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

Larry Frederick
October 24, 2014

Interview conducted by Lu Ann Jones
Transcribed by Teresa Bergen
Digitized by Marissa Lindsey

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ANPR Oral History Project

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24 October 2014

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The narrator has reviewed and corrected this transcript.

Audiofile: FREDERICK Larry 24 Oct 2014

[START OF TRACK 1]

Lu Ann Jones: And I always start out by saying this is Lu Ann Jones and I'm here with Larry Frederick. It's October 24. We're in Estes Park, Colorado. And this is for the Association of National Park Rangers Oral History Project. So, do I have your permission to record this interview?

Larry Frederick: You do.

Lu Ann Jones: So, can you give me your full name and when you were born and where you were born? I like to just kind of put people in their origins before we get to the park service.

Larry Frederick: My full name is Larry William Frederick. And that's spelled Frederick.

Lu Ann Jones: Oh, okay.

Larry Frederick: It's more like the first name than the last name. I was born in Mansfield, Ohio, in May of 1950. I was born to Carl and Betty Frederick. My dad had been a World War Two veteran, and had landed at Normandy, Omaha Beach.

Lu Ann Jones: Oh, my gosh.

Larry Frederick: D-Day plus five. On January 11, 1944. We just spent a month in France, and I was able to visit Normandy. He actually landed in Normandy on his 22nd birthday. And when he was discharged in the fall of 1945, he ended up enrolling at Ohio University in January of '46, and that's when he met my mother, who was born in Mansfield. And they got married, moved back to Mansfield upon graduation from Ohio University. And I was born the following spring, in May.

Larry Frederick: My grandfather was a musician, music store owner, music teacher for 50 years. He was known as Mr. Music in Mansfield, Ohio. We owned a music store on public square, downtown Mansfield. And anybody who knew anything about music or took a lesson knew my grandfather. And I don't have the musical talent he did.

Larry Frederick: But my grandmother was a housewife. And my mother, throughout most of her life, was a housewife as well.

Larry Frederick: But my dad, he was born in the Cleveland area, but when he moved to Mansfield, he went to work for Gorman-Rupp. And I didn't know much about Gorman-Rupp until I became a wildland firefighter and I started looking at some of the portable fire pumps that we were using, water pumps, and saw the label Gorman-Rupp on those pumps, and found out that the company that Dad had worked for was the maker of a lot of the wildland portable fire pumps that were being used throughout the west.

Lu Ann Jones: How about that.

Larry Frederick: When I was nine, we moved to the Denver area. My dad was interested in writing. He'd been involved in procurement, or purchasing, for Gorman-Rupp. And he wanted to write. So, he got a job with a company called Connors Publishing Company in Englewood, Colorado. They produced a number of trade magazines for various industrial groups. Dad became a special assistant to the editor there and wrote and learned to be a writer/editor. He did that for four years.

Larry Frederick: We moved to Littleton, just the next suburb to the south of Denver. And those were years of tremendous growth in Denver. Because in 1959, we weren't all that far away from the end of World War Two. Denver was booming and the suburbs were growing by leaps and bounds. Ranch houses were being thrown up in typical 1950s style. These were starter homes for families that were settling down after the war years and after some education. People were getting started in new careers and things were starting to change throughout the country. It was still the Cold War era. I remember going to school and having drills for what happens if an atomic bomb was to land. You know, crawl under your desk. And we even had people in our neighborhood who were building bomb shelters in their basements because of the still threat of the Cold War.

Larry Frederick: But in those four years, it was probably the most pivotal four years for me growing up, because we discovered the mountains. And we could see the mountains from home. Dad enjoyed trout fishing, so we were up in the mountains on trout fishing trips and family camping trips. I became a member of Cub Scouts.

Larry Frederick: But it was really when I became 11 years old and joined Troop 200 at the Littleton Presbyterian Church, a Boy Scout troop. At the time, it was one of the largest in the country. Two hundred Scouts in the Boy Scout troop.

Lu Ann Jones: My gosh.

Larry Frederick: And very active. They had, within the Boy Scout troop they had a separate rock-climbing group, and Indian dance team, an honor guard group. It was an incredible experience, and it opened my eyes to a lot of different kinds of activities in the out of doors. But for just the two years I was with the troop, it left a tremendous impression on me. We camped every month of the year, year-round. I did my first backpack snowshoe overnight trip when I was probably 12 years old. Snowshoed on three feet of snow and camped on three feet of snow in the Colorado Rockies, and just fell in love with the idea of enjoying the mountains year-round.

Larry Frederick: I really didn't get into downhill skiing at the time, which was probably one avenue for a lot of folks to get interested and involved in the out of doors in winter. But we camped with the Scouts year-round and went to Scout camps in the summer and did hikes. And it was an important part of my growing up in those four years between 1959 and 1963.

Larry Frederick: I'll say that one of the first real male mentors that I had outside of my home was with that Scout troop. The Scout mast Scoutmaster was a fellow by name of Stan Bush. He was a local high school teacher. He was a part-time police officer. He was in charge of the civil defense for Littleton, Colorado. He was a bachelor at the time. He was a Scoutmaster for the troop. He also had an explorer post, which was also known as the Arapaho Rescue Squad, and he took high school kids and trained them in search and rescue techniques. And today it still exists as a nonprofit organization. It's not associated directly with the scouting program anymore. But it still exists today. It's been featured on the "Today Show" and a variety of media, print media, and other electronic media throughout the years. But it's taking high school kids and teaching them about search and rescue activities.

Larry Frederick: Stan went on to be very active at all levels of the search and rescue community, even at the national level. In 1976, when the Big Thompson flood occurred here, just outside of Estes Park, and killed nearly 150 people overnight on July 31st of 1976, Stan was called in to be the incident commander down in Loveland. I was here at Estes Park at the time, so I ended up eventually writing Stan when I came back to Colorado at one point because I'd seen his name in the newspaper. And he actually pulled out paperwork from my scouting days, back when I was 11 and 12 years old, and copied it and sent it to me. So, he was certainly an important part of my scouting experience.

Larry Frederick: When I was 13, between seventh and eighth grade, we moved back to Cleveland, Ohio. My dad took a job with *Midwest Purchasing Agent* as the editor for that trade magazine. It was located in downtown Cleveland, and we settled in the west side of Cleveland, Ohio, in a suburb known as Rocky River. So, for the next five years, I attended Rocky River Junior High and then Rocky River High School and I graduated in June of 1968 from Rocky River High School.

Larry Frederick: I missed the mountains. Missed the out of doors. So, one of the things I did was get very involved in a local Boy Scout troop there. We camped a lot. I became one of the youth leaders of the troop. When I was 16, I spent the summer at Beaumont Scout Reservation, a large Scout camp east of Cleveland. And I worked there as a camp counselor when I was 16. I was a Camp Clerk. I made 50 dollars that summer, five dollars a week plus room and board. Got to live in a tent on a wood platform for the summer, and I loved every minute of it.

Larry Frederick: When I was 18, I did the same thing. I had just graduated from high school. I had been active as a member of the high school swim team. I'd lettered my senior year in swimming, and I had swum two years on the high school swim team. So, I applied for and I became the Assistant Aquatics Director for one of the scout camps there. I ran the swimming pool for the summer, and I think I made 200 dollars for that summer. But again, just interacting with other folks my age and also a little older. Some

of the camp counselors were in college – I was about to start college – but they were older boys, and there was a number of them that served as important mentors to me. One of which was a fellow by the name of Bob Urban, and Bob was about five years older than I was.

Larry Frederick: The assistant – well, I'll have to back up here in a moment. But Bob was an important influence in my life. And I ended up visiting him when he was a teacher in New Orleans and California. Unfortunately, he met an untimely death in a car accident in California way too young in his life. But having somebody five years older who knew what he wanted to do – he wanted to teach. He was taking time out from his career development to continue working at a Scout camp, and working with young people was important, an impressionable age still.

Larry Frederick: The Scout troop I was involved with there at Rocky River, at the Rocky River Presbyterian Church, we had a tremendous Scoutmaster, another mentor for me. A fellow by the name of Bill Wiley who worked for True Temper, which makes tools. Later on, in my career I ran across quite a number of tools, such as shovels and Pulaski's used in wildland firefighting that Bill's company made. He had talked a young fellow in his office into working as an Assistant Scoutmaster. His name was Dave Bergman. Dave was 10 years older than I was, and he ended up working as a counselor at the same Scout camp I was at. He was influential, too, because being just 10 years older than me, he had started his career. He was single at the time, but he was willing to devote time to working with young people. So scouting was tremendously important to me in keeping me in the out of doors and providing me with strong male mentors.

Larry Frederick: So, when I was in high school, I really wanted to go back to Colorado. So, we talked about options. And I think I wanted to go into forestry, but I didn't know much about it. All that I knew was that it was probably a career in the out of doors. And so, my senior year, we applied to Colorado State University and their College of Forestry. At the time, I really didn't even know there were discrete majors within the College of Forestry. My dad sat down, and he was well read and well informed and he kept up on the news, and he knew that the field of recreation was still a growing field. We're 20 years at that point, a little more than 20 years beyond the end of World War Two. The country is still growing, and that baby boomer era ended about 1965, but there was tremendous interest in outdoor recreation activities in the country. And demand was there for parks and recreational facilities and activities.

Larry Frederick: So, the College of Forestry at Colorado State University in Fort Collins had a Department of Recreation Resources, and a major called Outdoor Recreation, which I preferred to call park and recreation management.

Larry Frederick: So, I applied to the university, to the college and to the department. As an out of state student, I was accepted. And that was probably one of the happiest days in my senior year in high school was the day that I learned

that I had been accepted at CSU and we would be able to afford my out of state tuition. Which, in those days, wasn't much. But I was able to return to Colorado as a student.

Larry Frederick: So, I graduated in June of 1968 from Rocky River High School. I spent that summer back at Beaumont Scout Camp as the Assistant Aquatics Director. In August I was put on a bus and I ended up in Fort Collins and I started my pursuit of a bachelor's degree in Outdoor Recreation.

Larry Frederick: It just so happened that my roommate was also a College of Forestry student. His name was Wes White. He grew up in Ohio as well. Down the floor was our floor counselor at the dormitory I lived in. And Bruce was also from Ohio. So, I felt fairly comfortable with my environment there at Braden Hall at CSU where I spent my first year.

Larry Frederick: I immersed myself in college life. One of the things I did my freshman year was that there was a social fraternity that was just starting on campus. I thought I would maybe pursue looking at joining in the Greek system into a social fraternity. My dad had been a member of a fraternity and my mom had been a sorority member and she had even remained active as an alumni in her sorority throughout her adult life. So, it was something I thought I might want to do. And it just so happened that this new fraternity was starting up on campus. It was a non-secret fraternity. They didn't have any initiation or hazing. They didn't even have a house on campus. But I joined the Delta Upsilon fraternity. We met at the student center. My sophomore year, we all decided that we would get apartments adjacent to each other. So, we lived right off of campus and we all had adjacent apartments. And that was our fraternity house.

Larry Frederick: My sophomore year, I took on some added responsibilities with the fraternity. In my junior year, I was president of the fraternity. That was the year that we had done enough to meet national requirements to receive our charter as an official Delta Upsilon chapter on campus at CSU while I was president.

Larry Frederick: I took my course work. I learned to rock climb with the local branch of the Sierra Club. I hiked, I snowshoed, I cross-country skied. I met some great friends that are still good friends to this day. And I had a wonderful college experience.

Larry Frederick: During my junior year I realized that I was a year from graduating and I had been majoring in, my coursework, but also majoring in fraternity. It was time that I focus on my career field. So, at the end of my junior year, I ran for an office with the Outdoor Recreation Club within the Department of Recreation and Resources. I was elected the vice president of the recreation club. I applied to a program where they were looking for students, 15 students from across the College of Forestry, all disciplines, to work on a National Science Foundation grant and to develop as a group of undergraduates the first ever master plan for the Colorado State Forest, which is a 70,000-plus acre tract of land in the North Park area of

Colorado near Walden. I applied. And both the president of the recreation club, Dan Overholser, and myself were selected as the two outdoor recreation students with the plans to spend the summer between my junior and senior year on the Colorado State Forest doing recreation inventories, surveys of visitors, and coming up with some ideas on how recreation resources could be developed on the Colorado State Forest.

Larry Frederick: It just so happened that I had a requirement that I was hoping I could get out of. But I had not met the requirement of going to forestry summer camp, which was a five-week summer camp at Pingree Park, which borders the north boundary of Rocky Mountain National Park. So, I reluctantly agreed, signed up for, and in June and part of July, I went to forestry summer camp. And Dan went up to the Colorado State Forest to start the National Science Foundation studies project without me and had another student fill in for the five weeks I was gone.

Larry Frederick: While I was at forestry summer camp, which was also another wonderful experience, I was chosen along with a couple good friends to be a squad boss for firefighting teams that we were organizing with the 60 students that were at forestry summer camp.

Larry Frederick: To back up just a bit, in the summer between my sophomore and junior year, which would have been 1970, I applied for and spent the summer as a hotshot fire crew member on the Pike National Forest. At the time, it was called an inter-regional fire crew. But we were one of about 18 national fire teams that, in those days we had a DC-3 plane assigned to us sitting in Denver. And it either flew to Wyoming and picked up one of the crews or it flew to Colorado Springs and picked up our crew, and we flew anywhere in the west to fight wildfire. So, I got my first real taste of working for the United States Forest Service in an important capacity. And every student, or every member of the fire crew that summer was a forestry student from Colorado State University. So, I got to know a lot of people in the college.

Lu Ann Jones: Can I just ask, what was that training like? I mean, did you get called out that summer?

Larry Frederick: We, the crew was organized between the end of the spring quarter and the fall quarter. And so, in June we went to, actually we lived at Fort Carson Army Base in the barracks there. And we went through two weeks of very intensive, both physical training as well as firefighting training. And then were completely equipped with 30 pounds of gear and backpacks. And we were on 24-hour call. In those days before pagers and cell phones and all the devices that we have today to notify you, we were told you couldn't be any more than an hour away from the barracks at Fort Carson if you wanted to go on fire. And you had to call in every hour if you went someplace. So, when we went someplace, we went as a group. If we went to the movies, 15 of us would go to the movies and we would tell an usher where we were. And if the Forest Service called and said, "Where's the

fire crew?" the usher was to come and get us and pull us out of the movie. And we would go down to Fort Carson, get in Forest Service vehicles, go to the airport, wait for the DC-3 to arrive. And then we might fly to Washington State or California overnight. And the next morning be on a fire line in Wenatchee, Washington.

Larry Frederick: And we got called out a lot. Probably half the days that summer, we were fighting fires in Wyoming, Washington, Utah, and all western states. It was very intensive. I made a couple dollars an hour. (laughter) That's all we got paid in those days. But a 10, 12, 14-hour day was not uncommon. All of our expenses were paid for, basically. So, at the end of the summer you might end up with a couple of thousand dollars into your wallet. So, the pay was extremely good over the course of a summer.

Larry Frederick: But because of that experience, then, myself and two of my colleagues were selected as squad bosses the following summer at forestry summer camp. And that summer, during the five-week period that we were at Pingree, we were called out on fire three times. Pulled away from class, pulled away from our studies at Pingree Park and put on fires in the nearby area, because that summer the Roosevelt National Forest happened to have a string of wildfires.

Larry Frederick: And we had six women going to forestry summer camp with us. And they were on the fire line with us as well, which was not something that most firefighters had ever seen before, was women on the fire line.

Larry Frederick: We made money from the Forest Service as emergency firefighters. And I in fact broke even at the end of Pingree Park – paying tuition and my expenses to go to forestry summer camp were actually offset by the money I had earned fighting fire while I was there. We ended up missing our final exam from forestry summer camp because we were on a fire, fighting fire for the Forest Service.

Larry Frederick: So, the rest of the summer I went to Walden, near Walden, and I spent the summer with 14 other undergraduates working on a master plan for the Colorado State Forest. Which is now Colorado State Forest State Park. At the time it was not a member of the state park system. It was actually managed, I think, by the land board in the state of Colorado. But now it's a state park. But at the time there was no on-the-ground management. So, it was pretty exciting to see people from watershed management in forestry and wildlife and recreation and so on working hand in glove. Because by the time we were juniors and seniors, we didn't have very many classes together.

Larry Frederick: So, my senior year, things were very different than my first three years at CSU. I was vice president of the outdoor recreation club, very active there. We were finishing up our National Science Foundation-funded multiple use study on the Colorado State Forest. We were selected as one of the top studies that year. And a couple of our team members went back to

Washington DC to make a presentation. I had separated myself a little bit from the fraternity at that point.

Larry Frederick: In the fall of my senior year at CSU, Dan Overholser and myself, the president and vice president of the outdoor recreation club, decided that we wanted to organize and sponsor a job fair for forestry students. So, Dan and I got some other students together and we talked about this and decided let's reach out to local, state, federal agencies. And over the course of five lunches during the week in October or November of 1967, we would invite speakers to come in and talk about how to apply for jobs, what job openings there might be. And talk mainly about summer seasonal kind of work, but maybe also permanent jobs as well.

Larry Frederick: So, we organized this and pulled it off. And I had sort of an inkling in the back of my mind that there was something intriguing about the National Park Service and the national park system. I thought my senior year that I might want to be a wildlife photographer. I had a 35- millimeter camera. I got to know a fellow student who was a wildlife biologist, and he had really gotten involved in wildlife photography. We spent a lot of time driving back and forth between Fort Collins and Rocky Mountain National Park early in the morning, trying to get pictures of elk and wildlife. So, I had some hiking experience, skiing experience, wildlife photography experiences in Rocky. I'd been in and out of the visitor center. I knew the staff there was very helpful. I liked what I saw.

Larry Frederick: It just so happened that during the job fair, we had invited the staff from Rocky Mountain National Park to come down. And they brought down the chief naturalist, Dwight Hamilton. They brought down their personnel officer, Oda Arnold. They brought down the assistant superintendent, Wayne Cone. These were not the flunkies. These were senior managers in the park, and they came down and talked about opportunities.

Larry Frederick: Several of us, then, after they spoke one day, went over to the student center and had a cup of coffee with them. Somewhere in there I learned a little something about a volunteer program.

Larry Frederick: So the job fair ended and later that fall Dan and I organized a field trip on a weekend for members of the outdoor recreation club to come up to the YMCA of the Rockies and stay in a dormitory here overnight and experience the park, experience the area. We set up sort of an interview with some of the park managers on Sunday morning. And they met us at Beaver Meadows Visitor Center. And so, the outdoor recreation club went over and met with several, again, high-level park managers on a Sunday morning, overlooking the relief map of Rocky Mountain National Park, which is still there to this day, and learned more about operations of Rocky Mountain National Park. All of these being outdoor recreation majors. And that's when we learned even more about the volunteer program. And a couple of us looked at each other and said, "Well, why not?"

Larry Frederick: So, we expressed a little bit of interest. And went back and ended up contacting probably somebody in the interpretive division at the park.

[END OF TRACK 1]

START OF TRACK 2]

Larry Frederick: In January of 1968, still in the middle of my senior year, I started as a volunteer here at Rocky Mountain National Park in the Division of Interpretation. The legislation that allowed the National Park Service to accept volunteers was passed, I believe, in 1969. It may have been ’68. It was during the Hartzog administration. And my understanding is that up until that time, we didn’t have the authority to accept volunteers. There were probably some volunteers out there. But having a formal program, you could advertise or even put federal funds towards it, I don't think was authorized by Congress until that piece of legislation passed. So, the idea of having a volunteer program and putting people into government housing and those sorts of things was relatively new.

Larry Frederick: So, in January of 1968, I came up and met some members of the interpretive staff. They kind of trained me in how to staff the Beaver Meadows Visitor Center information desk and how to staff the information station at Hidden Valley Ski Area. We still had a very active ski operation, downhill ski area in the park. There were two large buildings there. One was run by the National Park Service. It had a first aid room, a ranger station downstairs, and a room for picnicking in. Bathrooms. Then upstairs was an auditorium, small auditorium, and an information booth, and a large area, spacious area with large windows where parents could sit and read or watch their kids take lessons and ski and so on. So, the National Park Service then operated the small information booth there. It was much like a small visitor center operation. We showed movies and gave demonstrations and did some snowshoe walks from there and so on.

Larry Frederick: At the time, the Division of Interpretation at Rocky Mountain National Park consisted of Dwight Hamilton, the Chief of Interpretation, and a secretary for the division, and a GS-9 ranger by the name of Bob Haines, and a gal, Emma Potts, who ran the visitor center. Her husband had been the Chief Naturalist at Yellowstone National Park at one time – Merlin K. Potts.

Larry Frederick: Then a fellow by the name of John Douglas, who was the Assistant Chief Naturalist. And they didn’t do a lot of interpretation in the winter. They ran one visitor center, Beaver Meadows Visitor Center, also known as park headquarters. That visitor center was a Mission 66 visitor center. So, when we think about Mission 66 ending about 1966, it was really a lot of projects were underway then, but not everything was completed then. I think Beaver Meadows Visitor Center was completed and dedicated in 1968.

Larry Frederick: So here I was working in a visitor center that was about three years old. Still had a few bugs to work out of it. And the interesting thing about that visitor center is that it was designed by an architect by the name of Tom Casey. He passed away in recent years. Tom was a student of Frank Lloyd Wright. And it was Stu Udall, a Secretary of the Interior, who said, by golly, we're not going to have every building looking alike in the National Park Service as a result of Mission 66. So, he wanted to engage some national architectural firms in designing some buildings for the National Park Service. And Rocky was fortunate enough to have been one of those parks chosen where the Frank Lloyd Wright architectural firm and Tom Casey was able to get engaged in designing that building, which was later put on the National Register of Historic Places, and then in the early 2000s, became a National Historic Landmark. It's affectionately, at one point was known as the Pink Palace, because of the Pepto-Bismol colored walls. That's changed a bit now. But I became somewhat attached to the building. It was pretty unique, unusual in the National Park Service. And I enjoyed working there.

Larry Frederick: So, I came up on weekends between January and April of 1972. They gave me an apartment, seasonal apartment, to live in, which was great, because then I had a place to escape to from Fort Collins and my roommates. And I would come up, I'd come up anytime I wanted. Often times I'd come up after class on Friday. I'd either go back to Fort Collins Sunday night or sometimes even Monday morning. I'd work six to eight hours on Saturday and six to eight hours on Sunday, either at Beaver Meadows Visitor Center, or up at Hidden Valley.

Larry Frederick: I was upstairs managing the information interpretation function at Hidden Valley, and the rangers were working downstairs and taking care of injuries, skiers being scooped off the slopes. So, I'd occasionally go down and help there as well, and became sort of enamored with the kinds of things that they were being asked to do.

Larry Frederick: Again, this was another really important, critical time in my life, in my career, because many of the interpretive staff, though it was quite small, worked Monday through Friday and I worked Saturdays and Sundays as a volunteer.

Larry Frederick: I didn't have a uniform. They came up with some experimental nametags – I still have a couple of them – because they didn't know what a volunteer should look like. And they came up with a plastic nametag I could wear. But yet, one of the individuals in the interpretive staff worked weekends. And his job was primarily to either work at Hidden Valley or work at Beaver Meadows Visitor Center. So, when I came along, suddenly I gave Bob Haines a chance to either stay back at headquarters while I worked Hidden Valley, because he didn't have to go up there. Or I could work upstairs at Beaver Meadows Visitor Center and he could take care of some things behind the scenes. So, I worked, started to work very closely with Bob. Well, Bob became my park service mentor. Bob was a

wilderness first aider. He was an experienced wilderness mountaineer. He helped out on all sorts of search and rescue activities. Before he started in the Park Service, he lived in Nebraska. He came out on weekends and vacations. Loved Rocky Mountain National Park. And he finally got a job – changed his life – got a job in maintenance, working at Hidden Valley as a maintenance man.

Larry Frederick: Bob started giving interpretive programs of his ski trips into the back country of the park. So, he'd go into town and give a slide program. He carried a Hasselblad camera with him, which had a large-format frame to it. It was 2 ¼ inches by 2 ¼ inches format, which was much larger than a 35-millimeter slide camera. And in those days, you would consider this high-pixel image. He had a big projector that could project these, and the images on the screen were just incredible. Astronauts at first took Hasselblad cameras with them to the moon. So, he carried a high-end camera with him wherever he went, and he would take these incredible images in the back country, particularly in the winter. And he'd do these programs in town. As a maintenance man at Hidden Valley, he gave more interpretive programs outside the park than the entire interpretive division did. So, it was only a matter of time before somebody in interpretation noticed his talents and pulled him over to interpretation. He got drawn over to interpretation and his job was to run the interpretive program on the west side of the park in the summer and then in the east side of the park in the wintertime. So, he bounced back and forth, had two homes in the park.

Larry Frederick: I got to know Bob. And I got to know that even though he was a skilled and talented interpreter, and that was his first love, and that's what people saw him as, he was really a generalist. He could do it all.

Larry Frederick: The story I like to tell is that sometime in the early '70s, the National Park Service had a plane go down in Nevada. It was a small, single-engine aircraft. It had several National Park Service people onboard. It was a white aircraft that went down in a remote section of Nevada. The chances of finding anybody alive were practically nil. But the National Park Service needed to make an effort to find that aircraft.

Larry Frederick: So, they selected, as I recall, three rangers from Grand Teton and three rangers from Rocky Mountain National Park. Flew them to Nevada and had them scouring the back country where they thought this plane had gone down. Rather than selecting three what we would consider traditional law enforcement type, back country type park rangers from Rocky Mountain, they selected two and Bob from the Interpretive Division. And that always impressed me that they would reach across sort of division lines. They realized Bob's talents. And Bob was one of the top winter mountaineers at Rocky Mountain National Park, even though he was an interpreter. That left an impression upon me.

Larry Frederick: So, I worked as a volunteer very closely with Bob. Got to know his wife Teddie Haines. Teddie still lives here to this day in Estes Park. Bob has passed away. Teddie and I are still in contact. We get together for lunch at least once a year and exchange phone calls and emails. I thank her every time I see her for Bob's influence and mentoring that he did for me early in my career.

Larry Frederick: So, I graduated from CSU in June of 1968.

Lu Ann Jones: Wouldn't it be '72?

Larry Frederick: I'm sorry. Yes. You're very good. June of 1972. And as the final requirement for my degree in outdoor recreation, we had to take a five-week field trip. So, we loaded up thirty or so outdoor recreation students, mostly all seniors, and we went to California and back and visited park and recreation sites along the way. This was a tradition within the Department of Recreation Resources that seniors went on a senior field trip. And we had spent one week in Denver looking at resources, recreation resources. We spent a week in Colorado Springs and five weeks to California and back. And so, I wasn't able to continue my volunteer work all the way up until the time I graduated.

Larry Frederick: But when I graduated, then, it was a matter of okay, now I'm off for my summer job. I've got my degree behind me. By gosh, where are the job offers? Why aren't they just pouring in? It turns out that of those of us that graduated that year, I think one person was going to the Peace Corps. Most of us had seasonal jobs. And maybe one person had a permanent job going to work at a golf course, you know. But people were not landing jobs right out of college. This was the very tail end of the Vietnam War; so, veterans were coming back, and veterans preference applied then, just as it does today. And so, the competition for federal jobs was extremely keen.

Larry Frederick: It just so happened that I had agreed that spring to work for the Colorado State Park system. Several of my friends, Dan Overholser, who was president of outdoor recreation club, and another friend, Doug Will, who had been on the Pike National Forest fire crew with me, were going to work for state parks. So, I thought well, veterans preference doesn't apply at the state level. I'll apply. I'll get considered. And the regional manager for the state park system in Fort Collins at the time happened to be a fraternity brother. (laughter) We had not gone to school together. He was a little bit older. But he, too, was a member of Delta Upsilon fraternity and we had crossed paths in my career. They offered me a job and I was prepared to go to work at Golden Gate Canyon State Park down south of Nederland, between Nederland and Black Hawk on the Peak-to-Peak highway here in Colorado.

Larry Frederick: But I went down that spring. I'd kind of looked around at the housing situation and what they'd asked me to do, and it did not impress me like the experience I had just had as a volunteer at Rocky Mountain National

Park. Far more resources available to me at Rocky Mountain National Park. I thought far more growth opportunities. They actually had a slide file with slides in it at Rocky Mountain National Park. They wanted me to do campfire programs at Golden Gate Canyon State Park and they had no resources to speak of. They were going to give me an attic above a garage to live in, and it was bare bones. And they wanted me to clean toilets and do a variety of things that I wasn't quite sure I wanted to do.

Larry Frederick: Right on the very heels of graduation, I got a call from Doug Will, who was going back to the hotshot fire crew in Colorado Springs, on a Saturday. Like a week from then, I was supposed to report for my job at Golden Gate Canyon State Park. And Doug called me and said, "We just had an opening on the hotshot fire crew. Do you want to come back?" And I said, "You bet."

Larry Frederick: So, I called the crew boss, told him I was interested. On Sunday morning, I packed everything up here in Fort Collins and I tore off to Colorado Springs. Got into the barracks again at Fort Carson. Next morning went to training. And at noon I called my friend with the Colorado State Park system and said, "I'm not coming." It was the hardest thing I had to do, but I thought that was the best decision.

Larry Frederick: So, I spent a second summer back on the hotshot fire crew, and I was actually employed by the Boise Interagency Fire Center that summer to do a firefighter stress and fatigue study. So, I carried extra gear with me that summer. And then we started building fire line, hot lining it, so to speak, I was pulling out instruments to take temperature and humidity and taking pulse of firefighters and recording information and so on for what they called firefighter stress and fatigue study that they were very interested in doing. And that's where the funding had come from was Boise.

Larry Frederick: We again had a very active fire season. We spent 30 days in California along the Big Sur coast, traipsing after an arsonist that was starting fires up and down the highway, Highway 1, on the California coast that summer. It was, again, a great experience along with a lot of forestry students, still from Colorado State University.

Larry Frederick: That fall, at the end of the fire crew season, around Labor Day, I was asked if I wanted to stay on. So, four of us agreed to stay on as laborers. We switched job classifications and even wage scales from GS to wage grade. They put a trailer at a campground, a commercial campground in Leadville, Colorado for us, in the Santa Isabel National Forest. The four of us spent October and most of November building campground sites and picnic sites at Turquoise Lake. We had a great time. We were all graduates at that point. We were all forestry students. We all crammed together in a little Airstream trailer and it was glorious. Fall in the Colorado Rockies. Outdoors every day. Weekends completely free. We didn't have studies any longer. We did that until the ground froze so firm that we couldn't

work anymore. And they terminated us, and I deadheaded it to Fort Collins because that's the only place I knew to go.

Larry Frederick: As soon as I got to Fort Collins, I looked up a friend of mine who was also a forestry student. Turns out that Ken Dull and I had gone to high school together. He was a year behind me in Rocky River High School. He had followed me to Colorado State University. He had been one of my good friends throughout college. We had done a lot together in the out of doors. So, I knew Ken would let me throw a sleeping bag down on his living floor. And I arrived at his apartment and he wasn't there, but there was a note on the door that said, "Call Dr. Alden. He wants you to go to work for him."

Larry Frederick: Well, if I back up just a bit, my sophomore year at CSU I met with my counselor to look over my course work and my schedule and make sure that I was on track to graduate and such. The professor was new. His name was Dr. Howard Alden. And Dr. Alden had come from the University of Idaho. He was pretty progressive, I thought, as a professor. He'd done a lot of research and the department was very happy to have him. I sat down with him and we started comparing notes. And he looked up my student profile and he looked at it and he said, "Hmm. You graduated from Rocky River High School." He said, "That wouldn't happen to be in Cleveland, would it?" I said, "Sure thing." He said, "Well, I graduated from there, too."

Larry Frederick: So, all of a sudden, I had this "in" with my college department counselor because we had graduated from the same high school. And so, my sophomore, junior and senior year, Howard Alden became a very close mentor. I ended up babysitting his kids. I helped put wallpaper up in the kitchen. I helped him finish his basement off. I helped him remodel his garage into a living room. He became the faculty advisor for the National Science Foundation studies project that I was on at the Colorado State Forest.

Larry Frederick: He'd heard from Ken, who'd also graduated from the same high school he did, that I was coming back into town. He needed some help. And so, I showed up and he put me to work the next day helping to finish up some graphics work on some projects that he was involved in.

Larry Frederick: One of them happened to be a project involving the Vail ski area and a proposal by the Vail ski area to provide services for the potential Olympics that were going to be coming up in Colorado. That was before the Colorado residents, citizens, voted down accepting the winter games, which was planned for a couple years down the road.

Larry Frederick: But anyway, even though I'd graduated in June, there I was back on campus, which I <u>loved</u> being at. And during that month that I was working for Howard, what do you think but the second annual Forestry College job fair was being conducted, the one that I'd helped organize the year before.

And I found out the day that the National Park Service folks were going to be there, and I figured, I probably know some of those folks.

Larry Frederick: So, I wandered downstairs and I walked in. and as soon as I walked in, John Douglas, the assistant – no, Oda Arnold, the personnel officer, grabbed me and said, "Go call John Douglas. He wants to talk to you."

Larry Frederick: So, I went upstairs, and I called John Douglas, who was the Assistant Chief of Interpretation here at Rocky. And I said, "So, what's up?" He said, "Well, we found five weeks' worth of money." He said, "We'd like to hire you. Can you come back in January?" And I said, "You bet."

Larry Frederick: So, there I was, Thanksgiving was coming, and Howard was basically done with me and the quarter was about over. I hopped on a plane and I went back to Cleveland to spend the holidays with my family. And in the end of December, then, I climbed in my car and I drove back to Estes Park and checked in here at park headquarters. Got a uniform for the first time and a real nametag. It was my first seasonal position with the National Park Service. I was a GS-3 park aide for five weeks.

Larry Frederick: At the end of that, I set my uniform aside and I climbed back into my volunteer uniform. In those days, they allowed me to transition right from being a seasonal to a volunteer and do the same exact work. And for those five weeks, and into the spring I worked at Hidden Valley Ski Area doing interpretation and information. I worked at Beaver Meadows Visitor Center. Did a few interpretive programs here and there, some snowshoe walks for school groups and such. I could devote 40 hours a week to volunteering at the park. Again, working very closely with Bob. But now, because I was here during the week as well, I got to know other members of the staff. And there were no other seasonals around to speak of. So, I was interacting with you know, the Chief Ranger and the Chief of Resources and got to know the Superintendent and so on, because here was this young, presumably bright face who just graduated, you know, running around the office a couple of days a week, looking for things to do, and I had a grand time.

Larry Frederick: At the end of it, the Chief Interpreter, Dwight Hamilton, came to me and said, well, it doesn't look like – well, let me back up. They did come to me and said, "It looks like we might be able to hire you this summer. It would be a GS-3 job and it would be working up at Alpine Visitor Center, probably living at 12,000 feet in elevation."

Larry Frederick: I was interested. But I had also put out 30 paper applications in those days, SF171s, I had applied to 30 park service areas. And in the spring then, I graduated in June of '72, so this would have been the spring of '73, all of a sudden, I started getting some phone calls and inquiries. Whereas the year before I'd applied to park service seasonal positions and I hadn't gotten any nibbles. That's why I went back to work for the Forest Service on the fire crew. But I started getting some nibbles.

Larry Frederick: And Wind Cave National Park called and was interested. Eventually they offered me a GS-4 job for five months, which sounded better than a GS-3 job for three months. I mean, I was going on a year out of college, and every penny mattered.

Larry Frederick: So, it turns out that, in looking at my application, Jack O'Brien was the Chief Interpreter at Wind Cave National Park, had seen my application. And he walked upstairs to the chief ranger's office. And the Chief Ranger was Dean Shultz. And Dean had worked at Rocky Mountain National Park as a District Ranger.

Larry Frederick: And Jack had been on the phone to Bob Haines, my mentor here at Rocky. And Jack walked into Dean's office and he said, "You worked at Rocky Mountain National Park." And he said, "Would you trust the word of Bob Haines?" And Dean said, "Absolutely." So, Jack turned around, walked back downstairs and said "Well, you know, Bob said good things about Larry, so I'm going to make him a seasonal offer."

Larry Frederick: So, there I was at Rocky Mountain National Park in March of 1973 and I could have stayed. I could have lived at Alpine Visitor Center that summer, which would have been a truly unique experience. But instead, I chose to go to Wind Cave National Park.

Larry Frederick: So, on April first, I went to Wind Cave. That was my first summer seasonal position. And myself and two other seasonals then opened up the cave for the season. My five months at Wind Cave were extended. I ended up working seven months.

Larry Frederick: In those days, seasonal appointments could be 180 days. So, you could work as a seasonal for 8 ½ months a year on a single appointment. I didn't quite work the full 180 days, but I did work seven months. At the end of that, I had rehire rights and I could come back to Wind Cave in 1974. So, I felt good. I had a volunteer experience at Rocky Mountain National Park. I'd had a seasonal experience there, even though it was brief. I had a summer behind me at Wind Cave. I had two summers as a hotshot fire crew member.

Larry Frederick: I used that experience at Wind Cave because the Chief Ranger was responsible for wildland fire management. We would oftentimes get lightning bursts in the summer with multiple fires. So, he knew that I had probably more fire line experience than most anybody on his own staff. And so, it was not uncommon for me as a GS-4 seasonal interpreter to be handed the keys to a pumper and a couple guys and says, "There's fires down south. Go find them and put them out." So even though I was an interpreter, I got to do ranger types of duties.

Larry Frederick: That was sort of the first of a series of things that I ended up doing that I have to kind of thank Bob Haines for because Bob was that interpreter, but he was a generalist and he could do so many different things and help so

many different divisions out. I gained some respect even in the Division of Visitor Protection there at the time.

Lu Ann Jones: Can I just ask you, recently I saw where interpretation at Wind Cave, at least there's this one sign that I've seen that the interpretive sign changed very significantly from talking about the cave as a cave, and talking about the cave as kind of the birthplace of American Indian tribes. Do you remember how you were interpreting that site at that time?

Larry Frederick: Yes. In the early '70s, there was the rise of the American Indian movement. And the Black Hills of South Dakota, the western end of South Dakota, had been given to the Sioux Nation in the 1800s, by treaty.

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Larry Frederick: The Fort Laramie Treaty of what, 1872, I think it was. Yet when General George Armstrong Custer came into the Black Hills on a military expedition in '74, I believe it was, he brought a couple of prospectors with him and they found gold in French Creek, outside of Custer, South Dakota. When the word got out through the media, there was a gold rush to the Black Hills. Small, compared to places like Colorado and California. The military spent considerable amount of time trying to keep prospectors and settlers out of the Black Hills in honor or respect of the treaty with the Sioux Nation that the Black Hills was theirs. Then there were so many miners and settlers that they couldn't. So, the military changed their role from one of trying to keep Europeans out to protecting Europeans from marauding Native Americans.

Larry Frederick: Eventually what happened is that the federal government reneged on that treaty. Basically, took back the Black Hills, and to this day, the Sioux Nation believes that they're still the owners of the Black Hills because of that treaty.

Larry Frederick: So, in the early 1970s, with the rise of the American Indian Movement--yeah, AIM, the American Indian Movement – there was a lot of unrest in South Dakota, and I think elsewhere in the country as well.

Larry Frederick: In 1971 or two, there was a takeover at Mount Rushmore by American Indian Movement. Corner of the visitor center at Mount Rushmore was bombed. There was protests, there was threats to throw red paint over the faces. Park rangers ended up arresting Russell Means, as I recall. Russell Means and Dennis Banks were leaders of the American Indian Movement at that time.

Larry Frederick: There was some sort of protest that came through the town of Custer, probably 1971 or two. I'm told that citizens from the town were on every rooftop with hunting rifles, making sure that the Indians went through town but never stopped. They were escorted out of town.

Larry Frederick: In, I believe it was March of 1973, two FBI agents were assigned to go to the Pine Ridge Indian Reservation, which is about a two-hour drive from Wind Cave, and issue an arrest warrant for a member of the Sioux tribe. They were shot and killed. So on top of all of the unrest, the protests in the Black Hills, the demands to give the Black Hills back to the Sioux, the problems up at Mount Rushmore, now we have two FBI agents killed in the line of duty on the Pine Ridge Indian Reservation. The federal government in full force descended upon the Pine Ridge Indian Reservation. Members of the American Indian Movement retreated to Wounded Knee. Took over the trading post there, built fortifications up, and basically laid siege to the small community of Wounded Knee, which had a very long sort of dark history with an encounter that occurred in the 1800s between the American military at the time, the cavalry, and a massacre that occurred there, primarily women and children, Sioux. There's a mass burial there. And so, they retreated there because the symbolic nature of this struggle between the American Indian and the American government.

Larry Frederick: So, when I arrived on April 1, 1973 and learned to give cave tours there at Wind Cave, some of my cave tours were populated only by off-duty FBI agents. They took over all the hotels in Hot Springs, 10 miles to the south. They worked 24 hours on duty, being bused over to Pine Ridge to set up a perimeter around Wounded Knee to keep goods, food from going in to resupply the Indians. To keep them from coming out. And to eventually end the siege at Wounded Knee and to arrest several key members of the tribe there that had killed these FBI agents.

Larry Frederick: So, the FBI agents had 48 hours off duty in Hot Springs, and there ain't much to do there. Eventually small groups of them were given permission to come out to Wind Cave for cave tours, just for something to do. So, it seems like every other tour I had, it was FBI agents. In fact, one night I ended up going in and giving a special tour to some of the high-ranking FBI agents who were in the area and were looking for something to do after dinner. And so, I gave a special tour to quite a group one evening.

Larry Frederick: So, when you ask the question how were we interpreting Native American culture, at the time we had a visitor center with Mission 66 exhibits. We had one exhibit there on Native American culture, Plains culture, Plains Indian culture. It talked largely about the relationship between Native Americans and the bison. Because bison had been brought back to Wind Cave National Park, from Yellowstone and from the Bronx Zoo. In fact, last year they celebrated the 100th anniversary of the return of the bison to Wind Cave National Park. So that would have been 2013. So, in 1913, bison were brought back to Wind Cave. And Wind Cave was created as a national park in 1903. It's the seventh oldest national park in the country, in the service.

Larry Frederick: But we had one exhibit that talked about the Native American culture, primarily from the standpoint of the importance of bison to them. And the title of the exhibit says, "Indians Prized These Hills."

Larry Frederick: I remember being there one day. I wasn't part of the discussion. But Jack O'Brien was present. He was the Chief of Interpretation. And a Native American showed up and said, "You know, you need to change that exhibit, because we didn't 'prized' these hills in the past. We still prize these hills."

Larry Frederick: So, Jack had the title of the exhibit changed to "Indians Prize These Hills," meaning the Black Hills of South Dakota.

Larry Frederick: There was a little bit of reference to the fact that Native Americans probably knew of Wind Cave. There were some oral histories of holes in the ground that blew wind. We knew we had tipi rings, oh, within probably 150 yards of the natural opening to Wind Cave, which is about the size of a ranger hat. Right now, the cave is over 140 miles in length. So what you've got is this tremendous reservoir underground, and when barometric air pressure changes, and there's very, very few openings between the surface and the cave itself, and the largest natural opening was the size of a ranger hat, a Stetson, a flat hat, the air pressure would change and push air into the cave to increase the pressure there, or draw air out of the cave when there was a low pressure system. All this air rushing in and out when there was a change on the surface which affect the air pressure in the cave, and hence the name. But also, it is audible at times. So, anybody in the area, when there was a rapid change of air pressure on the surface, would be able to hear this and be drawn to it.

Larry Frederick: So, we were pretty confident that Native Americans knew of it. But nobody stepped forward and said, "This is a key part of the Native American story. This is where we emerged from," or, "This is where Tatanka, the buffalo, emerged from." Our interpretive story largely kind of glossed over the fact. Native Americans knew of this, but it was 1872 when Tom and Jesse Bingham came along, the white guys. That's when the cave was discovered. Well, that's when European man came upon it. It was explored a lot in the 1890s, and then in 1903 because of a family dispute, a judge ruled that it should remain federal property and it actually became a national park.

Larry Frederick: So, there was a lot of angst when I was there in the early '70s regarding telling the Native American story. We were doing no consultation. We had really no direct contact with the tribes. Everybody was sort of on edge. And when we had requests for cave tours by Native American groups, we would really pick seasonal interpreters who could handle themselves in a challenging situation, let's say, to take them on a cave tour, because we never knew what might happen. Granted, we knew where the light switches were, and we could always try to turn the lights off. (laughs) But if something bad was going to happen on a cave tour because of this

tension between Native Americans and the federal government, we wanted somebody to be in charge of the tour who could handle that situation. And nothing ever happened. But there were always sort of tense times.

Larry Frederick: So, we didn't reach out and do much interpretation. We had very limited exhibit space in the visitor center in the early '70s. So, there wasn't much interpretation being done.

Larry Frederick: So, I worked at Wind Cave the summer of '73. That fall I traveled with friends and spent some time at Canyonlands National Park, getting to know that with a couple of my college buddies. Went back to Ohio for Christmas with my parents.

Larry Frederick: Then in January, I ended up finally getting back to Golden Gate Canyon State Park. My good friend Dan Overholser that I'd gone to college with was the park manager. He hired me in January and February of 1974 to work at Golden Gate Canyon State Park. Some of the conditions weren't much different. I was given the break room for my quarters. (laughter) I had a mattress on the floor. And a sleeping bag. But for two months, I could do anything, and this was sort of an interim job between going, working at Wind Cave.

Larry Frederick: So, I worked January and February with my good friend there at Golden Gate Canyon State Park from college. The first of March I was back at Wind Cave. Still a GS-4 summer seasonal. And I was the first seasonal hire that year by Jack O'Brien. I guess he saw that I had interests beyond just giving cave tours and maybe some administrative abilities. Because he brought me in a month before he brought in any other seasonals, and I think the first time he'd brought a seasonal in a month early. We organized the park library, and we got things ready for opening the cave on April first. I helped him with cooperating association duties, and we organized training and we just scurried around for a month, the two of us. Because he was the only member of the division during the winter. He just ran the place himself. You know, I gave a few brief cave tours and helped run the visitor center. But I was the only seasonal on board at the time for a whole month.

Larry Frederick: On April first, we opened the cave again for the season. It used to close in the winter. Things were going along great. In May, we're getting ready to have all our new staff come in and get training going and so on, and I was so excited about another summer at Wind Cave, because I really had my feet on the ground and good working relationship with the chief of interpretation and other divisions.

Larry Frederick: All of a sudden, I got a phone call from the Bureau of Land Management in Ely, Nevada. That's east central. It's up against the Utah border. They were inquiring as to whether or not I would be interested in a GS-7/9 outdoor recreation planner position in Ely.

Larry Frederick: Now in those days, to move from being a seasonal to a permanent, you had to take a written exam called the Federal Service Entrance Exam, FSEE. It was a math and English exam. Didn't test you on your ranger skills or ranger knowledge, or knowledge of forestry or park and recreation management. It was a basic English and math test. You could sign up for it and go to Rapid City and sit there on a Saturday morning in a room with a bunch of other people and fill out a test much like you did in high school. You got a numerical score. That numerical score went to the Office of Personnel Management. And when agencies wanted to hire new people, they would go to OPM and they would ask for a list and they would go down their numerical list and they would send off a list of names and applications, and agencies could hire from it. Veteran's preference applied. So, if you didn't have a 95 or better in math and English, chances are you weren't going to get that federal position, no matter what it was.

Larry Frederick: Well, I started taking the test. At first, I didn't do very well. I took it, and I think I took it three or four times. Finally, every time I took it, I got a better score. I think my best score was a 93. That was the only way, really, to get a permanent job.

Larry Frederick: So, I was starting to get comfortable in Wind Cave in my second season and I started to get a bunch of inquiries that spring from other parks. Decided to go back to Wind Cave. And I thought, you know, I've got some experience behind me. I think I can start to carve out a career here. All of a sudden, the BLM called and said, "Well, we got down to your name." At the time, the Bureau of Land Management was growing by leaps and bounds. They were hiring something like 20 outdoor recreation planners throughout the west. And they came across my name. They were interested in me because I had some recreation planning experience in college. That master planning experience with the National Science Foundation. And I was working at a cave. And I wanted to know why that was that that experience applied.

Larry Frederick: It turned out that the National Speleological Society, which is the national organization that organizes cavers and caving and cave exploration around the country, was going to have their annual convention in Ely, Nevada, in 1975. The BLM had a bunch of caves. And they knew something about it, but nobody on the district had ever been in one of them. So, they knew if they had a recreation planner, they wanted to have a planner who knew something about caves. They saw my application and they glommed onto it and they called me, and they wanted me in the worst way.

Larry Frederick: Well, seasonal training at Wind Cave was right around the corner. Last thing I wanted to do was abandon Jack O'Brien, my fellow seasonals, the National Park Service. And I got an offer. But it was a permanent job. I knew that if I wanted to work for the park service I was going to have to compete sometime, somehow, somewhere, compete against veterans, be selected competitively and then work on my career.

Larry Frederick: Well, I got the offer and I put it off for a day or so. I got on the phone. I remember calling Wayne Cone, the Assistant Superintendent here at Rocky Mountain National Park that I'd met way back in my college days, and he was still here. Wayne was a well-respected member of the National Park Service management at the time. I called him at home one night and I said, "What do I do?" And I called several other people. And basically, their message was, you know, this isn't all bad. This isn't the worst thing in the world that could happen. One, it's a natural resource agency. Two, it's a sister agency within the Department of the Interior. Three, it's a job that's related to what we do in the national park system. Four, it's a permanent job and you have been able to compete for it. You'll never have to do that again in the same way.

Larry Frederick: So, I reluctantly accepted the job. Packed up my bags during seasonal training week at Wind Cave. Came down to Estes Park. Visited a few friends and drove to Nevada and moved into a small place in Ely, Nevada, a mining community. Strongly Mormon. Nevada, about 80 percent of the state is managed by the Bureau of Land Management. The district I was assigned to is 8 million acres in size. One-sixth of the state of Nevada. Southern part of the district was 120 miles away. And I was the first full-time recreation planner and I was 24 years old. I was assigned to the resources management division.

Larry Frederick: Prior to me arriving there, they'd had a position where one fellow was the wildlife biologist and recreation planner. So, when I arrived, two of us took his position. I was the GS-7/9 outdoor recreation planner. Another good friend of mine who I'm still in touch with till this day was the GS-7 wildlife biologist. We learned together from day one what it was like to work for the Bureau of Land Management in rural Nevada. It was quite a change from the National Park Service. I wasn't doing interpretation. I was marking the Pony Express Trail for the Bicentennial of the nation. It had already been routed out. We had about 110 miles of it or so going through the district from Saint Joe, Missouri to Sacramento, California, the BLM had taken on marking and identifying and interpreting the Pony Express trail for the Bicentennial. I wrote the environmental assessment for the marking and development of the Pony Express Trail for the Bicentennial for the BLM for the whole state of Nevada. I dabbled in a little bit of interpretation for the Pony Express Trail. But I also did recreation assessments, like wilderness assessments. We did a lot of planning in those days. A lot of putting a lot of planning documents together. Worked on some oil and gas projects as the recreation member of environmental assessment teams. But it was very different than working for the National Park Service.

Larry Frederick: One of the things was in the BLM, not everybody pulled in the same direction. In those days, we had about two thousand laws affecting the Bureau of Land Management and how we set policy and made decisions. FLPMA, the Federal Lands Policy and Management Act, which was

essentially the organic act for the Bureau of Land Management, did not pass until, I think, ’76. What we had was a whole collection of these loose laws. And you could pull out one law to support your position, and I could pull out another law that would support my position. And they were conflicting. The Bureau of Land Management had grown out of the General Land Office, which had managed all of the surplus lands that didn’t end up in national forests and parks at the time. The Taylor Grazing Agency, which was an agency passed to manage grazing on federal lands, and those had merged in the 1930s to create the Bureau of Land Management (BLM). They never really had an organic act like the park service, and a firm mission. It was really the surplus lands. I mean, we used to joke and say that it wasn’t even good enough to put Indians on. You know, to turn them into Indian reservations. And yet the BLM has some really gem areas that they manage and now today national monuments and other protected areas.

Larry Frederick: But it was an interesting time for me because rather than seeing everybody pull together in the same direction like I saw in the National Park Service with a common mission and organic act, everybody was all over the board. I was trained as a district archaeological technician because the National Historic Preservation Act had passed. All of a sudden, the BLM was caught short. And all of a sudden, in order to do federal projects and disturb the dirt, they had to do an archaeological assessment, and they did not have the resources to do it.

Larry Frederick: So a fellow by the name of Bob York, who was the archaeologist in the BLM state office, went out to the districts and trained the outdoor recreation planners to be the first set of eyes on the ground before a fence was put in or a guzzler or a wheat grass seeding and a chaining operation or new road or whatever, somebody had to go out and do an archaeological survey, and see if there was anything on the ground that needed further assessment.

Larry Frederick: So, we had the ability, we were trained and had the ability to give a negative clearance on a project. There’s nothing out there. Go ahead and put your fence in. We’d write something up, send it off to the state BLM office. I could even go out and do, if I found an isolated find, whether it be an artifact or an arrowhead or whatever, I could pick it up, collect it, send it off to the state BLM office for curation. If I started finding more than that, stop the project, don’t do anything, professional archaeologists were called in.

Larry Frederick: We found some incredible sites. Eastern Nevada was just loaded with – wherever there was a spring, there was a site. There might be an ancient site, a more modern site, and then a historic site on top of it, because water was so scarce. So, I found it very rewarding to be able to go out and find these sites. Some of them were huge. I mean, they went hundreds of acres of lithic material. And rock overhangs. And ground stone. And it was an exciting time. But I was seen as a barrier to the progress that the BLM

wanted to make on any number of projects. Not only had the environmental assessment process, but now the cultural assessment process were seen as barriers, hindrances to development of water, development of grazing, development of roads and so on. Even though I was a member of the resources staff, and you'd think that I would have a lot of camaraderie there, only I and the wildlife biologist really felt like we were working together, and at times, almost against everybody else that was pushing back on us. Because practically everybody else on the staff was a range conservationist, or range con, as we called them.

Larry Frederick: So as a 24-year-old getting into my very first permanent job, it was a little strained. So in the spring of 1976, I had started with the BLM there in Ely in June of '74, in the spring of '76, late winter, I should say, I took a week's vacation, I came back to Estes Park, Rocky Mountain National Park, met my college buddies. We took off and did a three or four-day ski trip up into the Mummy Range and had a wonderful trip. I came back and on a Saturday night, they had an evening program at Beaver Meadows Visitor Center. They had started those back in 1972, which was the hundredth anniversary of Yellowstone National Park, and the national park idea, and they had continued them. So, during the winter, for something to do interpretively, they gave Saturday night programs at park headquarters. And they were always slide programs. Somebody was giving a slide program, usually about another park that they had worked in or something like that.

Larry Frederick: So, I ran over, I was on vacation that week, and sat in on a Saturday night program. I walked in and there was Dwight Hamilton, the Chief of Interpretation that I had worked with. And Dwight said, "Oh, got a position coming open. You want to put in for it?" I said, "What is it?" (laughter)

Larry Frederick: Well, I was a GS-9 with the BLM at the time, and I had a bright career ahead of me. People were already starting to recognize my abilities. I think if I'd stayed with the BLM, I would have gone places, and may have even advanced further in the BLM as a professional outdoor recreation specialist than I might have in the National Park Service. But I longed for the National Park Service and I longed for interpretation.

Larry Frederick: One of the things I failed to mention is within the recreation resources department at Colorado State University, we had three options. Three areas of emphasis. You could emphasize recreation administration, recreation planning, or environmental interpretation, and that was my emphasis.

Larry Frederick: So, I talked to Dwight that night at the visitor center there when they were giving their program, still on vacation. I said, "Well, what's coming up?" He said, "Well, we've got the Audiovisual Technician job coming open." I said, "I'm interested."

Larry Frederick: So, went back to Ely, Nevada. Filled out an application and sent it off. All of a sudden I got this call from Rocky Mountain National Park, and they said, "Would you be interested in coming back to the park service as a GS-4 Audiovisual Technician in the Division of Interpretation? There are constraints right now on hiring fulltime positions, so this is a 35-hour appointment. You can't work more than 35 hours a week. That's seven hours a day. Do you want it?"

Larry Frederick: And so, I marched into the—

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Larry Frederick: —Chief of Resources and I said, "Got an offer from the park service and I think I'm going to take it."

Larry Frederick: The District Manager called me into his office and said, "You are absolutely crazy. Your career is ruined. You're not going to go anywhere." He was mad.

Larry Frederick: And so, two years to the day, I left Ely, Nevada. I cut my salary in half, from a GS-9 to a GS-4. I showed up in Estes Park. Checked into one of the duplexes. And got settled in my new career working primarily, because this was June of 1976, summer was at its peak, working primarily with GS-5 seasonal interpreters who were making more money than I was because I was a permanent and I had all these payroll deductions. And I was only working seven hours a day. So, I'd show up at work at nine in the morning, and work till five.

Larry Frederick: And we had a film tree at park headquarters which was Walt Disney technology. It was a single-loop piece of film that would go on forever and then through a projector. And we had a film tree out at Moraine Park, and we had automatic slide programs. And we had trail leaflet boxes. And we had a lot of things that weren't always working and so on. My job was to run around and make sure all that stuff was working and cleaned and slides were not dusty. And I gave evening programs and I gave some interpretive programs. I started taking an interest in all sorts of things. I was just so glad to be back with my college buddies, be back on the front range of Colorado, be back with the park service, be back at Rocky Mountain National Park.

Larry Frederick: On a Friday, I had been there about three weeks, on a Friday afternoon I got back from running around the park and there was a note on my desk that says, "Call Roger Connor at home on Saturday night." Well, Roger was the Superintendent. I was a GS-4. I'd been there three weeks and I was asked to call Roger 24 hours from now at home on a Saturday night. And for the next 24 hours, I had no idea what was going on.

Larry Frederick: I called Roger at home. He'd just got back from a fishing trip. He said, "Les McClanahan wants to talk with you. Give him a call first thing Monday morning." Well, Les McClanahan was the superintendent at

Wind Cave National Park, who I'd worked for when I was there in '73 and the first part of '74. So, for the next 36 hours or so, I wondered why did Les wanted to talk to me?

Larry Frederick: So, I called Les and Les said, "Well, we just got a brand-new position, new money. We'll probably eventually call it the Assistant Chief of Interpretation. It's a GS-7/9 position. But are you interested in it?"

Larry Frederick: My mouth fell open. I was there 28 days at Rocky and I was being offered a 7/9 position back at Wind Cave. The last thing I wanted to do was leave Rocky. I was just getting my feet on the ground. I was so happy to be here. So, I took a trip. I told Les, let me come up and take a look at the job. Because it was brand new. I drove up there and I found out that he had actually offered the job to a couple of people ahead of time because he knew that I'd just gotten to Rocky Mountain National Park and he thought I was a GS-9 down here. And he thought there's no way that I'm going to be able to steal Larry from Rocky.

Larry Frederick: Well, after a couple other people turned him down, he called the regional office and said, "What's going on here?" And they said, "Well, yeah, Larry's there, but he's a GS-4, 35-hour appointment."

Larry Frederick: So, Les got permission from the regional office to make me the offer. He called Roger Connor. And Roger gave him permission, even though I'd only been there a month, to make me the offer. New Chief of Interpretation, Dale Smith, at Wind Cave. Some things had changed in the two plus years I'd been gone. Yet I had a chance to go back and be the Assistant Chief of interpretation in an operation that I knew inside and out.

Larry Frederick: Met with Les on my way out the door and I said, "Let me think about this on the way home." So, I drove back. Came to Estes Park. Next morning, walked into the office. Told the staff here what my decision was, and I called Les and accepted the position.

Larry Frederick: I was here for the Big Thompson flood. (laughs) Had an interpretive program the night of July 31st when we had ten inches of rain in four hours on the eastern edge of Estes Park. Nearly a hundred and fifty people lost their life that night. My job the next morning was to go in on a Sunday morning and call around and make sure that every member of the park staff was present and accounted for. They were. We lost nobody. But half our ranger staff spent the night in the canyon walking people out in large groups. Saving lives. We were isolated and cut off from the rest of the world for several days on that July 31, August 1, 1976, Big Thompson flood, which is still memorialized every year here in Estes Park.

Larry Frederick: So, in September of 1976, I showed up at Wind Cave and moved into an apartment there about a five-minute walk from where I was going to work. One of the first things I ran into in my mailbox was something about Albright Training Center. It was an evening. Nobody else was around. No one was there to explain it to me.

Larry Frederick: So, I finally found somebody the next day when I walked in. "What's this all about? Albright Training Center?" "Oh, we're sending you to training." "But I just got here." "Yeah, but it's September. We put you in for this training course at Albright Training Center at Grand Canyon. So, you know, in a few weeks you leave for Grand Canyon."

Larry Frederick: So, I went home and didn't unpack a whole lot. In late September of '76 then, I headed to Grand Canyon and Albright Training Center for a seven-week course called Introduction to the NPS Operations. It was another turning point in my career because, well, there's people here today at the Ranger Rendezvous that I went through Albright with. And we've known each other for 40 years.

Lu Ann Jones: Who are some of those?

Larry Frederick: Well, Cliff Chetwin is here. And my next-door neighbor at Albright was Craig Axtell, who retired as the superintendent of Sequoia National Park. He lives here in Estes Park.

Larry Frederick: So, I went through seven weeks of Albright. We were in uniform every day. We had topnotch speakers. I learned so much about Grand Canyon, about the National Park Service. I really felt important. And towards the end of that it turns out that the next two weeks after Albright, the seven-week course was over, they were offering an 80-hour course in interpretive skills. Called Wind Cave and said, "Can I stay?" And they said sure. So, I stayed two more weeks.

Larry Frederick: The instructor that came in to teach the course was a fellow by the name of Ron Thoman who eventually went on to become the Chief of Interpretation at Yellowstone and then had also served as the Regional Chief of Interpretation. I kind of worked under his tutelage for a while. So, I was learning from one of the masters in the craft.

Lu Ann Jones: So, what were considered interpretive skills at that point?

Larry Frederick: Well, a lot of it was conducting, we still used the term "personal" and "non-personal" services. But a lot of it was emphasized on personal services interpretation. Walks, talks, evening programs. Campfire talks. Some environmental education. Interpretive writing. We didn't have computers to make signs. We didn't have the graphic technology available to us today. So, I had taken, even starting in junior high, drafting courses. Not only did I learn to use a slide rule before calculators were out there, but I learned to use a Leroy letterset and a rapidiograph to, and to do professional drafting like architects did. And so those were the kinds of skills that you needed to sort of brush up on. How to take good photographs with a .35-millimeter camera, and how to put slides into a Kodak projector properly. How to get a slide carousel out if a slide jammed. How to trade out lightbulbs if a bulb burned out in the middle of your program. And how to thread a film through a Pagent movie projector. Those were kind of basic skills. We were doing some wayside exhibits

and some interpretive exhibits in visitor centers. But we still were resting on the heels of Mission 66. And a lot of that was 10, 15, maybe 20 years old at the oldest. But it wasn't ancient stuff. It was pretty good stuff when it was put in. But a lot of it was the personal services side of things. Running visitor centers and providing high-quality visitor services. And training staff and auditing programs. A lot of the stuff we still do today and are known for and are good at. But some of the techniques that we use are very different today than they were back then.

Larry Frederick: So, I went through the 80 hours of interpretive skills. And then on the heels of that, I was called by Wind Cave and they said, "Head to Carlsbad." And I said, "Why's that?"

Larry Frederick: And they said, "Well, the National Park Service has decided that we have a problem in our caves with radon," which is an alpha particle. It's a by-product of the rocks that the cave is formed in, and it gives off a radon gas, which, if you inhale too much of it, it might damage your lungs and cause lung cancer. It's the kind of problem that people have in their basements in their homes right now. They have to monitor for radon gas. Well, we had radon gas in our caves. And we didn't know much about it. At the time, another federal agency that was associated with the mining industry, I believe their initials were MSHA, Mine Safety and Health Administration, I believe, had partnered with the National Park Service to train people at cave parks to monitor radon levels and to keep personal exposure records on all the staff.

Larry Frederick: So, I raced off to Carlsbad over the weekend and got down there and spent a week getting trained at Carlsbad on how to be a radon monitor. Packed up a huge footlocker full of gear and equipment and headed back to Wind Cave after 10 weeks. Started getting acquainted with my new chief of interpretation and my new job. And started thinking about the summer of '77 and training and bringing on new staff and my duties that would be carved out of the program, since it was a new job. And thinking about my new duties as radon monitor, which overlapped at Jewel Cave as well. I did radon monitoring both at Wind Cave National Park as well as Jewel Cave National Monument.

Larry Frederick: And I loved my work. I loved my work in '77, '78, '79, '80 and '81.

Larry Frederick: Along the way I had 25 seasonal interpreters that worked for me. The Chief of Interpretation more or less supervised me and I supervised the seasonal program. Having been a seasonal there, I had a huge advantage in that I knew what they were doing. I knew what it took to give a good cave tour. I ran the fee program. That's where I learned a lot about fee operations. I assisted the Division of Visitor Protection in not only wildland fire but also prescribed fire. We had a fairly active and growing prescribed fire program in the grasslands of Wind Cave.

Larry Frederick: In the winter, because I was there year-round, I got to help with elk roundups and bison roundups, which was a very unique mid-winter

activity. Usually do it in the dead of winter, in January, rounding up surplus animals.

Larry Frederick: One of the unique things about Wind Cave is it's entirely fenced. The park boundary is entirely fenced with eight-foot-high woven wire fence to keep the bison in, primarily because at the time, the herd was not brucellosis-free, and brucellosis could also be carried by other animals. So, we fenced the animals in. And so, there was no place for the surplus animals to go until we determined they were surplus, and we removed them. Usually, our surplus animals went to Indian reservations.

Larry Frederick: But I got involved in that practically every winter. I had some responsibilities for cave management, because nobody on the staff really was doing anything with cave management. We had a biologist on staff, but he cared about the surface and the ungulates and the antelope and bison and elk management. He really had nothing to do with the cave itself. So, I kind of took that on as an interest.

Lu Ann Jones: So how does one manage a cave?

Larry Frederick: Well, there's more to it than you'd think. One of the issues in caves is that as soon as we introduce electric lights to a cave, we introduce light and warmth. In most caves where there are lights, there's algae growing, which is unnatural. It's an exotic. It's something that needs to be managed or controlled or left alone. In some cases, it becomes a big blotch of green behind every light fixture. And as you go through the cave, it's no longer natural, you've got an exotic, it's doing damage to the cave walls and formations. So that was something I took interest in and worked on.

Larry Frederick: I was involved in a new cave lighting system while I was there and trying to solve some of those issues with incandescent bulbs, which was the lighting system we had been using. We installed a florescent light system throughout about a mile and a half of the cave and all the public tour routes.

Larry Frederick: We didn't have a big bat population at Rocky because of the small entrance there. But I took a little bit of interest in what was going on with our bats. Made some recommendations for some changes there. We had some concerns about what was going on, on the surface above the cave. Because what happens on the surface affects the cave. Runoff, pollution, use of fertilizers and pesticides. You know, where we build things and so on. So, we were starting to look at those sorts of issues as well.

Larry Frederick: The seasonal staff and others were fairly active in cave exploration, expanding the boundaries of the cave. We were in those days in the high thirties, I think around 36 miles in length. Still one of the longest caves in the world at the time. But we started getting people in the deeper portion of the caves and something happens to them, getting them out is a problem. Wind Cave has a lot of small passages. It's like Swiss cheese. So, I took an interest in cave rescue. We started doing some training, and

we started reaching out to some groups of individuals and finding resources that we could use and putting a rescue cache deep in the cave with sleeping bags and such in case somebody was injured.

Larry Frederick: So, besides my interpretive, fee collection, dabbling in some other things, I was starting to reach into cave management responsibilities. I attended several national cave management symposiums. Those were just getting started. Gave a presentation or two at them regarding what we were doing. I think it was the 75th anniversary of Wind Cave I gave a talk at one of the national cave management symposiums back at Carlsbad.

Larry Frederick: Let me back up, besides the cave lighting project, we also got money to expand the visitor center, and the park headquarters and concession building. They were buildings built by the Civilian Conservation Corps. A lot of CCC construction at Wind Cave and it's still visible today. Elevator building, elevator shaft going 200 feet into the cave. Administration building, concession buildings, permanent housing and so on. It's one of those kind of classic areas you drive in today and you say, "Wow, this looks like CCC stuff." And it is. It's really special.

Larry Frederick: But the plans were to take the concession building and the headquarters building, which were connected by a breezeway, and close the breezeway and then build onto the back of it, three-story building over the cave. And develop a large exhibit area downstairs for the cave, upstairs exhibit area for the surface area. Improve concession space, improve headquarters administrative space. When I arrived in '76, we were probably at the 60 percent stage with drawings. So, I got involved with some experience that I had at Grand Canyon in visitor center remodeling. Actually, that took place later. But I had enough experience of working in visitor centers at that time that I influenced some design elements at Wind Cave.

Larry Frederick: When I walk into Wind Cave National Park now, where my wife works in the summer, I designed the information desk. It's still there. (laughter) And the stairs are the way that I wanted them to be then. And the location of the desk, information desk, is where I wanted it. So, I was able to influence some things.

Larry Frederick: Well, the visitor center expansion project took place while I was there. And so, I got some very good experience in visitor center remodeling when I was there.

Larry Frederick: While I was at Wind Cave, I met my wife. She was one of the seasonal interpreters. It's not too uncommon for park service people to hook up with other park service people, and my wife was a seasonal interpreter. We worked together for several seasons before we really kind of hooked up and became interested in each other. She graduated from college and in May of 1981 we married at her home in Knoxville, Tennessee. That summer she took the summer off because she couldn't work for me. She could no longer work for her spouse, and so she took the summer off.

Larry Frederick: I started putting in for other jobs. I had been at Wind Cave five years. I was a little concerned about getting pigeonholed as a cave interpreter. Some people in the National Park Service didn't think of cave tours as interpretation. It wasn't flora, fauna, birds, butterflies, trees. It was a cave. People who didn't understand and know much about caves thought all you did was go through and say the same thing every day, and you really weren't doing real interpretation. So, while I had an interest in the cave resource, if I went to Mammoth or Carlsbad or some other cave, I felt I might end up getting pigeonholed as a cave interpreter, not as a true all-around interpreter.

Larry Frederick: So, I didn't put in for other cave areas. I put in for parks that I wanted to go to. In the summer of '81, after I got married, I started putting in for other jobs, and lo and behold, Jack O'Brien, who was at Grand Canyon, decided he liked me enough that he wanted me back. Jack had gone to Grand Canyon as a staff specialist in interpretation. Because of an operations review, they decided to create a Division of Interpretation. He became the Chief of Interpretation. As things evolved, he started getting money and positions. He asked me if I wanted to apply for the South Rim Visitor Center position. So, I did.

Larry Frederick: In October of 1981, my wife and I, newlywed, packed up our belongings and moved to Grand Canyon. I took over the responsibility of managing the South Rim Visitor Center, which is one of the busiest visitor centers in the National Park Service. During the time I was there, we would usually receive around a million visitors a year. Grand Canyon was receiving over three million visitors a year at the time. Now it's over five or six or seven million. Very heavy foreign visitation, particularly in the winter months, because it's summer in Australia, New Zealand, and South America. It's winter up here. But they're coming up because it's summer break. So Grand Canyon being one of the Seven Wonders of the World, we got a lot of international visitation. We were busy every day of the year. We had interpretive programs every day of the year, including Christmas Day and New Year's Eve.

Larry Frederick: So, I had responsibility for a portion of the interpretive program on the South Rim of the canyon. The visitor center, the largest sales area for the Grand Canyon Natural History Association. At the time, the Chief of Interpretation was still the Executive Director of the Grand Canyon Natural History Association. So, I hired and supervised the clerks running the bookstore, and I learned a lot about cooperating associations.

Larry Frederick: I had learned quite a bit about the Wind Cave Natural History Association when I was there because in some respects, I was kind of the general manager. I kept the books. I wrote, I prepared the checks for Jack to sign. I did inventories. I did a lot from the very basic responsibilities of running a cooperating association. Because we had no cooperating association employees initially at Wind Cave. I helped hire the very first one and turned over things to her. But I had learned a lot about the grassroots of

running an association. And that grew when I was at Grand Canyon. Very large association. Our bookstore made $450,000 my last year there, 1986. That was a lot of money in those days. So, I spent a lot of time supervising staff and programs and running a year-round program in a big, big busy park.

Lu Ann Jones: Was that a big leap for you? I'm thinking also just about kind of the developing a supervision style and—

Larry Frederick: Well, fortunately I had come from a big interpretive operation at Wind Cave and that I had supervised up to 25 seasonals at a time, though it wasn't a year-round program. When I got to Grand Canyon, my staff varied between about 12 and 17 at any given time. So, I was actually supervising fewer people. When I arrived there, I had no permanent employees working for me. When I left, I had three permanent employees. But I was supervising the same kind of people, doing a similar kind of work, at a visitor center, with the Chief of Interpretation upstairs and the superintendent walking through my lobby three, four times a day. Working with a cooperating association similar to what I had been doing but on a larger scale. Everything at Grand Canyon was just sort of bigger and bolder. A little bit more intense. I tell people that I put eight years' worth of effort into the four and a half years I was there. Because we were going sometimes 24 hours a day, it seemed like, just to keep up. And having worked for Jack O'Brien before—

Larry Frederick: Now there was an intermediary. There was a South Rim District interpreter, Ernie Escalante, who I really worked for. But Jack was her boss. And because I had that relationship with Jack, I knew what I was getting into. So, the transition for me from a small, maybe a small to medium park to a big, complex operation was pretty easy.

Larry Frederick: We moved into park housing on the South Rim. One of the things that's different about Grand Canyon from some parks is it's really a company town. You don't live in the boundaries of Grand Canyon unless you work there. But we had a school. We had a sheriff's deputy living there. We had churches and pastors and ministers living on the South Rim. We had a grocery store and probably a thousand concession employees. We had somebody from Arizona Public Service living there. Everybody had a connection to the park and worked there. So, it was like a company town. Very easy to get to know people. But at the same time, it was sort of inbred.

Lu Ann Jones: I was going to ask. Company town can have dual meaning, multiple meanings.

Larry Frederick: Yeah. But if spouse wanted to work, they could. So, my wife ended up substitute teaching. She worked as a seasonal interpreter out at Yavapai Museum. She ended up working in the administration office, working in the housing office. There were jobs to be had, just because you had housing. Because housing was so tight. And there was no labor pool.

There was no place to draw from except Grand Canyon, and if you were living in Grand Canyon, chances are you had a job already. So, spouse had no problem, really, bouncing around finding jobs.

Larry Frederick: And so, Jeri worked a variety of jobs. But she did not work much in the Division of Interpretation. She worked for another supervisor for a while. And she enjoyed that. But she ended up working more for administration. And then in other jobs in the community there.

Larry Frederick: While I was at Grand Canyon, I wanted to sort of expand my skills. I had been, at that time I didn't know where my career was headed. I felt good that I wasn't at a cave park any longer. I always thought that I wanted to work at a big, busy park like Yosemite. And so, I was at a big, busy park. Lots going on. Everybody was pretty specialized, though, at Grand Canyon. Everybody had a job to do, and you didn't necessarily veer from that job much.

Larry Frederick: But I looked around and looked for other opportunities. One of the opportunities I looked at was to join the structural fire team. We had a fire department on the South Rim. And we had a fire—

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Larry Frederick: —fire chief. And we had training every week. We had fire trucks, and so did the concessionaire and we trained with them. We were responsible for responding to fires not only inside the park but also in the little community of Tusayan outside the park. So, I expressed my interest and having people from other divisions besides visitor protection was always of value.

Larry Frederick: The Assistant Chief Ranger was a fellow by the name of Butch Farabee. (Lu Ann Jones laughs) And Butch welcomed people from other divisions to be part of visitor protection. Which to this day, and Butch is here at the Ranger Rendezvous—

Lu Ann Jones: I interviewed him a couple of years ago.

Larry Frederick: I thank Butch many times over that he gave me the opportunity to stretch my wings, improve my skills, reach out beyond just interpretation, and take on becoming a member of the structural fire team.

Larry Frederick: And because of that, he sent me to the Phoenix Fire Academy, which is the statewide certification academy, training academy, for firefighters from throughout the state of Arizona. So, I had a chance to go down for a couple of weekends and join in with oftentimes volunteer firefighters that were learning basic structural fire skills. Didn't have to use them much. But that was a knowledge base, a skill base that I picked up.

Larry Frederick: I was interested in emergency medical services. I had been an EMT when I was at Wind Cave. I had taken a course on my own time and never used it. But I had been a South Dakota-trained emergency medical technician. So, there was at Grand Canyon a fellow by the name of Ernie Kuncl,

legendary in the National Park Service. We used to call him Dr. Kuncl. The guy was amazing when it came to emergency medical services. But he was also an instructor for EMT courses through Yavapai Community College, I believe it was. And every winter he taught an EMT class on the South Rim. And so, I took the EMT class again. I loved it. Ernie was a great instructor. I did it on my own time in the evenings and paid for it myself. But I got my EMT certification again. And then Ernie turned around and he started telling people that he was going to teach the next level, more advanced EMT training. And yet he wanted at least a year's worth of experience.

Larry Frederick: Well, I didn't have a year's worth of experience. But I went to Ernie and I said, "I really have an interest in this. Can I join in?" He says, "Well, I don't know."

Larry Frederick: I said, "Well, I was an EMT in South Dakota." Well, he needed to fill the class. So, he let me take the class. And I took the Intermediate EMT course. And excelled. Did great in it. Loved it. Did it on my own time, my own dollar. All the while, running the South Rim Visitor Center and keeping very busy there.

Larry Frederick: Then Ernie decided that he was going to teach a cardiac module, which would take Intermediate EMTs and almost make them paramedics. So, I took the cardiac module and did very well. On my own time. Well, at that point I started to get a little bit of government time and support because Ernie started using me as the acting EMS coordinator, Emergency Medical Services Coordinator, for the park.

Larry Frederick: Well, that raised some eyebrows in the Division of Visitor Protection. Because here was an interpreter that was assigned with major responsibilities of coordinating emergency medical response for the North Rim, Inner Canyon, back country, South Rim, and even into the town of Tusayan.

Larry Frederick: When Ernie was out of the park, he'd leave me his radio and his pager. I was the one that dispatch called to say, "We have a fatality," or, "We have somebody that just fell off the rim," or, "We have a cardiac at the El Tovar Hotel," or, "We have shortness of breath at the Bright Angel Lodge." So even though I was running the South Rim Visitor Center, I might get called out at two in the afternoon, or I might get called out at two in the morning.

Larry Frederick: Again, Butch Farabee, who was Ernie Kuncl's boss, who was doing all of this training, and Ernie was the EMS coordinator, Butch supported the fact that I had the interest, I was on the South Rim most of the time, I was available. I wasn't doing car stops. I wasn't in the middle of something critical like that that I couldn't get away from to deal with EMS. So as an interpreter, I became the acting EMS coordinator on a number of occasions – and sometimes days in a row.

Larry Frederick: There were times where I would get off work and I would handle six medicals and go to work at eight o'clock the next morning. And had been to Flagstaff once or twice to take people by ambulance to the airport, or to the hospital. Or I'd gotten up at five in the morning, flown to Phantom Ranch, picked up a medical, brought them back, got them to the clinic, was in uniform and back at the visitor center at eight o'clock in the morning.

Larry Frederick: I did a little bit of wildland fire suppression while I was at Grand Canyon. Did a little bit of prescribed fire. But EMS was the area that I ended up devoting time to that was not anywhere close to the reason I went there or my day-to-day duties.

Larry Frederick: In 1985, our first child was born. Ryan. Ryan was born in Flagstaff. Almost halfway between Grand Canyon and Flagstaff. We made it with 20 minutes to spare. But I had plenty of training at that time. If I had to deliver, I could have. (laughter) But my wife was glad we made it to the hospital on time.

Lu Ann Jones: I bet.

Larry Frederick: And that was January of 1985. And in 1986, then, I was anxious to move on. Again, not quite sure where my career was going. Exploring all sorts of opportunities. Several things were going on at the time. There was quite a push to hire women in the service. There was something going on called grade bulge reduction. They were downgrading positions from 13s to 12s, from 12s to 11s, 11s to 9s. And there was a big push to move people from regional offices out into the parks.

Larry Frederick: There was also, under the Watt administration, Secretary James Watt, he abolished a federal agency called the Bureau of Outdoor Recreation, which is an agency that he had actually started at one time, as I recall. Or he was director of, or something like that. But he abolished the agency and moved a bunch of young people who handled grants, handled a lot of Land and Water Conservation Fund grants, and were planners and such, working largely with rivers and trails and communities and so on, and moved that into the National Park Service. All of a sudden there was a flood of these GS-11s, 12s, coming into the National Park Service, having never worked for our agency before, but sort of clogging up 11s and 12 positions. We created management specialist positions. We created deputy superintendent positions. We created positions in regional offices, even though we were trying to push people out from regional offices into the parks.

Larry Frederick: And so, it was very difficult to move from a GS-9 position at the time, up, into the organization. I'd been a GS-9 with the BLM. I'd been a GS-9 at Wind Cave. I had been a GS-9 at Grand Canyon. And I very much wanted to be a GS-11 when I left Grand Canyon. But it wasn't to happen.

Larry Frederick: So, I applied for a job at Olympic National Park, at the East District Naturalist position. And I got it. So, in the spring of 1986, my wife and son and I packed our bags and moved to Port Angeles, Washington. I took over managing the interpretive program for the east half of the park. And I looked at it as a more responsible GS-9 position than what I had at Grand Canyon. More diversity. My program was more spread out. I had everything from alpine to seashore. I had a little bit more permanent staff. I was reporting directly to the Chief of Interpretation, rather than a District Interpreter. So, I saw it as more of a high-level GS-9. The park wasn't quite as busy as Grand Canyon, but was certainly a well-known, recognized, large natural area, a complex management. And I welcomed the change, even though it was a GS-9.

Larry Frederick: We ended up having to buy our first home. I no longer had housing available to me. So, it was the first job that I had with the park service where we lived in the community. The park was unique at the time because of all the changes that were occurring in the service at the time, we ended up with three assistant superintendents. Don Jackson was the traditional deputy superintendent, or Assistant Superintendent. Randy Jones, who went on to become the Deputy Director of the National Park Service, was another Assistant Superintendent. And then we had a third one as well.

Larry Frederick: I settled in to being the East District Naturalist. Not working in park headquarters, but in a nearby visitor center right on the edge of the town of Port Angeles. The population is 17,000. I could look across the Strait of Juan de Fuca and I could see Victoria, Canada. And Vancouver Island. It was a magnificent place to be.

Larry Frederick: Don Jackson, the traditional assistant superintendent, encouraged people to get out and get involved in the community. I ended up serving on the board of directors for the local park and recreation district. I joined the fire department as a volunteer firefighter/Paramedic. I became a Nationally Registered Paramedic, and then registered in the state of Washington. I had taken training at the tail end of my time at Grand Canyon to become a full-fledged paramedic. I was just shy of taking my final exam, my practical exam, from becoming a Paramedic in Arizona when I transferred to Olympic. So, I finished up my certification there and I started working as a volunteer firefighter/Paramedic with the town of Port Angeles. I'd go in on Friday nights and I'd sleep in the fire station and take calls all night and go home for breakfast on Saturday mornings. That's how I kept my credentials up. And so even though I didn't have that EMS duties in the park, because it was very different than Grand Canyon, I still kept them up by reaching out into the community.

Lu Ann Jones: Can I just say, what kinds of, so where is interpretation at this point? Are you using new media? Are you thinking about interacting with visitors in different ways? This is what, the '90s at this point, early '90s, that these changes are – where are we now?

Larry Frederick: I was at Olympic from ’86 to ’88.

Lu Ann Jones: Okay.

Larry Frederick: For two and a half years. And when I was at Grand Canyon, I started using my very first computer. The Natural History Association, cooperating association, had a large sort of mainframe computer that they started using. I was responsible for management of all of our park brochures. Had a warehouse full of park maps and park brochures. A lot of distribution of free stuff. If you can imagine three million visitors a year, we needed a warehouse full of free publications. I kept my inventory on that computer. That was really the first time I used a computer. That was probably around 1984, I want to say. Jack O’Brien, the Chief of Interpretation, had a small, portable computer that he carried around, kind of an odd-looking thing. He got very excited, and he wanted to put all sorts of things on the computer. We used to joke that we were going to save up money to send Jack to computer summer camp so that he could play with his computer all summer long. (Lu Ann Jones laughs)

Larry Frederick: But certainly, around by 1985, computers were starting to make their way into the scene. And it was being used behind the scenes, even though people were starting to explore ideas of how it might be used with visitors.

Larry Frederick: When I got to Olympic, Hank Warren was the chief of interpretation. We had a young man on our staff who, Smitty Parrot, who was very interested in computers. And Hank assigned him to come up with an interpretive kiosk that we could put on the outside of the main visitor center called Pioneer Memorial Museum & Visitor Center there in Port Angeles, our visitor center, so that people could get information 24 hours a day. Because Hank saw the interpretive budgets being cut. He thought we might have to cut back visitor center hours, and so he wanted a mechanism where people could get after-hours information.

Larry Frederick: There wasn’t much available then off-the-shelf software or programs that would really meet that need. So Smitty was assigned, he was working for me, Smitty was assigned to come up with a program where people could come in and use a touch screen computer and get information about the park. He started working with computer specialists and people who could write code and so on to kind of come up with a software that would be unique to our situation, but we could update and so on and use. It was one of those projects that was probably ahead of its time, because we spent lots of time and lots of dollars on it. It never really proved to be very effective. We were probably not on the cutting edge, but the bleeding edge of (laughs) trying to use technology to extend our interpretive services. But things like that were starting to happen throughout the service in the late ‘80s. I still didn’t have a personal computer on my desk. We weren’t to that point quite yet.

Larry Frederick: In ’88, then, after a couple of years there at Olympic and what did I say, probably my fifth GS-9 position, I applied for the Chief of Interpretation

position at Canyonlands National Park in Moab, where I had spent some time Jeeping and hiking and knew some people and kind of knew enough about the community and the town and the job that I knew what I was getting into. But it was a job back on the Colorado Plateau. I'd worked on the Grand Canyon, so I knew something about the Colorado Plateau. I kind of jumped at the chance to apply for a chief of interpretation position. Leaving the rainforest behind and coming back to the Colorado Plateau was a bit of a change. But my daughter Annie had just been born in May of '88. In August of '88, I was to report to Moab. So, we sold our home, packed the bags. I drove a truck and pulled the family station wagon and headed to Moab. We got permission for Jeri to fly down a couple of days later with our son who was three and a half, I think, at the time, and Annie, who was two and a half months old, babe in arms, and fly down and meet me when I got to Moab.

Larry Frederick: Again, there was no housing, government housing there. So, we ended up having to live in an apartment for a while in the community and then eventually buy a home in Moab.

Larry Frederick: Park headquarters was located in Moab, and the park was out there. I mean, this was the first time I'd really been to a park where it was a 45-minute drive to reach the park. Arches National Park was very close by, 15-minute drive. But my staff was 45, hour and a half, two hours away. And it was very different.

Larry Frederick: Arriving in Canyonlands in August of 1988, I filled in behind a fellow by the name of Jerry Rumburg. Jerry had been a very popular member of the staff. He had come to Canyonlands National Park as the staff specialist in interpretation reporting to the superintendent. He had no staff to report to him.

Larry Frederick: Then in 1987, latter half of the year, an operations review team came through and said you know, this park is now old enough – it had been created in 1964, Johnson had signed the legislation, but it was under Stu Udall that the park had been created – they said, you know, we need a division of interpretation. So, Jerry was assigned to be the first Chief of Interpretation at Canyonlands National Park in October of 1987. They started by giving him a couple of positions to supervise, and he started to craft a division out of nothing, basically.

Larry Frederick: Well in December of '87, Jerry was coming back from Grand Junction where he was Christmas shopping, and he was killed in a one-car rollover accident on I-70. And it devastated the staff.

Larry Frederick: In the spring of the year, they advertised the job. I applied for it and I arrived in August of '88. I tell people that I walked into a dead man's office. Jerry's office had been used some, but it basically looked much the same as it did the day, he walked out of it. His family had come and taken some personal belongings. But people looked at that office and they thought of Jerry, and it was almost like it was Jerry's memorial. One of the

first things I did was I went in and completely rearranged the furniture and made it my office.

Larry Frederick: But then I was given the task of creating a division of interpretation. Just before I had gotten there, they had hired Tom Haraden at the Island in the Sky as a District Interpreter. That was great news, because Tom had been one of my seasonals at Wind Cave. I had been a reference for him for certain jobs. I thought very highly of Tom. And so, I arrived, and to have Tom on my staff, somebody who knew me, I knew him, I knew we could do good things together.

Larry Frederick: A gal by the name of Thea Nordline, who had been a visitor protection ranger, law enforcement ranger, had decided to switch to interpretation. Had been given the offer to go to the Needles District as the District Interpreter. She had been the Acting Chief of Interpretation between Jerry and myself. She was so glad to see me. All she wanted to do was get back to the Needles and do her thing. I was glad to take over.

Larry Frederick: I had a halftime secretary, administrative assistant. I had sort of an odd position at a federal office in Monticello about 50 miles south of Moab in the heart of San Juan County, which was one of the birthplaces of the Sagebrush Rebellion in the early ‘80s under the Watt administration. A lot of pushback on the federal government. People didn’t necessarily care for the federal government much down there. But I had an employee in Monticello.

Larry Frederick: We started to figure out what we were going to do. We had a new doublewide visitor center, really a doublewide house that turned into a visitor center at the Island in the Sky. The Needles District needed a new visitor contact station. We had basically a small Airstream trailer for a visitor center down there.

Larry Frederick: The unique thing about Moab is that people come there to recreate. They don’t care if they go to Arches National Park or Canyonlands National Park or BLM lands or US Forest Service lands. They come to recreate and play. And they might play on BLM land in the morning and Canyonlands National Park in the afternoon. Or the Forest Service and BLM land, or Arches and Canyonlands. So, the interagency cooperation there is huge.

Larry Frederick: Well, I’d worked a little bit with the Forest Service when I was a hotshot fire crew. I had been a BLM recreation planner. I’d done a little bit of recreating in the area. Mountain biking was just really starting to become popular. Moab had been basically a mining town. Charlie Steen had discovered one of the most profitable uranium mines in the country south of there, south of Moab in San Juan County. And the mill was just on the outskirts of Moab. So, the whole economy of Moab was based around uranium mining and a little bit of tourism.

Larry Frederick: When all that collapsed, ‘70s and early ‘80s, Moab was without an economy. So, they turned to tourism. The mountain bike had been

invented and more and more different kinds of Jeeps were coming along. And it was more common to see people own a Jeep, a four-wheel drive vehicle. River rafting was coming up in popularity. The town made a conscious effort to turn to tourism. Part of that was embracing the national parks and the BLM and bringing everybody together.

Larry Frederick: So, when I arrived, I saw the value in working closely with the Forest Service. They had a small district office right in the same building we were located in. The BLM had a fair-sized district office there. And I got to know the outdoor recreation planner. I'd done that job with the BLM.

Larry Frederick: So, between the three agencies and then working with our cooperating association, the Canyonlands Natural History Association, working with the Grand County Travel Council, which was funded by a bed tax, and the Chamber of Commerce, we started doing things together.

Larry Frederick: It was not that we had a national park visitor; we had a visitor to the Moab, greater Moab area. They might be somebody's customer in the morning. They might be a tenderfoot on a horseback ride in the afternoon. They might be a river runner the next day and they might be a hiker in the park. They had many different titles, but they were all the same people and we had to work together.

Larry Frederick: And one of the things that we worked on—

Lu Ann Jones: Can we hold on just a second, because I might have heard—

Larry Frederick: So, one of the things we did in Moab was to see the need to have an information center in Moab that would serve all of us. So, we created a group of interagency folks. Over about three years we planned and figured out how to acquire a piece of property at the corner of Center and Main Street in downtown Moab, and to build an interagency visitor center (Moab Information Center) that still runs today, now run by the cooperating association. But they represent US Forest Service, Bureau of Land Management, National Park Service, the cooperating association and the local travel council.

Larry Frederick: There was a lot going on in the early '90s about interagency cooperation, early and mid '90s. So, we were sort of on the cutting edge of that. But it was probably one of the more successful interagency visitor center ventures that those three federal agencies have entered into. I was there last month and it's still alive and well. But that was the kind of thing that we needed to do there.

Larry Frederick: My job as the Chief of Interpretation, I got additional funding, we got additional positions. We got a lot of funding for a brand-new Needles Visitor Center. So, while we were working on the Moab Information Center, we were working on the Needles Visitor Center. We were working on exhibits for both places. We were working on films for exhibits, for auditoriums, for Island in the Sky. It was a time where I was able to take the skills that I had learned at Wind Cave and Grand Canyon with exhibits

and so on, and my visitor center work and really apply that to multiple projects that were going on at the same time, to really take the interpretive program from what was a staff specialist only to a real Division of Interpretation in the eight years that I was there.

Larry Frederick: It was a very rewarding time. My family loved it. My kids loved it. We owned a four-wheel drive and we got out and saw a lot of the back country. My wife substitute taught. She raised the kids. She eventually ran a daycare center for the Community Church there. It was very popular. They probably ran 80 kids a week through their daycare center. Like many spouses of park service people who tend to follow one career, she was very adaptable and found work within the community. We got very, very engaged in the community. Even though we left there in 1996, we still have so many friends in the Moab area even till this day. We were very integrated into that community, and it's a great community to be part of.

Lu Ann Jones: Can I ask you, so you're talking about, in terms of building an interpretive program like staff and kind of the physical infrastructure, a visitor center, is it also figuring out what's the message going to be? What's the kind of the intellectual content of what we're going to be talking about here?

Larry Frederick: Yeah. I think it's important to understand the needs of the visitor, the needs of the park, the needs of management, and how interpretation can help. Canyonlands is a little different in that it didn't have a big visitation. It was remote. To really even enjoy the park, you almost needed a mountain bike. Or you could take short hikes in some of the districts. Or you needed a Jeep. And so some of the traditional interpretation that like we had done on the South Rim of Grand Canyon, which was very successful – walks, talks, hikes, evening programs, hundreds of people at a campfire and such – didn't work well at Canyonlands.

Larry Frederick: One summer we had University of Idaho come in under Gary Machlis and the cooperative park studies unit there and we did a visitors survey. The visitors' survey asked questions such as well, did you use bulletin boards? Did you use the park newspaper? Did you use the park map? Did you use exhibits? Did you use guided walks? And on and on and on. When the results came back, it was so apparent that our visitors were using mostly non-personal services. In other words, it was a bulletin board. It was a park map. It was a wayside exhibit. It was a bulletin board. It was visitor center exhibits. It was a park film. It was not a guided walk or activity.

Larry Frederick: So, I put the brakes on things. I said you know, we're going to do less personal services. Now I'll tell you, that was difficult. Because most people, most interpreters, want to do walks and talks and get that immediate gratification of doing a great—

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Larry Frederick: —program and having people really appreciate it. But I put the brakes on. I said we're going to focus on non-personal services. So, Tom Haraden, who was very talented in that regard, I actually detailed him out of his job as District Interpreter and told him one whole winter, all you're going to do is improve our non-personal services.

Larry Frederick: We still weren't very advanced at that time in the way of technology. But we sure upgraded wayside exhibits and visitor center exhibits and our park publications and site bulletins and so on. So, things looked far more professional than they ever had before. We looked like we were part of the family of National Park Service publications and such.

Larry Frederick: Having talented people on the staff that could do that, and also developing visitor facilities, like visitor centers with professional films and professional exhibits made it seem like and feel like a real national park – and I think made visitors feel like they were coming to a real national park.

Larry Frederick: Another mentor for me at the time was Walt Dabney. Walt came in as park superintendent. He had been Chief Ranger in Washington, DC. He came to Canyonlands as a new park superintendent full of ideas and enthusiasm. This was his first park superintendency. It was also his first job as a group superintendent, because the superintendent at Canyonlands National Park supervised the Superintendent at Natural Bridges, at Arches National Park, and eventually Hovenweep National Monument. So, it was a group Superintendent responsibility and he was the state coordinator for the National Park Service. So, he had some obligations with our congressional delegation in Salt Lake City, state agencies in Salt Lake City. It was a big job, but Walt stepped into the job and did well.

Larry Frederick: Initially we had a Deputy Superintendent, Dave Morris. But when Dave left, we abolished that position. And so over time, my GS-11 job went to a GS-12 and to a GS-13. And Walt's job went from a GS-14 to a GS-15 Superintendent with no GS-14s on the staff. So, all division chiefs became GS-13s. As the visitation grew and the popularity of Moab and the mountain bike and Jeeping and river rafting and everything else that Moab was doing to promote itself kept growing and growing, the park operation staff grew as well. We moved into a larger GSA building on the outskirts of town. And we were still a developing park in that I put together and organized in 1989 the 25th anniversary of Canyonlands National Park. Basically, a six-month event. Last month I attended the 50th anniversary of Canyonlands National Park.

Larry Frederick: So, the park was still a developing park. It was an exciting time to be there and to see all the growth.

Larry Frederick: Also, I remember one day early in the 1990s, somebody came in and plopped down a computer on my desk and fired up something called email. I was absolutely shocked. I already had email with my name on it

coming from some unknown source. I was suddenly thrown into the computer age right there on my desk. It hasn't changed much since.

Larry Frederick: So, I was at Canyonlands in 1996, starting to put in for jobs. Still trying to kind of figure out where I was headed in the National Park Service. I was thinking about putting in for things such as the Bevinetto Fellowship. Moving over to a management specialist position. Maybe putting in for assistant superintendent jobs. I remember Dave Morris, the assistant superintendent, coming to one day, and he said, "You know, we need really good chief interpreters in the park service."

Larry Frederick: Meanwhile I was putting in, shot gunning and putting in all sorts of applications. There was a job open at Big Bend National Park as the Chief of Interpretation. We called Rob Arnberger, we talked to him. We talked to his wife. We looked into the job. I spent a whole weekend typing up my application, because that was before it was on computer. You had to do everything on a typewriter. I put it all together in an envelope and I was ready to mail it on Monday morning. I remember Jeri, my wife, calling and saying, "Don't mail it." So, I didn't.

Larry Frederick: One of the things that we always tried to move was to make sure that if we were going to make a move, that it worked for the family. Over the weekend, as she saw me sitting there working on that application and she thought about the things that she had heard and knew about Big Bend and the remoteness and having two small children still, she decided it really wasn't for us. And so, she asked me not to mail that application. And I didn't. And I didn't. So, we didn't put in for that.

Larry Frederick: But meanwhile, I was a GS-12. And as I stayed there a little longer, the job went to a GS-13. So, I didn't have to move, after having been in four areas as a GS-9, I went to an 11 and a 12 and a 13 without having to move. And the community was great for my wife. My kids grew up there and they still have friends from the Moab area.

Larry Frederick: In '96, I started putting in for jobs. I was actually at a conference and I overheard a conversation where a good friend of mine, Cindy Nielson, was leaving Glacier National Park and going to Vanderbilt, I believe, as the Deputy Superintendent. And the Chief of Interpretation at Glacier was coming open.

Larry Frederick: And so, I went back to my hotel room that night and I called Jeri I said, "What about putting in for Glacier?" We had thought about kind of holding out for Yellowstone. But it hadn't come open. It wouldn't come open for a while, because Ron Thoman was there.

Larry Frederick: So, I went home from the conference and Glacier came open. It, too, was a 13. But I thought it was a bigger, more complex operation with an international component because of Waterton Lakes and Glacier National Park, were an International Peace Park. It had just been declared a World Heritage Site, a joint World Heritage Site.

Larry Frederick: So, it turned out that Dave Mihalic, who was here at the Ranger Rendezvous, was superintendent. And he only advertised the job so that GS-13s could apply. So only a handful of us applied. Because once you become a GS-13 Chief of Interpretation, you oftentimes put down roots and you don't need to move. Don't want to move. Wife's working. Family's settled. You own a home. There's no reason to move to another 13.

Larry Frederick: Well, we put in for it. Boy, things happened fast. All of a sudden, I got an offer to go to Glacier National Park as the Chief of Interpretation.

Larry Frederick: So, I did. We moved up there in June of 1996, right during the middle of seasonal training. One of the first days there, they put me in front of the seasonal staff. Said, "Have at it. Tell them what you think." (laughter)

Larry Frederick: I did the best I could. Dave mentored me. And it just so happened that Butch Farabee was the Deputy Superintendent at the time. I think that that may have had something to do with me getting the job there, is that Butch and I had worked together at – [knocking on door, as next narrator arrives]

Lu Ann Jones: So, there at Glacier. Yeah.

Larry Frederick: Butch and I had worked at Grand Canyon together. So, I stepped into a very, very busy park operation. Just been declared a World Heritage Site. It was an International Peace Park. A lot going on. And I even had staff that had to get to their duty station by going up through Canada and then back to Goat Haunt. Big concession operation. And a great cooperating association. I relished in dealing with the complexity of the operation.

Larry Frederick: I was there to work on the general management plan. I was very involved in the general management plan. We did a number of projects together with Waterton Lakes National Park. Our park newspaper was a joint paper. Our park brochure was a joint park brochure.

Larry Frederick: With Dave and I, basically worked together to start the Glacier Fund, which I think now is called the Glacier Park Conservancy. That was the start of the friends group at Glacier National Park. And Dave became, went through SES training, Senior Executive Service training, while I was there. I worked for a whole host of acting superintendents for about 18 months.

Larry Frederick: During that time, I put together a binational celebration for the world heritage designation. We dedicated the two parks, Waterton and Glacier National Park, as a World Heritage Site. And I was responsible for putting together that binational event. So, Glacier was exciting for a lot of reasons. We owned our own home in Kalispell. It was 35 miles away. It took almost an hour out of my morning and evening and a couple hours a day out of my family life. My kids went to elementary, junior high there. My wife substitute taught. She didn't work quite as much as she had in Moab, because she wanted to be home when the kids got home at the end of the

day. We explored Canada, Washington, Montana. And certainly, Glacier National Park.

Larry Frederick: It was one of the first parks where I had really got involved in Native American interpretation. Because the Blackfoot Reservation bordered Glacier National Park for about 40 miles on the east side of the park, and the Salish Kootenay tribe had a reservation in the Flathead Valley. The good people before me had started a number of Native American programs. But we had Native American speakers at our campfire programs. We utilized a Native American drumming and dancing group. We had an environmental education program that talked about European perspectives on things like geology and then Native American perspective on geology called Workhouse. We had a Native American performer by the name of Jack Gladstone who was one of the top college tour professional musicians in the country, recording artist and such. He was a Blackfoot Indian. He would perform in the park. We had about 40 programs a year that were done by Native Americans, Salish Kootenay and Blackfoot. So, I really learned a lot about Native American consultation and working with Native American interpretation on a lot of things that we did.

Larry Frederick: We also worked much, much more closely with the concessioner on getting them to do good customer service and interpretation and information. They had about a thousand concession employees. And we set up their training programs for them and quizzes for them and study guides and so on, so that concession employees would be good spokesmen and women for the park, and not just a waiter, waitress or receptionist. I was there five years.

Larry Frederick: Then I ended up back at Rocky Mountain National Park. That might be a good place to take a bit of a break, since we've been going awhile. Then we can finish up with Rocky.

Lu Ann Jones: Yeah. Well, yes, let's do that. I'm going to stop.

[END OF TRACK 6]

[END OF INTERVIEW]