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Oral History Number: 133-029

Interviewee: Pferron Doss

Interviewer: Dan Hall

Date of Interview: July 13, 1984

Project: Smokejumpers 1984 Reunion Oral History Project

Dan Hall: Pferron, I would like to start the interview by asking you what attracted you to jumping?

Pferron Doss: I think what originally attracted me to smokejumping was being on the hot shots, being on the fire and looking up and seeing smokejumpers, i.e. come to the rescue. That is always something that was a peak.

DH: What is a hot shot?

PD: That is the interregional fire crew. Commonly known as ground pounders, et cetera.

DH: Where did you do your training for your smokejumping?

PD: Missoula, Montana.

DH: What was your training like?

PD: I heard a lot of rumors that it was going to be like the Army. A lot of rumors that it was rather scary, because of the stuff that the trainers put you through. Looking back on it, it wasn't bad at all. I almost got washed out because all new rookies have to go through what we call a monster dig and the pack out. The monster dig is approximately all night digging fire line and the following morning you put on 90 pounds of whatever and bushwhack cross country. I had forgotten my wool socks and all that I had was silk socks. I knew about it but I didn't want to let anybody know, because I would have obviously gotten washed out right there. So I dug fire line all night long, packed out and I think I was about 45 minutes late coming out of the woods. About five of us were in fact, four or five. Got cussed out by the foreman, and at that time I had taken my boots off and blood came out. I had ripped it all the way up to the meat.

DH: How long did the training last?

PD: Training was 3 or 4 weeks. That included classroom training, training on the units, and I think six or seven practice jumps.

DH: What kind of things would they teach you in the classroom?

PD: Chute handling, graphic exit procedures from the airplanes, operation of chain saws, cross cuts, helicopter procedures, first aid.

DH: How many guys did you train with?

PD: I want to say something around 27, I think.

DH: Did any of those wash out?

PD: Four or five, maybe. For many reasons, some couldn't pass the PT [Physical Test]. Some decided they didn't like jumping after their fifth or sixth jump.

DH: Were you stationed at the base during training?

PD: Yes, right here in Missoula.

DH: Did you live at the base while you were training?

PD: No, I lived in town and went out to the base every day.

DH: Do you remember when you made your first jump?

PD: Oh yes, I don't remember the date, but I remember what it was like. They teach you to exit the aircraft with a lot of figure. They say one foot up, three feet out. And you practice on the shock tower, because you want to get away from the aircraft when you are jumping. The first jump all I remember was kind of tippy-toeing out the airplane, a DC-3.

DH: What did you feel when you were standing right there in the door ready to go out?

PD: The truth?

DH: Yes.

PD: Oh, shit. [laughs]

DH: What about your first fire jump?

PD: My first fire jump was in Winthrop, out of the Winthrop smokejumper base in Washington. The day before we had turned down a jump because we were going to jump on a ridge with three-sided cliffs all the way around. The squad leader in charge, Bill Yount as a matter of fact, said don't jump it. I would have gone out because I wouldn't have known any better. But he said no. The following day we had a better fire up on another ridge top and that was my first fire jump. He got his ankle broken and that ended his career. I had a tree landing and oscillated and got my helmet knocked off.

DH: Can you explain to me what oscillating is?

PD: The canopy landing in a tree but I was at such an angle that when it finally caught the tree it just swung me like a swing and slammed me into the trunk.

DH: How many guys jumped on that fire?

PD: Two.

DH: How long did it take you to fight the fire?

PD: What happened was that he was unable to fight the fire and I took his boots off to look at his feet and there was something obviously wrong with it. He thought that it was broken so we radioed for a helicopter and one came. Did something illegal. It was definitely an unsafe area because he couldn't land safely. At the time that he touched down he had one skid on the ground and another skid hanging over the cliff and he just balanced. I think there were trees probably 2 feet all the way around from his rotary blades. I was talking with the pilot on the radio as he circled, and he told me what he was going to do. We had Bill Yount. God he was hurt right there, so when he nodded his head the door was thrown open and I threw him in. And he just revved it up, tipped it over the cliff and off he went. They replaced Bill with about, first of all two women and then they brought up some other people. I got helicoptered off the fire just before the evening, otherwise I would have had to pack out. They said that they would prefer having their own people on it.

DH: Why were you in Winthrop?

PD: The fire activity was high over there and people from Missoula got shipped over. Normally that is what would happen. The region or the base or the geographical area that has the most fire activity, of course they would use their own jumpers first but when they would run out of them they would call for other people. That is how we got over there.

DH: How many different bases have you been to?

PD: My first season I hit them all but two. I hit La Grande, Redding, Redmond, set up a spike base at Fresno, Winthrop.

DH: How did you feel about being shuttled around from base to base?

PD: It was great. I think most jumpers, especially their first years they look forward to it to see the country. Spectacular sights and everything, everybody wants to travel. I had no remorse at all about traveling, it was great.

DH: Did you get any reaction or feelings from your friends when you told them you were going to become a smokejumper?

PD: My close friends didn't believe me, and I didn't believe me myself. I have always wanted to jump out of an airplane, I always used to sit on campus and watch the Silvertip Sky Divers. I had paid my money a couple of times and never jumped. I always got it back, copped a plea and said I didn't want to do it. When I applied for smokejumping I applied for it as my first choice knowing that I wouldn't get it. I thought I was going to get Heli tack because that is where all my real close friends were, on Heli tack. Then I got selected and it was kind of shit or get off the pot.

DH: What did you mom say when you told her you were going to jump?

PD: My mom had always told me that I was crazy, and I was always the one that was on the brink of doing something dangerous. So she wasn't really surprised. She didn't want me doing it but after I showed her the papers and everything she understood.

DH: Did you ever see guys make mistakes during training?

PD: What do you mean mistakes?

DH: Mistake on the shock tower or—

PD: Oh yes, everything was so new. A couple guys, including me, couldn't jump out of the tower properly. Some of us just kind of fell out and bounced off the side. Landing simulators, learning how to do the parachute landing, the PLF. Everything that you learn that you do for the first time you will make a lot of mistakes. But in live action you can't afford to make any at all because that is where you will get busted up.

DH: How many jumps did you make that first year that you jumped?

PD: Including training I would say 11 or 12. I am not really sure, they have got records on it but I would say 11 or 12.

DH: What year was this?

PD: 1977.

DH: How did you feel about having to do project work?

PD: Project work—my first year we really didn't do a whole heck of a lot because the fire activity was really high. We were always on the move. The project work that I was involved with was project work right at the aerial depot. The second year when we started going to the other bases, some of the project work I thought was Mickey Mouse, busy work. But that is the dues that you pay. People from other regions came to Missoula we had i.e., busy work for them too. It is expected that when you are not fighting fire that you are doing something. Either fire preparedness or assisting districts, accomplishing their programs.

DH: Did you ever see anybody that objected really strong to project work?

PD: Yes, and they did a lot of complaining and ultimately the complaining caught up to them. Meaning—the esprit de corps of the jumpers was really tight, and everybody realizes, hey, we don't have any choice in doing these things, but we got to do them. And the ones who do refuse to do them kind of stood out. Sooner or later they either quit or they found other work, they screwed up and the management caught up to them.

DH: Do you think that it is harder than it should be to fire someone who isn't pulling his weight in the organization?

PD: No. And I say that because I am in the management now. People who aren't pulling their weight, not artificial weight but realistic weight, management has gotten rid of them based on their need to have a strong work force and not a weak one. Those that could not pull their weight they would go down the road. And I say strong weight versus weak weight because the smokejumper unit historically—what I would call an unrealistic operational level. You have to be 6-foot 6, 250 [pounds], body built like the Hulk. And that is not necessarily true.

DH: Isn't the work so physically demanding that you need to be that size.

PD: No. I weighed 160, I think and there were people even smaller than me that worked harder than I and there were people a hell of a lot larger than me that I could work circles around. We tend to live in a myth, we perpetuate that myth over time. I think that is the problem that we are in today With the changing of the qualification standards etc. etc. Things are changing and I think ultimately the work force will be where it should have been years ago. That is one of my sore points.

DH: What about letting women into the smokejumpers?

PD: I think if you talk to old-timers who are hung up in their Marine mentality and I say that not too negatively, it was a shock to them all of the sudden—the good old boy syndrome was being taken away. If I was a good old boy it would be very easy for me to pass the word to management to get Frank, or Joe, or Sam, you know, another good old boy. Once you start infiltrating into the work force new people it is very difficult for a lot of people, as it was to allow blacks to start smokejumping. When I was jumping, I was the only one in the nation.

DH: Did you experience any adverse reaction when you decided to become a jumper?

PD: I'll put it this way, I can only assume because these interviews with other people will bring out the truth, maybe. But I can only assume that the majority of the work force that was there when I trained was liberal enough to allow equal opportunity. They were just as hard on me, I feel, as they were everybody else.

DH: Do you feel the civil rights movements might have had anything to do with that?

PD: I think so, because of the fact that exposure always, in a cyclic pattern opens up avenues. When I finally i.e., graduated from rookie training I was watched pretty heavily. And I am sure I was talked about in circles of maybe being marginal and this and that. I didn't allow it to bother me. When I went to other bases there were also jumpers who could not relate. That would say, you know the expression, what in the hell are you doing here. That kind of attitude. But because of the whole intermix of smokejumpers, if they don't like you, they will leave you alone. They won't bother you. Sometimes they will make remarks on your work ethic based on stereotypes. But I never had any super adverse statements made towards me as being black. Because the rest of the guys would take care of me. Because they don't deal with that kind of stuff. Irregardless, once you make the meat, i.e. once you become a smokejumper and you are in the fraternity i.e., sorority, the guys would defend you to the max.

DH: Did you ever see any women have any problems?

PD: Because of...when they went through training?

DH: Yes. Just because they were women.

PD: I can't really answer that. I can presuppose that they had some problems as I can presuppose that I had minor problems. And their problem is winning acceptance, losing your identity so that you can be part of the overall work force. They don't want to be treated any different. I didn't want to be treated any different. But there are circumstances that you can't escape, you are different. And those who say that Pferron was just one of the guys or Jane was just one us, in theory and practice maybe, minimally but in reality that is horse crap. We had to fight for everything, had to produce extra just to gain acceptance.

DH: How do you feel about this concept of smokejumping becoming a profession instead of just a summer job?

PD: It is a heated issue because I am in management now. It started out as a summer job, over time we have allowed people to become career conditionals. Which has opened up a lot of avenues for those who would like to make this a career. Without being allowed to get that kind of a career I wouldn't be here now, with the position that I have. I guess I will answer that on both sides of the coin. I think the majority of the work on a calendar year for smokejumping and the majority of the total of the work force is temporary. Three months out of the year. I think there are very few openings for people who work longer than 3 months. But we have got everybody in this bottle, and they are getting stuck in the neck trying to get out. And there are very few opportunities to get out. I feel that those who want to stay in smokejumping as i.e., a career jumper should be allowed that opportunity without too much adverse promotion on management to get rid of them. But I think as we begin to think of where we are going realistically, I think we need to come back to a temporary work force. In other words, as career

people or career conditional employees begin to leave and find other work, I think we should decrease the amount of career conditional appointments. Allow those people to i.e., to get into the system that have the stated objective to become a career employee. There are very few people who are doing this just on a temporary basis.

DH: Do you feel that this kind of makes the organization stagnate, to have a large group of people who want to make this into a career?

PD: I think any time you play a game, and you are not allowed to experiment with new ideas you become stagnant. But what I have seen here, which I haven't seen in private industry, is that the strengths of the smokejumpers are varied. I mean there is so much talent out there at the Missoula base that it is almost pathetic. We have got lawyers, people who are doctors, people who are in politics, we have got carpenters, plumbers, electricians, you name it. That is the pool of professionalism that we have out there and that is great. They are doing this because they like it, and they are enjoying it. They could just as well get out and do something else.

DH: How do you feel about the Forest Service using private contractors to fly smokejumpers?

PD: We always kid around about that. At times I say, well if we could get enough smokejumper management i.e., foremen, squad leaders, involved with the planning process it could be advantageous because of the things that they want and have not been able to obtain. Because of the budgetary times. Then I guess I would hate to see a tradition die. Some of the people who are working for the agency that would not get the same opportunity working for private industry, but that is just how it works. The person who lets the contract tends to have a pool of friends and those people are going to be absorbed in the work environment and those on the perimeter are excluded.

DH: Do you feel that there is too much bureaucracy in the organization?

PD: I think there is too much bureaucracy period. Point blank. But I think a lot of the bureaucracy that we have going at the AFD is necessary. Based upon the entire needs of the agency versus the needs of the jumpers that are exposed to the, the frustrations that they have to live with. They are only part of the entire picture and people who are functioning at the confines of the AFD think, I think the majority of them, only in terms of myself or my small group. Versus what everybody is doing for the industry.

DH: Do you feel that this bureaucracy has at any time hurt the organization of jumpers?

PD: I would think that the old timers would say yes because the esprit de corps is different than it used to be. The Marine image is gone, the John Wayne, here I come is gone. But I think the whole role of smokejumping has changed. I think the whole methodology of attacking fires and becoming a working unit has changed.

DH: Has it changed since you started?

PD: Sure, I think that right now we are a dying species. I think the forests nationwide are beginning to realize that maybe they don't need smokejumpers. Expensive as hell to get them there with planes. There are more and more roads, there are more and more let burn geographical areas. The web is getting tighter and tighter.

DH: Is it possible that the smokejumpers will go the way of the dinosaurs?

PD: I think that is very realistic, yes—based only on what I am seeing coming down to with the management. I think, say the Washington office, the management here would do everything in their power to their dying breath to fight for jumping. Because jumping is apple pie, it is in the hearts of America, at least to the people that are exposed to it. I think realistically over time it is going to be a dying breed. Their numbers are already starting to decrease, bases are shutting down, people are being relocated to other bases. I think in time, why even here at the AFD they are going down to 20 slots this year. That is only the beginning. We are not going to get rid of 20 people but that is the number of slots that we will fill this year, at least that is the latest talk of the management circle.

DH: Does a lot of scuttlebutt like that go around the base?

PD: In the management it does because of the budgetary pressures being put on us.

DH: What kind of a management job do you hold right now?

PD: I am the—today is my last day. [laughs] Personnel officer and the administrative officer, I have been holding down both jobs for about the last administrative officer for the last 3 months and the personnel officer for the last year.

DH: Is there a difference between the ideology of the administration and the jumpers.

PD: Most definitely, that is what I was trying to say before. Management at times, right, wrong, or indifferent, appears to be functioning with the total picture and the jumpers are just thinking of jumping, overtime, fires, good deals, etc., etc. And at times management looks through their glasses and they are not looking at it realistically and in focus.

DH: I would like to change the stream of thought here to ask some more questions about the jumping. When you step out of the plane, and you are coming down, what do you think about?

PD: Is this the spot that I really want? Am I set for the impact?

DH: How hard is the impact?

PD: Sometimes it is like stepping in a sack of marshmallows. Other times it is like free falling and

landing on your stomach. It depends on the last few minutes of the time in the air. You could do something wrong to force that chute to make you land harder. Or if you are running with the wind, you are supposed to land facing the wind, yours truly used to always do the opposite. So I hit the ground hard a whole bunch of times before I finally saw the light.

DH: How do you guide your chute while you are coming down?

PD: There are toggles on both sides. The toggles are basically two small pieces of wood attached to cords. You pull right and you go to the right, pull left and you go left. On the new chutes you pull down and it stops your forward speed. You just quarter turn, complete turn or whatever to set yourself to get into the right landing spot.

DH: What kind of gear did you have when you made a jump?

PD: Smokejumping gear?

DH: Yes.

PD: The smokejumping suit with quarter-inch insulite around the neck. Knees, shoulders, groin area protected from impact. A PG bag in the front. The PG bag was the little, small orange bag that everybody wears with working gear in it, camera whatever. The helmet with the mesh screen and gloves.

DH: What would the first thing you would do after you hit the ground?

PD: Yell out your name and say you are okay. If you aren't, tell them you are busted up. The first thing is safety, you want to make sure that you are all right and everybody else is all right. Get out of your gear, check out the packs, then put out the Double L system. Which means that everything is okay, then plane will come over and drop the cargo. You go retrieve the cargo and go to work.

DH: What is the Double L System?

PD: It is like long crepe paper, bright orange paper. We have got a system of codes because sometimes you don't have a radio and you need, the plane will not leave unless you put out some type of communication that you are all right. The people in the planes most often will jump a rescue if you are hurt so they want to make sure that you are all right. Put out the L saying that you are all right.

DH: How does the spotter let you know when you are at the jump site?

PD: Normally his head is out the door, you are set up in the door and they would have already thrown out the streamers to see where the wind is blowing. When he is ready to tell you to jump out, he will get out of the way and slap you. Sometimes it is real hard and sometimes you

are not even sure if he tapped you. You just jump out. But you are in the door looking at the smoke.

DH: How close are you usually to the fire when you land?

PD: It depends. Sometimes right within it—depends on the size of the fire. Sometimes if it is a gobbler, they will let you out at the most safe place.

DH: What is a gobbler?

PD: Fire going like hell. [laughs]

DH: Is there any one jump that sticks out in your mind as being the most memorable?

PD: A whole bunch of them.

DH: Would you care to tell me about one of them?

PD: I think the most memorable jump was the experience in Alaska jumping. Everybody said that the world is a jump spot and they are not lying. There is just land for days there and it is pretty flat there where we jumped, landed in the tundra. Prepared for the shock like landing on the ground in the lower 48, and up there it is just like marshmallows. Just, kind of in a marsh, just really soft, so soft that it really scared me, it was unnatural.

DH: What kind of firefighting would you do up there?

PD: Tundra fires and you fight it entirely different. You grab potato sacks, gunny sacks, put a couple pan-fuls of mud in them and get them wet. Walk around the fire beating it out. One in each hand. [laughs] I thought that was really strange. But it works. [laughs] When I first did it I didn't know how to do it and then just told me to fill up the bag with mud and moss. I filled it about three-quarters full and I couldn't pick them both up so I just had one that I was beating on the fire. Everybody on the whole fire just cracked up and said, no, dummy, you are going to kill yourself, take all that out of there.

DH: Did you make a lot of jumps in Alaska?

PD: No, I made one jump in Alaska and I came home. We were on the fire for 3 or 4 days. They couldn't get us out because of the low overcast. We ran out of food and water and then it snowed and it went downhill. Prior to that I jumped into the Bob [Bob Marshall Wilderness].

DH: What was it like jumping into the Bob?

PD: That was a rough jump. I hit a small tree and got dung up, got the wind knocked out of me.

We had a super fire. I think there were six of us on a quarter-acre fire and a creek right above the fire. Right above on the hill, we dug the fire line and then dug channels down to the fire and diverted the creek and drowned the fire. But then I got hurt on the next jump.

DH: What happened?

PD: I think we jumped 60 people down the Middle Fork of The Salmon. I hit the ground okay, and we were mopping up, I should say trying to dig fire line because this thing had been going like a have a spotter. I don't know why, I guess everybody was busy doing something else. Somebody from the hot shot crew kicked a log loose and the log came down the hill and split into about a 50-pound section and nailed him in the back of his head. When he stood up, I was the closest one to him. I had just gotten my EMT card, and I thought I was going to do my first rescue. I went running down the hill after him and took out my knee and got knocked out. He was fine, he walked down the hill and put me in the stretcher. That ended my career.

DH: Was that the only time that you ever got hurt?

PD: Unfortunately not. Twisted ankles, it seems like I was always dung up for some reason or another. I will probably go down in the history books as one of the jumpers that was always ailing from something. Something always went wrong. A lot of guys got hurt and they wouldn't report it, which was part of the ethics. They said if you got hurt fill out this form and so I did. It seemed like every year something went wrong. Progressively worse until the end. [laughs]

DH: Were there any fatalities while you were in the jumpers?

PD: No, none at all.

DH: Not just in Missoula but at all the other bases.

PD: No. I don't believe so. I had a buddy that came close. He hit a tree in Region 5, I think. Fell about five stories and hit a tree on his stomach. Broke his sternum and everything else. Took him to the hospital and opened him up. He came back the next year more "John Wayne-ish" than ever before. But he is not jumping anymore.

DH: How do you feel about the safety record of the organization as a whole?

PD: I think it is excellent. Based upon the number of jumps and the difficult terrain that we were in. Injuries come with the job. I think parachute injuries have been lessened a whole hell of a lot from what I understand is called the anti-inversion webbing. Little square netting that is on the bottom of all parachutes now. There aren't any malfunctions anymore. I guess I was told that prior to that time they were always malfunctioning.

DH: When did they come out with this little invention?

PD: I have no idea, it was before my time.

DH: Did you ever have any of the guys who had been jumping for years tell you stories about the good old days?

PD: Oh, yes. And even within my own ranks we would always sit and tell war stories. But you can't even compete with the old guys. I mean they would sit just like professional story tellers and keep you in awe. Hal Samsel, he will make you cry with laughter with some of the stories that he had to tell.

DH: Is that pretty common for you to get together and shoot the breeze?

PD: Yes, I think smokejumpers are known nationwide as working hard, partying hard, and swapping stories hard.

DH: Do you feel that there is an abnormally high rate of alcoholism rate in the smokejumpers?

PD: Wow I feel as if this is a John Harper question. [laughs] Yes. But no higher than the rest of the work force. The difference being we got a particular breed of people who had that work hard and party hard idea. I have a hard time differentiating between that type of partying and social cocktail group with dress and tie. But I think that in our force we have a lot of people who are at the brink of losing it because of alcohol. That is unfortunate. And it bothers me.

DH: Did you ever know of any jumpers that carried a good luck piece with them when they jumped?

PD: Good luck?

DH: Would you say that they are superstitious people?

PD: There was a lot of guys that wore these brass bracelets. From what I am told they had powers to give them good luck, others carried metal flask for good luck. But I don't think it is like something you would see in the movies, rabbit foot—jumpers carried little, small 3-by-5 notebook for good luck, that is where they tallied their over time.

DH: What would you put into the logbook?

PD: Time of jump, name of the fire, hours worked and a separate sheet for your hours of overtime. So you can compare overtime war stories at the end of the season.

DH: I have heard these books called by another name; they have been called lie books. Is that pretty accurate?

PD: Lie books, I have never heard that. I think that the majority of the times turned were fairly

accurate. I sincerely believe that. I never kept my time in my book. I used to always write fragments of sentences and notes of what I was thinking when I was digging fire line. This kept my mind off the work, in fact I could have written a book. That is the first time I have heard that. That is probably from one of the old timers.

DH: During the off-season, what do a lot of jumpers do with themselves?

PD: They make a lot of money, a lot of them that are unattached, no relations travel. Some teach, some go back to law practice, a lot of them go back to school, lot of them try to get on with Forest Service units that will have late work, and a lot of them collect unemployment.

DH: Do you feel that Alaska will become the last stronghold of the smokejumpers?

PD: Alaska? No, I think the lower 48 will.

DH: Why is that?

PD: I think there are more of us down here and I think we have got more of a historical preference. People remember in the lower 48 about having smokejumpers. I think that management will fight a hell of a lot harder to keep something going in the lower 48 even though the two are different systems, the BLM versus the Forest Service.

DH: Won't the need be greater in Alaska in the years to come?

PD: I don't think I can answer that intelligently. I would just have to say no. Without anything to support it.

DH: I think I have about covered everything that I wanted to ask. Is there anything that you feel that I have missed that you would like to add?

PD: Yes, I guess something that bothers me that, I think it bothers me from my own presence. I have been concerned that with the opening of the doors for women and minorities they are being absorbed into the system under the concept of the good old boy syndrome. I don't feel that they are really getting their due. A good example is the AFD has thousands of people who come through every year, 15,000 to 20,000 maybe, that is high. People from all backgrounds, all across the country and from the world. And they are exposed to the basically white organization.

There are no pictures there of anybody who is colored, nor of the other sex except for them. In fact, John [Harper] and I have talked about this the other night because even the books that are out speak nothing of it. The latest was Stan Cohen. Stan and I talked about it many times "Hey, Stan, where is your women representation in there, picture-wise? Where do you speak about the blacks in the organization?" Because there are black people that come through and the first

thing they do if they see a black on project work, they say well look he isn't a jumper, they are hired help. And that really bothers me.

DH: Do you think that is going to change?

PD: No, it is not going to change until management is sensitized to that and somebody takes the lead to do it.

DH: Will it happen under the current management or will it happen with the changing of the guard?

PD: It will happen under current management if the current management is exposed to believe. And they haven't truly been. I seem to be the only one who is getting into it. I think that John Harper is in a damn good position to do something if he wants. That basement is full of pictures, past, present, and I think they need to incorporate some of that stuff so that the general public can see that.

DH: Do you ever get the feeling that you are being a thorn in the side of the administration? They don't want you to be doing these things?

PD: Oh, no. Not our people there. And I don't think not our people in the Washington office because they are the ones that have exposed us to the changing of the critical work performance. To meet certain criteria to work, they have been changed, they have been lessened so I don't think they are wanting to hide it at all. Business as usual will always go business as usual unless somebody takes the lead to change it.

DH: Well, I can't think of anything else that I want to touch on. I want to thank you for the interview.

PD: You bet.

[End of Interview]