's Creek had grown large enough it was time to separate; and so it separated while – there I was acting superintendent for a few months until Jim O'Toole, the first superintendent, came in from Death Valley; he was up at Scotty's Castel, Jim was. Then I rewrote my position to be the chief of interpretation and resources management and so the last couple years I was there I was the chief I& RM but it was – I learned so much there because it when, when I first went there we had one maintenance person that was fulltime and one other fulltime park technician and you were everything from the impress fund cashier to the interpreter and to – and you did just virtually everything. It was a really great opportunity to learn in a small area and it was the first experience I had with a cultural park and Civil War history. I was not a history major, but I really have become a history buff, I guess, over the years.

Patrick Reed: So, we were there, and I had an opportunity to get a – for a promotion to go to a district ranger's job in Cape Hatteras. So off we went to Hatteras Island and we lived down in Buxton area down there. I supervised all the ranger activities up at Fort Raleigh and Wright Brothers and all the way down through Bodie Island and Hatteras Island, really everything except Ocracoke Island. And the beaches and the law enforcement operations and resources

management, and several details at night, we were sandbagging the lighthouse so it wouldn't wash away. Had some heavy storms and my wife would cook up big batches of chili and bring out to the maintenance guys and the rangers in the middle of the night when we were sandbagging and – I always said she was probably one of the best volunteers I worked with in my whole career. She was always doing something. Park Service spouses, you know for that – I finally recognized her as a VIP when I was a superintendent at Mammoth Cave. And I'm jumping ahead, but I – because we were in Cedar Grove there doing law enforcement and it just was the ranger way back in the '70s. You worked twenty-four seven and you were paid very little overtime because there wasn't any money to pay you and only really when they opened up a regional or higher account for a search and rescue operation or a fire you might get some overtime.

Patrick Reed: But other than that you just, you know you lived – I was supervising there as that area ranger down in Cedar Grove when we first got married, several, about half a dozen law enforcement seasonals, and there was no back-up down there, we were a long – you know the Sheriff's office was miles and miles away and there was just a few of them. I remember I would put a portable radio on the nightstand, and we'd listen to the radio all night and, but there had to be somebody there. Park Service rangers and people have always been that way, to take care of each other. You just couldn't leave people out there without some support like that. And so you did that and on your days off you carried radios with you if you were at all in the area and you were, it seemed like you were never off really, which kind of has a little bit of a – has an impact on, I guess on families, too. But it was just what rangers did at the time. And that was the case for a very long – most of my career in the Park Service, until probably Ranger Careers and as law enforcement become more specialized and other things that's not the case now. I'm not saying that was the best way to do things, but that was the situation then. I remember the director used to testify before Congress, Director Hartzog, and I think others, that how many hours Park Service employees donated.

Lilli Tichinin**:** Yeah.

Patrick Reed: Thousands, hundred thousands of hours, and that was kind of part of the pitch for more funding for the Park Service. But you just kind of lived the ranger life twenty-four seven and you just went wherever you needed to go and didn't really worry about getting paid for it. It was just part of the job; that was what you signed up for.

Patrick Reed: Okay, well we left off at Cape Hatteras there. [Lilli Tichinin laughs] I spent five years there as a district ranger and, and uh

things were still controversial there, they were still talking – at the time they were talking about moving a lighthouse which eventually got moved. We had a lot of issues and a lot of lingering hard feelings over land acquisition on the Outer Banks and community relations and uh, spent a lot of time doing things like that. I remember I joined the volunteer fire department in Buxton. We already had our own little fire truck and other things, our own little fire operation in Buxton but, just to get to know some of the local people and to try to make some inroads in with the National Park Service because there was still a lot of hostility there against the National Park Service.

Patrick Reed: After leaving Cape Hatteras and we had, we had opportunity to transfer to Rocky Mountain National Park. I was the district ranger, the north district ranger here in Rocky for three or four years in the mid-eighties, '83-'86 or so I think. And supervised the area here and ranger operations, entrance stations, and probably had more search and rescue-related operations here than I did in any park, between climbing and backcountry accidents, and other motor vehicle accidents, and other things. Which just, it's a very busy park here and it still is and it – I think right now their visitation is, if I recall what Vaughn Baker said earlier this week, maybe over three million now. And, but it's an absolutely wonderful park and my wife and I always thought we might come back to this area when we did eventually retire. And I was really here too, too short of a time I think as – not quite four years or so, but I had an opportunity to go to Mississippi which is quite a change from Colorado.

Lilli Tichinin: Yes.

Patrick Reed: I had an opportunity to get a promotion to go to the chief ranger's job at Natchez Trace Parkway. So, we loaded up everything and moved to Tupelo, Mississippi from Estes Park. I spent five years there and of course that was a very heavy law enforcement-related ranger operation with 450 miles of road. The rangers, many had kind of become, become to think of themselves more as state troopers maybe than as rangers and since I really feel heavily that I really like the concept of the generalist ranger, the ranger that does everything kind of, you know anything happens as Horace Albright said and others, you know, "Call a ranger." Whether it was resources management or a bear or whatever. But I understand why we've become more specialized and particularly in a field like law enforcement, that is so dangerous and requires so much extra, specialized training and equipment. But we hadn't quite gotten there yet, but we didn't – we had very few interpreters on the Natchez Trace either. I remember as a chief ranger there that I, uh talked my old friend Woody Harrell, who is now a retire

superintendent at Shiloh and an interpreter, to come down and actually give a few days interpretive training to all these law enforcement rangers.

Lilli Tichinin: Yeah.

Patrick Reed: Initially I think there was a lot of headshaking about that, but it went over very well. And it wasn't that I was trying to make them into interpreters, I wanted to get them out of the patrol cars and into the community. I said, "I don't care if you go to the Rotary Club or the Kiwanis Club, or whatever, and talk about traffic safety or speeding on the trace, or whatever, you know, resource problems or even give an interpretive program." But says, "You really need to be out in the community, you need to – we need to be engaged," because the park went through three states and as I recall, forty-some counties and just had a huge number of neighbors and constituencies. We needed to get out there and become, in my opinion, more engaged with our neighbors and the public. And so, we did that.

Patrick Reed: That all went over well, I know that even at Cape Hatteras and places and stuff too in our law enforcement operations, I would ask the rangers, law enforcement rangers, with the permission of the interpreters, to do lead-ins to the evening interpretive programs, the campfire and other programs and stuff that they had going on, and a lot of times they would speak about the rip currents and beach safety and other related things, but as I said, they were kind of the warm-up act for the interpreters. But it got them out and got them in front of the visitors and speaking and it also got safety messages out. I know when I was here at Rocky a district ranger, and there is a local radio station still here in Estes Park, and the park had lots of safety related issues, one, only one of which was lingering snowfields. In the spring and early summer, people getting out on them, they're hard, and crusty and icy and they're sliding down to the bottom and getting very seriously injured or killed on the boulders at the bottom. But we initiated a program where all of the permanent rangers were asked to write sixty-minute public safety spots. And we went down and, the rangers weren't too sure about doing that either, but it went – they really got to be kind of hams and they really enjoyed it. But they would play those regularly during the summer, you know, "This is subdistrict ranger so-and-so wishing you a good day at Rocky Mountain National Park and be particularly careful of the lingering snowfields" or whatever happened to be something that they could send a safety message out and other things too, for the people there.

Patrick Reed: Anyway, after spending time at Natchez Trace, I was almost – that's about the time that they came along with, with 6(c) and

special enhanced annuity retirement and other things and everybody was putting in their law enforcement packages, and I know I submitted this huge binder of stuff and I – at the time I was, it was kind of interesting, at the time I was certified with like nineteen and – nineteen years and six months and you had to have twenty years. At that exact time really, I had an opportunity to switch over into management.

Patrick Reed: I had applied for a job as a superintendent over at Chickamauga and Chattanooga National Military [Park] and had interviewed for it in their regional office with the regional director, Bob Baker, and was selected for the job. I left the ranger short six months of 6(c) retirement and went to, to do something I really fell in love with as far as the second half of my career. The first twenty-one years I was a field ranger and the last twenty-one years I was a superintendent and a manger. I spent fourteen years at Chickamauga and Chattanooga as a superintendent and it was just a totally different experience. I think the biggest things that we did there, I did get there after the – after the centennial of the park, but here had been issues, some issues have a life of their own.

Patrick Reed: I know one of them there was US Highway 60 – 27, excuse me, went through the middle of Chickamauga battlefield. And it had been debated for forty years whether – the state had been insisting upon and the political pressure was very intense, to four-lane the highway through the middle of the battlefield. That was the Old Lafayette Road which actually that the two armies were fighting over control of in the battle of Chickamauga, which was the last major Confederate victory of the Civil War. Monuments were very close to the road and four lanes through there would have devastated both the visitor experience, the cultural scene, the history of the battlefield, and disrupted numerous archeological related sites. It would have been devastating to the park to do that. But that's where the big pressure had been for years and years. Before I had gotten there, and I think Ann Belkov was the superintendent at the time, I know she went to Washington to the secretary's office and other things and involved – but a decision was finally made that the road would be relocated around the battlefield. But the state would only have to pay one fourth of the cost, which was about what it would have cost for them to four-lane through the middle of it, and the federal government picked up the other seventy-five percent. It took us seven years because funding was very difficult at that particular time, and it was a sixty-five-million-dollar project, but that's probably the biggest construction project I oversaw while I was in the Park Service, was that construction of that relocated highway around Chickamauga Battlefield.

Patrick Reed: But it took roughly 23,000 vehicles a day on the average out of the center of the battlefield, including a lot of semi-tractor-trailers and we were able to close it to commercial vehicles, reduce the speed limit in the battlefield, and just change the whole historic scene in terms of that heavy traffic, the noise the interpreters were having with semi-tractor-trailers running back and forth and the accidents and things that were occurring as a result of it. It was just a major improvement to the park there.

Patrick Reed: The other thing that I was able to do which I – or be a part of, I should say, was to – creating a new unit of the Park Service there. It became attached to Chick-Chatt [Chickamauga & Chattanooga National Military Park] and still is, it's called Moccasin Bend National Archaeological District. It's about 650 acres on Moccasin Bend in downtown Chattanooga that has both Civil War artillery locations, Brown's Ferry locations where the siege of Chattanooga was impacted associated with the Brown's Ferry there, and most importantly, it had 12,000 years of stratified, continuous habitation by Native Americans.

Patrick Reed: And it was a tremendous archeological site before the damn was built at Chickamauga Lake and other things that was there – it was regularly flooded, and all these layers of history were stratified with siltations over floods over thousands of years. And it was – it had some complications, there was a golf course on it, there was a state mental health hospital, and it was very politically charged. But it was still pretty much intact, archeologically and otherwise, and with agreements we were able to get with the assistance with congressman and the governor, and the friends group that we had for that too, and long with the city, eventually after a lot of struggles, and it was pretty political, finally the governor called one of the people in the friends group who's, who's uh, grandfather was – is Olin Mills with the photography studio, he was probably the most powerful Democrat in the state. But finally at some point I understand they called back and he told Olin Mills to call his dogs off, that the state was going to transfer their property out there with the exception of the minimum amount of land they needed for the state mental health hospital. And I'm still hopeful someday that will transfer with the rest.

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[START OF TRACK 2]

Patrick Reed: But we were able to get concessions to get linkages of all the various areas there a long the shorelines to protect the primary archaeological sites and also keep them intact so they weren't separate little piece and parcels of land there. There were literally archeological sites falling into the Tennessee River because of the

continuing erosion on the riverbanks, barge traffic and other sporting boating traffic and other things there. Since then it has been stabilized and it was done with major consultations, we had fourteen federally recognized tribes that we were consulting with, there were many consultations on how to do this with minimum impact, because of course the Corps of Engineers' first thought was to cut it back to a certain angle and rip-rap it all with big stone. No, what we want to do here is do it with the minimum impact and absolute minimum amount of soil disturbance because of the archaeological sites and significance of the sites. We went into the formal consultation process over two or three years with the tribes to come up with a solution better than that. It hadn't been actually done by the time I left but I understand they've come up with some different ways to stabilize out there to protect archaeological sites, we were able to get I think at least a start on a full archaeological survey out there. So that site I think, maybe someday will even – we had originally posed it as a separate historic site because of its Native American history designation. I didn't want it to get lost in the Civil War battlefield story, which is a great story, but the biggest story for Moccasin Bend was the 12,000 years of continual habitation.

Patrick Reed: So that was, at some point there and after fourteen years and our daughters had gone through school. I tried to keep our girls in the same location at least through high school since we had moved them so much. I was always concerned how it would impact them. Actually, when they went to college, they both came back and worked seasonally at Rocky – entrance stations, campgrounds, backcountry office for three or four years of their college life. Neither of them decided to pursue a career with the National Park Service but I know now they said compared to friends they had that had lived in just one town all of their life, in one part of the country, that they had had such a broad exposure to so many different kinds of cultures and experiences. They lived in the deserts, they lived in the mountains, the seashores, and Civil War battlefields and I think in the long run they really enjoyed that. But being a park ranger, particularly travelling as much as we used to – we probably did more than we do now – transferring, it's hard on a family and it's hard on the kids moving them in and out of school systems and other things. It really is a family effort for either spouse or even probably much more difficult if it was both spouses with a dual career, to try to make things work in their family life and at the same time have a career.

Patrick Reed: As you know, the vast majority of Park Service employees in every division and every area that the National Park works in are very passionate about what they do and that's why they donate time and why they work so hard because they really love what they do. I

think I stayed forty-two years and I would have stayed longer if I hadn't wanted to spend more time with my grandchildren. Because they really feel, or at least in my case, I really felt I was a part of something much bigger than me. It was always lots of different people, it wasn't things that I did in my career in the National Park Service, but just to be a part of a team that did all these wonderful things and had opportunities to work with visitors and to preserve some of our most treasured sites in the United States of the American people. It's just something that you fall in love with and it becomes a passion. I'd probably still be working, again, if it wasn't – my grandchildren are getting older, I've got a couple grandsons that are twelve and sixteen and we were always a long ways away from all of our kids and grandkids because we were always moving around so, after forty-two years I decided it was time to settle down.

Patrick Reed: We wanted to come back here. We had family, one of my daughters and two of my grandsons are in Fort Collins so we came back and settled in Fort Collins. I've had the opportunity to sign up as a volunteer up at Rocky and hopefully have an opportunity to do something to help the park up here. If nothing else, I love to just come up here and hike and fish and do other things. So that kind of culminated at forty-two years. It's been really an honor and a pleasure to be able to do that, and to have a job where you never really felt like you were going to work. I mean, you had days, you had personnel issues and you're hiring and occasionally you had to terminate people and do other things, but all in all it was just a joy to get up in the morning and put the uniform on and go to work.

Lilli Tichinin : I'm curious, you said that you kind of started getting interested in the Park Service when you were in college, early in college, and I'm wondering, what initially drew you to the Park Service? Was there a certain aspect of it?

Patrick Reed: Well, my dad was always an outdoors kind of guy, but mostly hunt, fish, trap kind of thing and we had done a lot of that and some camping and things, but when I was a kid we really didn't visit hardly any National Park units. We did a lot of hunting and fishing and other things, but I always loved being outdoors and after the first experience I had going out to the Black Hills to Mount Rushmore and being able to wear a park uniform. I remember even the next year, in the '70s going to the Tetons when I actually got a flat hat and a uniform, standing in front of the mirror in the living room of the house, admiring myself and wearing this uniform and thinking, "Gosh, I'm really going to get paid to go out and work in Grand Teton National Park and be a ranger." So, it just, from then on it was a no-brainer for me.

Lilli Tichinin: As we've kind of gone through, you've moved around a lot, you've been to several different types of parks, a lot of different types of positions as well and it sounds like you've really followed opportunities as they've come up. So, I'm curious, did you have a plan in mind when you first started in the Park Service? Did you have a vision of what you wanted your career in the Park Service to be like? Or was it more following opportunities as they came?

Patrick Reed: Well, early on – I mentioned that time around the campfire with Lon Garrison and Frank Kowski about if you ever wanted to be a superintendent, that really did stick with me. I guess I really didn't have a vision that I would ever go that far in the Park Service, to be a manger of a national park and have the privilege and the honor to do that. But initially I was thinking, "Well, if I could just get to be a chief ranger that would be wonderful, you know." Then I found even with the ranger activities and the great times I've had here, and as much as I love ranger activities, after so many years you kind of find yourself repeating yourself a little bit. I mean, after you've gone on so many rescues and helped carry bodies out and done some of those types of things that virtually all field rangers have had to do, and just – I know back when I was a field ranger, and earlier, too, they had nothing like incident debriefings and things that occur now. When you had fatalities, people would fall say, over a thousand feet or so and be torn up in the rocks, had children that are killed and drownings and all kinds of other body recoveries and types of things like that, and it was just like, you were just expected to kind of suck it up, I guess. You'd go, the next time around you'd just go home and talk about it with your wife some and around the campfire and drink a few beers and talk about it with other rangers and stuff a little bit, but that was kind of you incident debriefing, I think. Now it's much better; it's good to be able to have incident debriefings and things like this, but back then it was just kind of a thing were you just sucked it up and went on, kind of like in the military. People were in combat and other things, particularly earlier on, I know they probably have debriefings and other kinds of things they do in the military now, but I know World War II, my dad fought in World War II in one of Patton's armored divisions, that you just sucked it up and you went on. That was kind of part of it.

Patrick Reed: But after a while I really, I could have stayed being a chief ranger, field ranger all of my career, but it seemed to be a sense that I really wanted to be able to contribute a little more at a different level. I wanted to be able to be part of making decisions that had long-ranging impacts on resources, that you could be a part of something like building a by-pass around Chickamauga Battlefield, that really, for the life of that NPS unit is going to make an impact on it, a huge impact. Or creating or helping to create a new unit of

the park like Moccasin Bend, or helping employees develop and grow in the Park Service.

Patrick Reed: So, I love coming back to the Ranger Rendezvous with the young people here, too, and being able to spend time with them and people who are just trying to get their career started and kicked off and sometimes that can be very frustrating. I may consider doing some mentoring through the coalition of retired employees or through the Association of National Park Rangers, or others. Because you just see in them and in their faces that same kind of light that's come on with the passion they had; some of them have been seasonals for many years, some of them have been seasonals for ten, fifteen, even close to twenty years or so and have never been able to get on permanent with the Park Service and other things. But to try to help them, and to get them into fulfilling their dream and some of their career goals. That's kind of really the reason I wanted to go into management. Just to be able to be a part of some of that and of course you step into the politics and other things. I remember having some controversy over legislation at Chick-Chatt on Moccasin Bend where I think the congressman at one point yelled at me on the phone for about twenty minutes and then he kind of made reference to the fact that it was time for a new superintendent at the park. Eventually the legislation went – the Park Service had testified against it because of some of the conflicts with this golf course and state mental health hospital and other things – but eventually a compromise was worked out with those things and we became very good friends again, me and the congressman, and he came out for the dedication and other things. But there are just lots of different kinds of experiences where you have to have thicker skin, but you can be really part of something to try to work with communities and to draw them in and become closer to the parks.

Patrick Reed: At Mammoth Cave the relationships outside the park in many areas very good and in some areas, they were very bad. And I spent a lot of time there outside the park working with the counties surrounding that area and instituting any ways that I could get the superintendent out in the park. Whether it was having lunch over in Edmonson County in a little country café somewhere or instituting at least annual formal briefings before the county commissions in each of the counties – in the spring we would do that to update them on what was happening, what to expect for the summer and to go out to them and not stay behind the park boundary wall and expect them to come to you for those kinds of things. We did a lot of public meetings.

Patrick Reed: I know there was great demand to build a fifty, sixty million dollar bridge over the Green River there which would have had very

negative long-term impacts on the park and trafficking and development related to the boundaries of the park there, but it also wasn't justified with a very low average daily traffic count. But we spent a lot of time working with the community trying to come up with ways to improve ferry operations and times to meet their schedules and needs to be able to come up – after we had done an environmental study and we had done several meetings – to come up with some ways that I think the park is still implementing now to improve those operations and still maintain the character and the historic nature of the ferry crossing and to not adversely impact the park as far as commuting traffic and other things.

Patrick Reed: Those kinds of things I found exciting to work on and fun to get out and work with other people and try to make partnerships and friends for the National Park Service. I think it pays off in the long run always because if you spend your time outside the park, a lot of the time as a manager particularly, or as a ranger, and develop those kind of first-name relationships, and with your congressional delegation were you have regular briefings – and we had formal briefings for our delegations in Kentucky twice a year, and know all the staffers on first-name basis, when you really had something that comes up that's difficult, you already have a trusting relationship with them. Sometimes the most important thing to be able to resolve difficult issues is trust. Particularly when you're a federal agency in a small rural community and many times there isn't a whole lot of trust there initially. But if you have that you're already halfway down the road to working with that community to resolve that problem. And not only to meet the needs of the park I protecting its resources but also in working, in ways to hopefully be able to meet the needs of the community too in a reasonable fashion, or help them to grow, too, in a responsible way.

Patrick Reed: I was involved in a couple of areas, we did a lot of work outside, both at Chick-Chatt and also at Mammoth Cave, on quarter planning and exterior boundary planning and working with the communities to encourage them to protect their own attributes that are special out there. To create quality experiences, to clean up what really was some very ugly gateway approaches, particularly into Mammoth Cave area, too, and Chickamauga Battlefield and also convince them, too, that not only was this the right thing to do for the park and the resource and the history but it was economically and business-wise a very sound decision. For them, if they were going to be able to hold visitors in their communities they had to create and experience there too. They needed, especially a battlefield that has so many sites outside the battlefield too, they're not inside the boundary, you can't protect it all – for them to protect those sites like we would like to protect them if they were in the park, but then they can interpret them and also

create corridors (or quarters?) that are attractive that will hold visitors in the area too. It's a win-win situation. They make more money, the Chamber of Commerce is happy, the resource gets protected and interpreted. It just takes a lot of effort though to develop that kind of trust because every time you try to talk about any kind of zoning or land protection hair on people's back of their neck gets up and it's really hard to deal with unless you can present it to them in a manner where it's not threatening to them.

Lilli Tichinin: Well, I'm glad we're talking about this because you had mentioned kind of the community relations when you were at Cape Hatteras as well, but especially I was curious from Mammoth Cave since it's a site that has pretty recent displacement of residents with the creation of the park and so I was very curious about the community interactions there. But I also wanted to ask you about your time at Mammoth Cave, which was the last few years of your time with the Park Service. I also wanted to ask you about the creation of the new visitor center and some of the other initiatives. I know the Clean Cities initiative was one thing that happened while you were there, so I was also curious about those in terms of making those things happen, getting those things going, but also how you worked with the community on various aspects of that as well.

Patrick Reed: You're certainly right-on with the fact that virtually all the land for Mammoth Cave National Park was acquired, it didn't belong to the state, city, county or some other public entity and a fair share of it was done by eminent domain. You know, the people there in rural Kentucky who were third-, fourth- generation people, at least, and I know what had been done before me and what we, I think, even did more of, was welcoming those families back into the park. I know they used to have a ceremony called Coming to the Fourth at the Fourth of July. It had lost some interest over time, and I don't know if it was, if the park – it had become an issue with traffic control because Fourth of July is a very busy day at Mammoth Cave National Park. [Lilli Tichinin laughs] But we were able to figure out a way to reinstitute that, to bring in the families of the people who lived there before the park was acquired and reestablish that and have country music. One thing we did too, like we're doing here today, we instituted with every year doing oral histories of the people for the park. So now there is a pretty good collection of some wonderful stories.

Patrick Reed: There's also several of the old country churches that used to be in the local small communities there. They still exist and we still encourage the families, at least once a year maybe they have their homecoming thing, they'll come back and have services at the church and have picnics on the ground and fried chicken and all those kind of things. To make sure they know that we appreciate

their contribution to the park and that in fact, you know, it was very difficult for their families to lose these ancestral homes and that we understand and appreciate that and that we always want them to be a part of Mammoth Cave National Park and we want to interpret their history.

Patrick Reed: In this new visitor center that you mentioned which we did build while I was there, we did special interpretation in there of the families that lived at the park prior to its establishment, among other things, to make sure that they were a part of the park still and to get them to come in, to make sure they felt that they were still welcome to come back onto their ancestral grounds. We made special attempts to get them to their family cemeteries; there were a lot of family cemeteries and rangers out there to open up gates and get them into locations and other things so they could still have that connectivity too.

Lilli Tichinin: Yeah.

Patrick Reed: Let's see what else were we going to talk about at Mammoth Cave? We're going to talk about the visitor center, I guess among other things. There was a very old facility there. There hadn't been any exhibits in it – the visitor center was a Mission 66 visitor center, virtually all the, the few exhibits that were there had been taken out over the years because of the advent of a very large fee collection program there. We were the recipient of a gross-operation, maybe three and a half million dollars a year in gross on receipts and under the fee program for guided cave tours. A lot of that money – and it wasn't really popular at the time, but we had banked some of that, we were trying for a big project and it turned out to be a sixteen million dollar visitor center. We integrated that with donations, too, and some other funding that we were able to acquire with the support regional and Washington office to be able to fund that, mostly really with fee money, for that whole project. I think the most exciting thing other than actually it's a beautiful new facility an provides lots opportunities for education and interpretation, we were able to put a new museum in there with exhibits, part of which were on the local people there, but also exhibits about the cave and even some kind of, more of quasi experiences you might be able to have in a cave. There's something unique about cave visitors and a lot of people physically or mentally can't go in the cave, and either they're claustrophobic and don't want to go into the cave, or they're physically impaired in some way that they're not able to go in the cave.

Patrick Reed: We had a project going on that was close to funding when I left, about redoing the one elevator we had there, making some significant improvements so it would meet OSHA standards so we could reinstitute access for mobility impaired visitors, walkers, and

wheelchairs or other things, that we could take them in to Snowball Dining Room area and give them a cave experience in the cave. But that had been closed for many years because it no longer met safety standards and we didn't have the money to be able to do that kind of work at the park. But for those that still maybe didn't want to go in, whether they were mobility impaired or just claustrophobic, we wanted to have them have some sort of a virtual experience of being in the cave by going through this visitor experience. So, there's some reconstruction of some cave areas and stuff in there that make you really feel like you are in the cave and a lot of touching and feeling and technological types of things for young people and others, to try to reach out to different generations for interpretation. Whether you're a senior, like I guess I am now, or whether you're a techy-savvy grandson like my sixteen- or thirteen-year-old, that there's something there that excites you in terms of how you relate with the resource. And so, that's something that is going to be, I think, huge for the park for a lot of years there, to have that, to have that facility.

Patrick Reed: It really kind of came at a time too, where the Park Service was realizing that Mission 66 was now eligible for consideration as historic structures. We did go through that process with the visitor center. There had been many modifications made over the years to the façade and other things and we did go ahead, and it wasn't a total reconstruction but we did save some of the framing in the basement area and rehabbed it and did other things but it was mostly a total new building. But we did go ahead and reconstruct it to be a much more usable facility and at the same time we documented the Mission 66 structure and the history associated with that building. It's part of the park and the Mission 66 effort for the National Park Service.

Patrick Reed: Like I say it was a long-enduring project that went on there, but I think we were under construction for four or five years on it probably, too. To be able to get it completed and get it fully funded and because we weren't allowed to bank money anymore, we were able to work it into a rotational system over a period of about four years with the amount of fee money that we had coming in and other resources we could put to bear on the project, to be able to do it in phases that made sense as far as how much impact it had on our staff and particularly on our visitors. So, that's a great facility there.

Patrick Reed: We had a – the one thing I want to mention about Mammoth Cave, Mammoth Cave is an International Biosphere Reserve and a World Heritage site, but it really had never had an opportunity to make any real significant amount of international connectivity. I thought really that we needed to do something if possible and we were

fortunate to have a very good relationship with Western Kentucky University there, particularly their cave karst program which is one of the finest in the world. Kentucky has lots of karst; recently you had Corvettes falling into sink holes and other things and at the Corvette center of Bowling Green to attest to that too. But they had been working with several countries for years in cave karst water quality related issues, particularly in China. We did have a delegation from China that came to visit us a couple years after I had arrived at Mammoth Cave, that wanted to get some of their parks in southwest China down by Kunming designated as a World Heritage site, and they wanted to actually go to a cave karst park that was a World Heritage site. So we spent a week with them and we also planted a seed with them that if they were interested as this process went through that we even possibly look at building a sister park arrangement – not just one park-to-park, since they had three different parks in their World Heritage park down there, but we could really have two World Heritage parks that were sister relationships.

Patrick Reed: They were successful in getting that designation and within about a year and a half we were able to, work with Western Kentucky University – and they had been going for over twenty years. Dr. Chris Groves who runs their program there as a distinguished professor, had been going to China for twenty years working on water quality related issues and cave karst related issues and he was able to get us introduced into some of the right circles and with the contacts we made, we ended up having – I really had the opportunity of a lifetime to spend ten days over in China to do – first to go over and, I think what really paid for the trip, I was part of a conference over there on cave karst and so was able to get it funded, you can't use appropriated money for those kind of trips, it was funded through the university, through the USAID program for my travel.

Patrick Reed: And we did spend the first three or four days, and I did make presentations at the karst conference in Kunming and then we did ceremonies at Shilin Stone Forest and we also went to Beijing. The Chinese were, they were happy to let us have a ceremony at a sister park but they wanted the quote, "official program" to be in Beijing, so on our way out of China we stopped in Beijing and had another ceremony in Beijing. But it's a great partnership and now they are exchanging information and we continue to have visits from China and the park and Western Kentucky University continue to work with them.

Patrick Reed: Plus, the university was also working with the karst institute in Slovenia. And actually, the word "karst" is a Slovenian word and they've been studying karst for a very long time there. They

actually, according to Dr. Groves, actually offer a doctoral degree there in karstology. But they are world renowned in their work on cave research and karst geology and we wanted to be a part of that. We had at Mammoth Cave, an International Center for Science and Learning that was developed when the Park Service was doing those. It was partially funded, and we've had to kind of piecemeal that but we've manage to keep—

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Patrick Reed: —it together over the years. We did a three-way partnership with Western Kentucky University, with Mammoth Cave National Park and with the International Center for Science and Learning and, of course the karst institute of Slovenia, for exchange of best management practices, science, scientists, research related things. Of course, we have that same kind of work plan and agreement in China, too, but particularity with the institute it was academically a wonderful partnership that hopefully will continue to have great results for many, many years. I know I had an opportunity to go to Spain while I was there and speak at a cave tourism conference and we were still kind of working on a partnership with Spain, but I don't know if that will come to fruition someday or not, but they have some beautiful areas up in northern Spain, up along the coastline up there.

Patrick Reed: But that really kind of threw the park into that and also, like most universities now, there is a very diverse student body at Western. I know we started participating, they had international festivals in Bowling Green and other things where the park would go down and we'd make presentations and have a booth and do other things. But to be kind of a part of that international flavor there, too, to also invite visitors to the park that were not traditional visitors to NPS areas. Came to us from many different countries and backgrounds and we used that as an opportunity to reach out to help diversify our visitation to the park and to reach out and try to bring those audiences in and show them that they're a part of this story to and try to connect them to that story. So, it helped the park in more than just the ways of having, saying you have a sister park arrangements.

Lilli Tichinin: That's wonderful. Yeah, I think you have some great examples in your career of connecting with the communities, both through partnerships and through you know, working with communities. I think that's really fantastic.

Patrick Reed: Well, and the idea that you've got to go out and reach out to communities in times of disaster, too. I know we've had major, major storms and while I was there on the east side in Edmonson

County and other things, where they lost – we had, it was ice storms and power lines were down, some of them for three weeks or so before they got service back in and things. The park was hit and was impacted significantly by the ice storms, too, but not as bad as some of the remote communities where families were living. We sent generators out from the park to where they had set up eating places for the residents to come in and get meals and even those that weren't able to live in their houses, they were sleeping in the firehouse, and locations of community buildings and other things. But to be able to reach out and do those kind of things, when I was at Cape Hatteras – the Park Service has always been good about doing that things – we had hurricanes and we had nor'easterners and other storms and the roads would wash out and we'd be without power and other things. I know we would, particularly if you're trying to build that trusting relationship with your community you've got to get out there and be a part of that. We would send our equipment out to help out after the storms, too, in the communities and still be able to do our work within the parks to be able to protect the resources in there.

Patrick Reed: I think that's a key for a lot of managers, for many years in the National Park Service, it was kind of thought of that you could stay behind the walls of the boundaries of the park and manage the park and I don't think that was every true but it's certainly not true today. You can't manage a park without being out with your neighbors. Among other reasons, just the cooperation to do that, but you can't protect the resource and the boundaries of the parks and other things without the cooperation of the citizens. There are boundaries where we don't have jurisdiction over, and it's only through partnerships and trusting relationships that you can talk to people and convince them to do also what we would like to do to protect the resources and at the same time hopefully accomplish what they want to do. And even talk to them about, eventually about estate planning and even donation through your friends groups and things for Civil War artifacts at Chick-Chatt and other things and private collections and a lot of things that are out there, and you can only do that by working out in the community and being a part of your community and spending the time to go out to meetings and really be engaged and show that you really care about their community too.

Lilli Tichinin: Yeah, absolutely. Well, you've also been at a lot of different types of parks and different sizes of parks and I'm curious if you see big differences in the types of challenges that you face at these various types of parks or sizes of parks. Or is there anything that really stands out to you as sort of a difference? Or even a similarity? Are there some of the same challenges that you face?

Patrick Reed: All of the parks to some degree are unique. We kind of play with basics and the same basic rules as far as administration and management policies and other things, but as far as the issues of parks and the situation – the issues are just too complex to be able to say that they're really the same. They're all so unique that you have to be flexible, I think, as a manager to be able to identify what the real issues are and who in the community that you can work with on those issues and where you can make the most impact, and how you can work with your political delegation and others to be able to effectively do something to make something happen. I know in urban areas, say Chickamauga and Chattanooga, we had nineteen separate units there and that whole campaign for the control of Chattanooga during the American Civil War and two states, and I think four different counties or so there – but with all of those neighbors and a whole range of different issues and other things. It worked best, particularly in an urban setting, too, and I know we spent a lot of time working with, I thought, an extremely dedicated and talented urban design center in Chattanooga and anybody that knows Chattanooga, they were one of the most polluted cities in the United States back in the '60s and they completely turned that downtown river front around.

Patrick Reed: But we worked with them and through the zoning commissions and others in not only protecting areas like Moccasin Bend and getting their support, and at the time Bob Corker was the mayor of Chattanooga, he's now a U.S. Senator, and getting his support and the county commissioner's support and the governor's support to be able to do that. But then also to connect that with all they had done on the river walks and the whole re-creation of the back-to-the-river experience in Chattanooga, where Moccasin Bend is now an anchor point for connecting the – both the Tennessee river in that area is a blue river designation and we worked closely with River, Trails, and Conservation Assistance Program and the Park Service on that. And also, with connectivity to Moccasin Bend with all of the hiking and biking trails and other things, but this time over on the north side, through some industrial parts of Chattanooga. Eventually that will all get linked down in there, too. Now the north bank of the Chattanooga River there has also done a lot of refurbishing and they protected a lot of historic structures and historic sites associated with the Civil War there. But you have so many neighbors in an urban setting, so many boundary-related things, so much difference between whether people are sensitive to the resource issues or are not sensitive at all. We continue to try to work with every individual, individual property owners and the various, all the communities, too.

Patrick Reed: But it was really helpful, too, to work through an enlightened planning board and design centered for the community to be

effective there. Different experience than probably, say Mammoth Cave that had a lot of boundary-related issues with some really kind of, in some areas, some tacky development along the corridors leading in. And to get RCTA in and others to take the communities out to joint training, and some of the training exercises, some of the programs that were available as far as bringing the leaders of your community into a setting where you could talk about how you could work effectively together; and come up with some basic outlines of agendas and plans on how you could work effectively in the community to protect the resource, protect the park and also to enhance the economic vitality or liability of the communities too.

Patrick Reed: I know at Rocky here and some remote areas, certainly like Death Valley and other things, it's just different, and the types of use there. Along the Natchez Trace Parkway, we had 450 miles of parkway that averages probably about a thousand feet wide. It went through three states and forty-some counties. You had a lot of agricultural neighbors, but you had urban neighbors like Jackson, Mississippi, and Nashville. Lots of other related issues, application of pesticides, agricultural permits, and all of those types of things. But it required that you had people – when I went to the trace there wasn't a resource management specialist there, and really there hadn't been one there, it hadn't been funded. There was a law enforcement specialist position there and it probably also was kind of controversial at the time because I converted it to the park's first resource management specialist. Now they have a division of resources management at Natchez Trace Parkway that is very effective, and even with a lot of their resource related issues along the trace. They've got everything from slant drilling, and oil and gas development to all this agricultural use and use of pesticides and other related things and highway access issues and other things there, too. But they very desperately needed somebody to focus on NEPA [National Environmental Policy Act] and the Historic Preservation Act. A lot of the things that I don't think were probably focused on too closely for a lot of years because they didn't have people there that would really do the detailed type of compliance they needed to do in the park. You just kind of have look when you go to a new area, where you could probably make the most positive impact or help make an impact like that. That was one way there. I did develop a fire program to start doing controlled burning and other things, prescribed burning along the trace and stuff to be able to manage some vegetation in those areas.

Lilli Tichinin: Well, I'd love to circle back around to talk about mentorship. So you've talked about a few people who had influenced you early in your career and some sort of inspirational moments as well, and then also you mentioned, you know, mentorship too, yourself as a

mentor, and that you hope to sort of continue that. So I'm wondering if you would talk a little bit about some of the people who were mentors to you, sort of some of the qualities they may have had that made them helpful to you in your career in some way.

Patrick Reed: Well, the ones I think that I can remember, and there were several along the line, they – traits maybe they had in common, is I think they had a vision for what they – what needed to be done to protect the park. They also had a great passion; and they had communication skills where they made you feel comfortable and that you could open up to them and talk to them as peers and even if they were senior managers in the Park Service and you were, you know, an intake trainee or seasonal ranger or something, that you – that they created an environment where their employees felt comfortable to talk to them. And that was always important to me as a manager, that you know, you got out and you stopped along the road, you talked to your maintenance crews, you visited all the project sites for construction that were going on, you rode with the rangers, you know, you went on cave tours. You did whatever associated – to get out with the employer, but the thing too was to create an environment where your employees feel like they can communicate with you. I know, you know you hear every once in a while over the years, and I can think of some, maybe examples where some superintendents weren't very susceptible to criticism, not that superintendents have and ego [Lilli Tichinin laughs] of any nature, but there are stories over the years where, you know the old philosophy is that rule number one is the superintendent is right and if the superintendent is not, rule number two, see rule number one. But you have to have an open dialogue.

Patrick Reed: And that was common with the mentors, that and the fact that they realized, too, that they, you know, they had things they could share with new employees – experiences. The Park Service today is certainly different than 1969 when I started with the Park Service, and, you know, the management actions and the things that were done over the years aren't necessarily the things that are appropriate right now because the situations are different. The resource threats are different; we've got global warming and climate change, and we've got all other kinds of related issues, too, and a lot of other different pressures in terms of being more relevant to a larger community within not only, certainly, the citizens of the United States that own our National Parks and they're nice enough to let us work there and give us those opportunities, but also to an international community and others, to be able to, to draw those people into the area, too, and as a part of the – make them, you know, a part of that diverse community.

Patrick Reed: Mentors I think would see, you know with these different changes and things, mentors can still provide, I think, some general experience that I think transcends generations. Whether it be just campfire stories and you know, kind of their "And there I was" and at the end of the story "and it ain't no lie." Those kinds of things that enrich the culture and history of the organization that's very rich with the National Park Service. But also, to talk about experiences. Both political issues, sometimes when you had to really have to have thick skin and how you worked around issues. Issues are always going to change, the circumstances are going to change, but there's always commonality in how you go about resolving a tough problem. Some of these issues, I mentioned a couple, have gone on for forty years or more. Like relocating – they didn't go on that long because they were easy to resolve. [both laugh] They went on that long because they were extremely difficult to get consensus, and to come up with a solution that, to some degree all the parties were able to buy-in on and be a part of. But you can talk to employees about how to try to develop those kinds of scenarios. How to deal with your political, congressional delegations, and at the local, state and federal level related levels where they can play a role.

Patrick Reed: You can talk to them about how organizations like Association of National Park Rangers, Coalition of National Park Service Retirees that I am now a member of, how they can be a part of that. How the National Parks Conservation Association and others, different organizations that can do things that you can't necessarily do as a federal employee or manager or who have different perspectives that are valuable. Or great people to have sometimes at public meetings that can stand up and say things that maybe you can't quite say at a public meeting, but that address a different constituency and a point of view. Where the managers certainly try to maintain a neutral point of view and or at least from the perspective of receiving all this information and making a – a decision based on the best available information, best available research, and best available science and what would best protect the resource and serve the visitors.

Patrick Reed: But I think those kind of scenarios are valuable. There are certainly scenarios on how do you move up in your career in the National Park Service. Those things kind of change too but you – somebody like me who was around for over forty years, you hope that you've helped some people along, some of them worked out really well some of them hadn't, some people haven't been able to fulfill their careers and their dreams and other things, but you want people to be successful. When you retire, at least in my case, you don't lose your passion just because you're not an employee anymore. You

still care and love about the resources and you love the people and the employees.

Patrick Reed: I really miss living in a park, I spent most of my career in required housing, at least the early parts, in law enforcement and protection and other things. But you can, I think you can impart to them some wisdom and ways in which they can work on issues like housing and how they can – and maybe you can work on things, too, once you're outside the Park Service you can take positions maybe you could not have as an employee and to try, through the coalition or others, to present some sense of at least an awful lot of experience over the years of hundreds of thousands of hours or years – Park Service people who can have impacts on issues at a national level. But part of that's in mentoring people to develop them along that way. It makes me feel younger to be around younger Park Service employees. To see their energy and kind of that light in their eyes in terms of doing that and it just, if you can someway bring them along not only does this help them not just as an individual, but it helps the National Park Service because we have some very talented young people in the organization.

Patrick Reed: I know I, I didn't have any feelings when I retired that I was not – that I was irreplaceable because I knew there were so many great people out there with great talent and we were bringing up a new generation of, or stewards of the resources. So as a retiree where I've got a lot of time and other than what I spend with my grandkids, I spend time working on related issues. I know I've signed up as a VIP here at Rocky and then I would like to participate some in a mentoring program probably, too. I know the Park Service doesn't want to manage their areas right now, maybe like they were in the 1970s and they shouldn't, but you can still be an older retiree of the National Park Service and not be close-minded to change. If you're going to be successful in your career, particularly as a manager, you have to learn to not only accept change, but you have to learn how to make change happen. So, that's kind of that growing – I don't think a lot of the senior retirees, rangers and others, managed the Park Service you know are, "Well, we did it this way in the old days" you know. I don't think there's so much of that. Some of the stories are great for the cultural aspects, but I think they can help show employee how they need to change to meet new challenges. What may be changes they had to make in their career, and it may be totally different circumstances in the other employee's career, but how they had to embrace change and had to grow and to learn new skills. I know I came through that period of time where we were – you know we, we had manual typewriters when I started in the Park Service [Lilli Tichinin laughs] and I remember embracing computers and technology and a lot of the budgeting related operations and all the

things here, too. There's going to be more challenges for this generation too, both technologically and also better ways to do – it's exciting to get their new fresh ideas. So, it helps me as an individual, too. It keeps me excited about the Park Service to hear what they're thinking.

Lilli Tichinin: Well, as we're wrapping up I think that leads us perfectly into, you know I'm curious some of the things that you would like to see the Park Service accomplish in the next five to ten years, or where you hope to see the Park Service heading. Do you have any – you know, is there anything specific that you, you have hopes for the Park Service in near future?

Patrick Reed: Well, I'd hoped to stay long enough to be a part of the 2012 [2016] Centennial of the Park Service, but my grandkids were getting old enough I was going to miss all the baseball and football games if I did that. But I would still, you know, be a part of associated with that kind of activity. But I really see a lot of exciting things happening, I think Jon Jarvis has been doing a great job as a director. He's a ranger, kind of ranger field person, and I think he's right on in terms of the fact that the Park Service needs to connect with its constituents. And in its employees and its interpretation, it needs to reflect the composition of the United States – both in terms of culture, diversity, uh, how we tell our stories in a park and certainly our organization that, that you could look at the National Park Service and anybody looking for a career there will see that they could be a part of that. Whether they're African American or Asian or Hispanic or whatever, that there is a place for them in the National Park Service and we are a stronger agency by having a more diverse staff and organization.

Patrick Reed: But I think we need to that in terms of both – of that from an employment perspective, but the constituent base for the National Park Service. If we want to continue as a protector of these special places, we need to be relevant to the voters out there and to the new generations that are coming up. That's not just the white, Caucasian population, European population, that's all of the citizens of the United States and we need to be out in those communities, too, and getting them engaged and involved and making sure they feel a part of their parks, too. I really think that's a really major thing on so many fronts, both our interpretation and education programs, on our staffing and diversity related programs, and our ability to manage the parks, and our ability politically to have the support to exist as an agency.

Lilli Tichinin: Yeah.

Patrick Reed: You know, there have been, you know, a few mustangs out there who talked about privatizing the National Park Service and other

things, and I certainly don't see that happening and I, and I would hate to even think of that ever happening in terms of what we do. But we need to be cognizant of the fact that we are public servants and we have a constituency and if we don't relate to them and if we aren't' inclusive of them, we might lose their support. In the society we live in, and the democracy that we have, we could cease to exist as an agency and somebody else could be running these areas and they could be commercially developed and they could have a lot of other things done to them.

Patrick Reed: But I think we need to look to that, I think that's the most important thing in the front that I see that, and certainly issues associated with climate change and global warming, which is an international resource related issue. Think that's real and it's already impacting us and it's going to get worse if the world can't get its hand on that related issue too. I would love to see the traditions of the National Park Service and the ranger continue; the history, kind of the culture of, of the, all of that with the flat hat and the ranger on horseback and other related things. We're in a much higher tech world and society, but I still believe in the generalist ranger where it's possible. But the old ranger, of Horace Albright's time where you know, if anything happened in a National Park you called a ranger, you know, bear in the campground, [Lilli Tichinin laughs] or whatever it was, somebody was injured or rescue or law enforcement – called a ranger, and there's a whole culture about that I think that really helps to engage the psyche if you would, of a new generation; that mystique of living in the outdoors and in the wilderness, and the ranger on horseback with a Stetson on.

Patrick Reed: When I was a young supervisor at Cedar Grove in Kings Canyon, I supervised six law enforcement seasonals there and among other things we did was search and rescue and thing there. Even along the way too, I always tried to find ways I could get the Rangers to have positive contacts once in a while. Sometimes as a law enforcement operation you spend a lot of time dealing with maybe one percent of the visitor, uh, that have for some reason or another there are issues. I know we would, I would require that the rangers, once a week were scheduled for at least a half a day in the campgrounds on horseback patrol. That they actually got positive feedback and contacts and it really kind of re-energized them. And I don't know that it's even possible under safety standards right now, but we would have people lined up wanting to hoist their children up in the saddle with the ranger for pictures, and it was just a wonderful opportunity to get out and do those things that really you kind of joined the National Park Service for. But I think we need to respect our history and continue our history and culture

as rangers and address and work within the high technology and the changing technologies and times that we're in, too, right now.

Lilli Tichinin: Well, is there anything else that, you know, that we haven't really touched on that you'd like to sort of add?

Patrick Reed: Umm.

Lilli Tichinin: Looking back on your career or thinking ahead?

Patrick Reed: Well I'm not sure, I think I could – the underlying thing is just our ability to be able to get out and compete for the quality of people that we, I think we've always gotten in the National Park Service; to be, to be somebody that people want to work for too. I know our agency has some issues, you know, in – I think we got a great deal of high level of respect from the public in general, and internally with the mission and the passion our employees have, but we have some very low scores in terms of how our employees feel as far as how is it to work for the National Park Service. It's hard sometimes, we were always known, especially back in the '60s and '70s, that we were able to get overqualified people to come into the National Park Service working in some very low-paying jobs, with college degrees and educations both at the bachelor's level, and master's and doctoral levels—

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Patrick Reed: —because they loved the resource and that's where their passion was. And I want us to be an agency that can continue to attract that kind of people to the Park Service. It's always been hard to get into the National Park Service, and it continues to be for some individuals in some locations. We also need reach out to a more diverse audience as we're recruiting, too, to bring people in with different points of views and perspectives. We need to change and continue how we even interpret our resources, too.

Patrick Reed: When I was at Chickamauga-Chattanooga it was a time, it was very controversial about how the National Park Service was interpreting Civil War Battlefields. I know Jesse Jackson, Jr., came and visited us a couple of times. We re-did our, uh, all of our exhibits in the new visitor center at Chickamauga Battlefield while I was there and then also the ones up on Lookout Mountain. But we spent a lot of time looking at how we interpreted it. There's a lot of people who traditionally wanted national parks to interpret battlefields mostly associated with the, the heroes and individuals, the battle tactics, the, and other things. Those are all important and they need to be interpreted, but we were not doing a well – a good job at all in interpreting context and causes of the war. Standing up to tough issues, particularly the issue of what was, you know what

really was the reason the Civil War was fought. And every military historian really that I know of, uh, there's a consensus that it was slavery. But that wasn't embraced by all of our visitors either. Whether slavery was the cause of the American Civil War, and the whole evolution of the context of that and also how we interpret it, not only that we told the story of the contexts and causes of the war, and bringing that whole issue all up through the '60s and Civil Rights and all up to the present day where there are still struggles for equality and for diversity and other related issues to be addressed, but to also tell it from different perspectives, too, in terms of tell the story from the perspective of the free black, the slave, from the land owners that were on the ground where the battle was fought from. Not just from the perspective of the generals and the battle tactics and other things, but to tell these other related stories that really put it in its full context.

Patrick Reed: Those types of things and those changes with the Park Service, I see those things happening and I see them to continue to happen but you know, we just, during my years we just changed the name of Custer Battlefield to the Battle of Little Bighorn. We did other things to, and we have become more inclusive in consultation with the Native tribes and others, and, and brought them in to these discussions which we rightfully should always have been doing. But I think this is kind of part of the future too but we need to those things too, to continue to have the support of all Americans too, for protecting their heritage, whatever it might be, from whatever perspective that heritage comes from.

Lilli Tichinin: Yeah. Well, wonderful. Thank you so much for doing this today.

Patrick Reed: My pleasure.

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[END OF INTERVIEW]