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Association of National Park Rangers Oral History Project, 2012-2016



Dale Thompson
October 31, 2012

Interview conducted by Hannah Nyala West
Transcribed by West Transcript Services
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ANPR Oral History Project

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Audio File: THOMPSON Dale 31 Oct 2012

[START OF TRACK 1]

Hannah Nyala West: This is Hannah Nyala West, historian, with Dale Thompson at Indian Wells, California on the 31st of October 2012. We're at the annual Ranger Rendezvous for the Association of National Park Rangers and are going forward with this interview. Dale, you would like to start with when and where you were born?

Dale Thompson: I was born November 18th, 1942, in Durant, well actually Yuba, Oklahoma. Graduated from high school in Durant, Oklahoma, and went to college at Southeastern Oklahoma State University in Durant, Oklahoma.

Hannah Nyala West: What kind of upbringing did you have? Were you in town or on a farm or in suburban—?

Dale Thompson: I grew up in a small town of about 10,000 population, spent a lot of time on farms because I grew up in my father's feed and seed business. Lot of deliveries and making cattle feed and that sort of thing.

Hannah Nyala West: Uhhuh. So, did he service a wide area around the county? Were you like delivering to farms across the county or in a smaller—

Dale Thompson: We delivered to a lot of farms within the county and the surrounding counties, but we had a very large seed operation, seed business, wholesale. We actually went into neighboring states, so I actually did a lot of delivering into Texas, Arkansas, and Kansas.

Hannah Nyala West: Okay, so you were going to some of the big, big operations then?

Dale Thompson: Uh, yes. Things have changed today, of course. Small feed store operations are not what they used to be, they're big multi-corporations now.

Hannah Nyala West: Mmhm. As a child or teenager, do you remember paying any attention to national park areas or to public lands in any way?

Dale Thompson: Oh, I think my interest was piqued by family trips, fishing in eastern Oklahoma and just enjoying the out-of-doors. And I spent a lot of time – at one time I thought I wanted to be a game ranger, you know, in Oklahoma. A game ranger. But as I started visiting park rangers in the nearby Platt National Park, I started seeking a career with the Park Service.¹

Hannah Nyala West: Okay. So early on, before college even?

Dale Thompson: Ah yes. During high school.

¹ Platt National Park was established in 1902. In the 1970s, the site was merged with the Arbuckle Recreation Area and renamed the Chickasaw National Recreation Area.

Hannah Nyala West: So, you recreated in around Tahlequah, that area, and the scenic river areas—

Dale Thompson: Actually, it was – that, Tahlequah is in northeastern Oklahoma. I was in southeastern Oklahoma.

Hannah Nyala West: Oh, okay.

Dale Thompson: Down near the Texas border. In fact, I was actually born right on the north bank of the Red River in a farmhouse.

Hannah Nyala West: Okay!

Dale Thompson: Never spent the night in a hospital in my life.

Hannah Nyala West: Boy, now that is something to be proud of! [Laughs] That's an accomplishment!

Dale Thompson: [Laughs]

Hannah Nyala West: Especially these days. Huh, that's interesting. So, the Platt National Park area was your first national park to visit?

Dale Thompson: Yes, it was about an hour's drive away from where I grew up.

Hannah Nyala West: Okay. What kinds of school activities did you get involved in?

Dale Thompson: Ah, I was active in a lot of, in high school in a lot of extracurricular activities. I sang in the chorus, and I was in the boy's quartet. Was All-State Chorus for three years. I also participated in football and track. Went to state contests in the discus, throwing the discus.

Hannah Nyala West: Oh, nice. Hum.

Dale Thompson: Yeah.

Hannah Nyala West: Who were the influential adults in your life? As a young person.

Dale Thompson: Ah, probably in school, when I was going to high school, my shop teacher and my music teacher.

Hannah Nyala West: Mmhm.

Dale Thompson: Ah, they're both passed away by this point, but one of 'em was just in the last year.

Hannah Nyala West: Hm. In what ways did they influence the kind of work you chose?

Dale Thompson: Ah, probably didn't influence the work that I chose, other than the music part of it probably helped me establish myself, you know, being in front of people. You know, actually, you know, singing in front of groups or when I was in the quartet, we used to do a lot of appearances with civic organizations and that sort of thing.

Hannah Nyala West: So, you headed off to Southeast Oklahoma State. Um, did you know what you wanted to major in when you went, or did you find that along the way?

- Dale Thompson: Pretty much found that along the way. Wound up majoring in Business Administration and Industrial Education.
- Hannah Nyala West: What's industrial education?
- Dale Thompson: Industrial education – I spent 11 years as a schoolteacher, and eight years of that I taught, I was a shop teacher. Taught woodworking, metalworking, architectural design, that sort of thing.
- Hannah Nyala West: Okay. Hm. Did you have mentors in college that influenced you in any particular way?
- Dale Thompson: Not in the direction of the Park Service, no.
- Hannah Nyala West: Okay. So, you came out of there then, and what was your first working position?
- Dale Thompson: My first job outside the family business was, after I graduated from college, I went to work as a, an accountant at a defense contractor in Dallas. Ling, Timco, and Vaught – they were making aircraft.²
- Hannah Nyala West: Uhhuh. How do you spell that?
- Dale Thompson: Just put LTV.
- Hannah Nyala West: LTV?
- Dale Thompson: That's what they were known as, LTV.
- Hannah Nyala West: Okay.
- Dale Thompson: Defense contractor in Grand Prairie, Texas.
- Hannah Nyala West: Okay.
- Dale Thompson: And while I was employed there, I was approached by a football coach in Lubbock, Texas and asked me to become an assistant coach for him and teach – they had a shop teaching job available. So, we moved our family to Lubbock, Texas.
- Hannah Nyala West: So, you'd gotten married in that period of time?
- Dale Thompson: I got married the day after I started college. I was 19 years old.
- Hannah Nyala West: Uhhuh? What was your wife's name?
- Dale Thompson: Judy. She was 17 years old. [Chuckles.]
- Hannah Nyala West: [Laughs.] Startin' young. Brave.
- Dale Thompson: Yeah. I was a father by age 20.
- Hannah Nyala West: Uhhuh. What are your children's names?

² Ling-Temco-Vaught (LTV) was a large U.S. conglomerate that existed from 1969 to 2000 (servicing multiple areas e.g. the aerospace industry, electronics, meat packing, and steel manufacturing). The parent company Ling Electric was founded in Dallas in 1947.

- Dale Thompson: My son's name is Kendell, K-E-N-D-E-L-L. And my daughter's name is Lacey, L-A-C-E-Y, Harris.
- Hannah Nyala West: Okay. And Kendell's the one that's now a superintendent?
- Dale Thompson: Kendell Thompson is currently the park superintendent at Lincoln Boyhood Home in Santa Claus, Indiana.
- Hannah Nyala West: Good. Maybe we'll have a chance to talk a little bit more about them toward the end, I hope. So, as you were going through college, you had in mind that you wanted to be a park ranger, but you were pursuing a very pragmatic course of study—
- Dale Thompson: Yes.
- Hannah Nyala West: —at that time.
- Dale Thompson: Didn't really know how to get into the Park Service at that time. When I was teaching school in Lubbock, I applied – I had learned from Platt how to apply for seasonal positions, and as a school teacher I wanted to work seasonally – so at that time you could apply for as many parks as you wanted, and I applied for 13 that year, in 1969. And heard from one. I was hired at Carlsbad Caverns National Park in New Mexico as a GS-3 Park Guide.
- Hannah Nyala West: Mmhm. And so, you took tours into the cave?
- Dale Thompson: Yes, I led 98 tours through the cave. Ah, one of my tours had 850 people in it on the Fourth of July. [Chuckles.]
- Hannah Nyala West: Eight hundred and fifty people?
- Dale Thompson: Right.
- Hannah Nyala West: Below the ground.
- Dale Thompson: It's all self-guided today, but back then we actually guided 'em through. Learned three different talks or speeches to give on, you know, we'd seat the people along the way, and when we had 850 we didn't seat 'em, we didn't have enough seating, we just kept movin' 'em on through. [Laughs.]
- Hannah Nyala West: [Laughs.] Hmm. And did that whet your appetite for more work with the Park Service?
- Dale Thompson: Oh, very much so. The next year I applied for 25 jobs – parks. And again, the only one I heard from was Mount Rainier National Park. So, we loaded up the family after school was out, and drove about 2,400 miles and I went to work on Ohanapeosh on the east side of Mount Rainier. My supervisor was William or Bill Donati, who just passed away about two years ago.
- Hannah Nyala West: Yeah, I remember seeing the obituary.
- Dale Thompson: My job there was being a generalist. I collected campground fees, did some road patrol work with very little formal training as a road

patrolman. In fact, the first day out in the patrol vehicle, I opened the glove box of the vehicle, and there was a Model 10 Smith and Wesson, and nobody told me that it was even in there! [Laughs.]

Hannah Nyala West: [Laughs.]

Dale Thompson: Did a little bit of trail maintenance, trail patrol, a little bit of interpretation – not a lot, but some – ran an entrance station maybe one day a week. A very generalist type job. It was a GS-4 if I remember right.

Hannah Nyala West: Okay. And about how many people were you working with that summer? Was it a pretty small staff?

Dale Thompson: Ah, if I remember correctly, it seemed like we had about ah, maybe – I have a photograph of them – probably about 15 total, including the interpretation staff and the generalist ranger staff.

Hannah Nyala West: Mmhm. It'd be great, if possible, to get a copy of that photo scanned and put with the interview. If you'd be willing to.

Dale Thompson: I have several photos because in my teaching career, I taught high school yearbook and photography for several years, and very active in photography. So nearly all the jobs that I had I took group photos of the park staffs that I worked with.

Hannah Nyala West: Did you take a lot of photos of the park lands themselves?

Dale Thompson: A lot of slides. At that time, we were taking Ektachrome, Kodachrome slides. In fact, I even developed a lot of the Ektachrome myself because I had my own darkroom.

Hannah Nyala West: Mmhm. Copies of some of those—

Dale Thompson: My son was 11 years old when he started volunteering for the interpretive staff at Mount Rainier, working in their darkroom because I'd taught him how to print black-and-white photographs when he was eight.

Hannah Nyala West: Uhhuh.

Dale Thompson: So, he became a volunteer for the park service at the age of 11 and gave his first program at 15.

Hannah Nyala West: Bless his heart – good for him! It's an interesting thing to have a child inside a national park and learning. My daughter was six when we moved to Cottonwood at Joshua Tree. Fascinating education that they get there.

Dale Thompson: Mmhm.

Hannah Nyala West: Well-rounded in ways that you can't match anywhere else, I think. Uh—

Dale Thompson: Would you like for me to just continue?

Hannah Nyala West: I would.

Dale Thompson: We, my family and I, we returned to Ohanapecosh the following summer, so we had two seasons at Ohanapecosh. The next season was very similar. Most of the staff had returned. The next year, I actually had a break – ah, quit teaching school, and I was a contractor. I built houses for a couple of years. And my next job actually was at Grand Tetons National Park.

Hannah Nyala West: Okay, so you built houses where – in Lubbock?

Dale Thompson: In Oklahoma. My hometown, Durant.

Hannah Nyala West: Oh, okay.

Dale Thompson: My father and I were general contractors, partners? And he passed away and I continued the business for about another year, and during a recession we had at that time I actually went back to teaching school at Ardmore, Oklahoma. Where I produced several yearbooks.

Dale Thompson: The job at Grand Tetons, I was picked up off the ranger register, but because of my background in Industrial Education and Architectural Design, they hired me as a landscape architect.

Hannah Nyala West: Okay. 1973?

Dale Thompson: Actually, I believe it was '74, summer of '74. I could be off a year, but I believe that's correct. And I did several projects there as a landscape architect. I did a lot of as-built drawings for utilities that were in place, and I did a design for the John D. Rockefeller Memorial Parkway – some vistas, some pullout areas that were constructed years later. Only one season there.

Dale Thompson: The following season I was hired back at Mount Rainier because my previous supervisor there had recommended me to a supervisor out of Paradise by the name of Walt Dabney. And I was hired out of Paradise as a climbing ranger, actually lived in Longmire and commuted up the mountain to Paradise.

Hannah Nyala West: You keep in touch with Walt?

Dale Thompson: I saw Walt, summer a year ago. We all had a reunion back at Rainier. One of our seasonals from that era had become a permanent and spent his whole career at Rainier, and he was dying from cancer. And all, everyone one of us who worked with him returned, we were all there and said goodbye to him. That was great. His name was Rick Kirschner, the ranger that passed away with cancer.

Hannah Nyala West: Mmhm. So, you worked under Walt at Paradise – climbing ranger?

Dale Thompson: As a climbing ranger. Spent a lot of time at Camp Muir. Spent about 65 days at Camp Muir. 10,000 feet, where the climbers kick off to climb the mountain.

Hannah Nyala West: And so, had you done any mountaineering before that? Or did you—

Dale Thompson: No, never had. Went to, when I was at Ohanepecanosh I went to some seasonal training, because they wanted all the seasonals in the park to be available to do rescue work. So, I had a basic foundation for it, and then of course, as I worked at Paradise, I got a lot more extensive training.

Hannah Nyala West: The equivalent of opening the glove box on the mountain.

Dale Thompson: Right. [Laughs.]

Hannah Nyala West: Huh. And how long, how many seasons did you do that?

Dale Thompson: I believe seven. Seven seasons at Paradise. Ah, actually moved to Paradise after a couple of years, a couple summers at Longmire, and then moved up to the ski dorm, which has been torn down since then, but we had – our family – had a one-bedroom apartment. Had bunk beds in the living room for our kids. They were, ‘course, getting a little bit older by this time. And during this period of time in the Park Service, they were starting to get more serious about law enforcement as a professionalization. And I was very much interested in going into that area, that field, so the position I had as climbing ranger was not gonna to be considered law enforcement. So, the next year, after I left Rainier, I went to Sequoia as a seasonal law enforcement ranger.

Hannah Nyala West: Okay. What year was that?

Dale Thompson: Ah, 1981. I took a couple months off of my teaching job and went to Santa Rosa Junior College Law Enforcement Training Academy to get my status, to get my commission.

Hannah Nyala West: And then worked at Sequoia.

Dale Thompson: Worked at Sequoia. My last season as a seasonal park ranger was at Sequoia. And my son was already out of high school by this point. He was an exchange student in New Zealand. And my daughter was a senior in high school. So, I actually returned back to Ardmore where I had been teaching and resigned my position there and worked as a substitute teacher in the same school system. And I was trying to get on with the Park Service permanently. And I actually got on with the Postal Service, and I worked 11 months with the Postal Service – that’s how I got my status with the government – and then I think I applied for like 65 permanent jobs with the Park Service in that 11-month period?

- Dale Thompson: And my first appointment was at Hot Springs National Park. Dick Nolan was my supervisor.
- Hannah Nyala West: What were some of your most memorable experiences through your seasonal career?
- Dale Thompson: Most memorable?
- Hannah Nyala West: The most memorable ones or your accomplishments, what you felt, what really hit you?
- Dale Thompson: Well, because of my background in Industrial Education and also construction, every park that I've worked in, I've been involved in some sort of construction project – either remodeling something or making signs or it just runs the gamut of things. I built cabinets in backcountry cabins. But I think that was one of the skills that I was able to provide each park that I worked at. Things that I remember, of course, was just the wonderful experiences about being in a park and raising my children in the national parks. You know, getting to work in some of these very special places that most people just have a chance to spend a week or two in.
- Hannah Nyala West: I think that you would've had a really attractive – I mean, for a 171 – you would've had a really attractive application with all those skills.
- Dale Thompson: Well, it probably would've lent myself more toward a job in maintenance than it would have in the ranger ranks, but that was not where I wanted to be. You know, I wanted to actually – I enjoyed talking to the public and visiting with, you know, helping people. Search and rescue was a skill I developed and really enjoyed doing. We did just about everything [laughs] in those days.
- Hannah Nyala West: Yes. So, what was your – after Hot Springs – what was your next posting?
- Dale Thompson: Spent 4 1/2 years at Hot Springs as a GS-5, was originally subject to furlough and was transitioned into fulltime, permanent fulltime. I wanted to get further out west. I considered that an eastern park, and I wanted to be out west, so I started applying out west, and my first move west was to Big Bend National Park.
- Dale Thompson: Where I was the Chisos Basin Sub-District Ranger, a backcountry range – really enjoyed that, probably one of the better jobs in my career, where I could get out and, you know, I built a lot of backcountry signs and a lot of rescues, carryouts, a lot of resource projects, you know, like endangered species, peregrine falcon monitoring. It was great just to be able to walk out my back door with a pack on, and go to work – spend the day, sometimes overnight, sometimes just to make the trip out for the day. Spent

approximately three years there, and while I was there, I was promoted to GS-7.

Hannah Nyala West: So, you arrived there in—

Dale Thompson: '86.

Hannah Nyala West: 1986.

Dale Thompson: Fall of '86, I believe October. Uh, my supervisor there was Alan Cox. While I was at Hot Springs, I went to Albright Training Center, to Ranger Skills, and also early on, I think in '83, I went to FLETC for my permanent law enforcement status.

Hannah Nyala West: How long a stint was that then?

Dale Thompson: Seems like it was about three months, two and a half to three months. I can't remember exactly. And Alan Cox is still one of my best friends to this day. We keep up a lot, we've done a lot of personal construction projects together over the years. He's currently superintendent at Amistad National Recreation Area in Del Rio, Texas.

Dale Thompson: Trying to further my career, I applied, started applying for District Ranger jobs, and I was accepted as the North District Ranger at Death Valley – it was National Monument at that time, it's currently been changed to National Park – and I worked, my job was a GS-9 and my boss was Dale Antonich, who I still, we keep in contact almost on a daily or weekly basis through email.

Hannah Nyala West: Towards the end of 1986 that you headed up there – or 1989?

Dale Thompson: Uh, I think so, yeah. I was only there for 17 months. Most of the times when I transferred, I applied for many, many jobs. Seemed like it was highly competitive to get a job or a promotion. There was always big lists, you know, 60 to 100 people applying for these jobs. But while I was at Death Valley as the District Ranger there, a wonderful opportunity opened up for me, and I got permission from my boss to apply for this job at Albright Training Center.

Dale Thompson: Because of my background in teaching, and also, I had a pretty diverse career already with the Park Service, I applied for one job and got it. [Laughs.] I was pretty lucky!

Hannah Nyala West: Uhhuh. What was the position?

Dale Thompson: I was the Protection Instructor for Albright Training Center. I went there in, I believe it was January of '90, and I stayed till January of '94, I believe. I think I stayed there four years.

Hannah Nyala West: How did the protection training at Albright differ from FLETC?

Dale Thompson: Well, Albright's an all-encompassing, general-education type program for – and it's evolved. It used to be called Ranger Skills and you pretty much had to be in the uniformed ranks – either Interpretation, Resources Management, Protection. And we had other uniformed people – historians or museum curators, ah architects, different people that were also uniformed came through the program, along with some, occasionally, a few park policemen would come through from Washington or San Francisco. And it was – well, there were three instructors there at the time: one with a specialty in interpretation, one with a specialty in resources management, and then mine was in protection issues – law enforcement, search and rescue, fire, I also covered safety. And we rotated who would be responsible. We did typically about three Ranger Skills classes a year, and sometimes an Intake class in the summer. And then we also, when we weren't tied up in an actual ah, one of those long classes that lasted five or six weeks, the Ranger Skills courses, we would travel to other locations and present classes. You know, like we'd go back to Harpers Ferry or maybe some other government agency training center and present safety classes or workshops or different types of things. My superintendent there was Dave Karraker.

Hannah Nyala West: Okay. How do you spell his last name?

Dale Thompson: K-A—I'm not sure. Starts with K.

Hannah Nyala West: We can find him, I'm sure.

Dale Thompson: Yeah. He passed away while I was there. Actually, playing volleyball with him. He had a heart attack, passed away. He was very well thought of and very well liked. Some of the superintendents I've had over my career – [John] Townsley at Mount Rainier, [Daniel James (Jim)] Tobin at Mount Rainier, ah, gosh I can't remember all of 'em [laughs]. I should've written these down ahead of time.

Hannah Nyala West: Well, that's something that I think we'll be sure to have time to do next year – before next year. This is the first year, and they're getting it off the ground a little bit at the last minute, so we'll be able to do that by next year, I'm sure.

Dale Thompson: Good.

Hannah Nyala West: Um, it sounds like, that you had some really good supervisors. You had some people—

Dale Thompson: I had great, great supervisors, people that were highly thought of in the Park Service, you know, pioneers.

Hannah Nyala West: And did they serve as mentors to you?

Dale Thompson: Well, early in my career I didn't have a lot of direct—

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Dale Thompson: —access to the superintendents in some of these large parks. But of course, all of my immediate supervisors were very good mentors. Ah, because I'd already had a, I got started late, you see, I was – by the time I got my first permanent job, I was already, I think, 39 or 40 years old. I was actually grandfathered into the permanent law enforcement program. And instead of having to give up my commission at age 57, I was able to keep my commission till I was age 60. After Albright Training Center, I started applying for superintendencies, and my first job leaving there was Assistant Superintendent at Canyon de Chelly National Monument. My boss there, superintendent, was Herb Yazzie. And I was only there for about – I think, about 21 months – less than, just under two years – and as the Assistant Superintendent, I was pretty much in charge of the daily operations of the park, and Herb's job was pretty much the outside influences with the tribe. He was Navajo and he was definitely the liaison with the tribe. He retired while I was there, and when he retired, they basically did away with my position, and they no longer had an Assistant, and I transferred to Mount – no I'm sorry, Lake Meredith National Recreation Area in Texas, as Chief Ranger.

Dale Thompson: And also, we had Alibates Flint Quarries National Monument there. Over my career, there's been a lot of deaths in the park and tragedies? There was one in particular that I always remember there at Lake Meredith. We had a father and his three sons, he was a dentist, local dentist, took his children out duck hunting on the lake, and a storm blew in and it capsized their boat and they all perished. And it took us up to six months to find all of 'em. Yes, the mother lost her husband and three sons – 7, 9, and 11.

Hannah Nyala West: And you worked it for six months, essentially?

Dale Thompson: Right. Worked it basically, before we found the last one. When I was at Canyon de Chelly, I almost lost a park ranger in an incident. I had a, one of my rangers responding to a car clouting [break-in] incident, and while he was trying to track down the perpetrators, they ambushed him and hit him in the head with a rock. And ah, that was William Yazzie, and he spent like, nearly a month in intensive care recovering from his concussion. And a shot was fired, they tried to take his weapon from him. There had been a fatality there, a shooting by a park ranger about a year before I got there. So, it was a pretty potentially dangerous place to work, volatile. William is currently the Chief Park Ranger there now.

Hannah Nyala West: Hm.

- Dale Thompson: I was getting on, advanced in my career, I was already – seem like I was around 57 years old when I left Lake Meredith – and I was wanting to get further out west where I probably wanted to retire. So, I applied for Organ Pipe Cactus National Monument and became a Chief Ranger there, working for Bill Wellman.
- Hannah Nyala West: When did you arrive there?
- Dale Thompson: I arrived there in January of 2000.
- Hannah Nyala West: Okay.
- Dale Thompson: I'd been there, ah, almost three years when Kris Eggle [EGG lee] was shot and killed, murdered by a drug smuggler.³ That was a real difficult time. It – everything had been fun up to this point, but that can sure take the fun out of everything. And to this day I still try to keep up with the family. Ah, we had the tenth anniversary of his murder this summer. I returned to the park for that, spoke with a number of rangers that were there about the incident. I spent three years there as, or almost three years, as Chief Ranger, and I reached retirement age for 6C or Law Enforcement, and in, at the end of November in 2002, you know, I gave up my commission. And I transferred to Coronado National Memorial as Park Superintendent, where I worked for another ah 20 – about two years, just under two years – before I retired. While I was at Coronado National Memorial, I had about three more shooting incidents and I decided it was time for me to go – I was eligible to retire, so I retired in August of 2004.
- Hannah Nyala West: Were those, those incidents drug related or are they just—
- Dale Thompson: All drug related.
- Hannah Nyala West: All drug related. So, the borders go, I mean, that's what we hear from afar, that the border's volatile.
- Dale Thompson: Oh, the border's still very volatile. It's improving, I'm sure, because of the number of Border Patrol – the number of Border Patrol is probably ten times what it was when I was working there.
- Hannah Nyala West: Well, they were starting to double it in 1986, I know, because they – one of our Joshua Tree rangers switched to the Border Patrol back in 1986, they were already upping the numbers there, but clearly not fast enough to help with this.
- Dale Thompson: Anyway, that's kind of a snapshot of my career. I'm currently retired in Vail, Arizona, southeast of Tucson, about 20 miles southeast of Tucson and up against the Forest Service lands. My wife and I have ten acres there, and we built a retirement home. Did most of the work ourselves.

³ Kristopher William Eggle.

Hannah Nyala West: It's a nice part of the country to be in.

Dale Thompson: Very similar to here.

Hannah Nyala West: Umhm. Probably not quite as humid as Palm Springs, huh?

Dale Thompson: It's probably not as hot, 'cause we live at 4,000 feet. We get snow about once a year.

Hannah Nyala West: Um, how do you define good leadership?

Dale Thompson: Uh, probably at least being able to, to know when to take charge and being able to relate to people, you know, the ah, at all levels. It doesn't matter who we're talking about, you need to be able to communicate on their level. And at least being able to plan far enough ahead to see what needs to be done. And being able to cut through sort of any office politics. And knowing when to, knowing when to be a good follower, too.

Hannah Nyala West: Can you say a little more about that?

Dale Thompson: Well, when you – everybody has a boss, and I've always felt like that uh, you know, the boss is certainly entitled to your position at all times, but once they've made their decision, you need to support that decision. You know, I've never been one to feel like being a rebellious person was gonna help the Park Service.

Hannah Nyala West: In the – over your career – what were some of the management challenges that you saw the Park Service dealing with? And how were people in the ranks at your levels trying, you know, working to help the Park Service meet those? What were some of the big management challenges?

Dale Thompson: There've been lots of management challenges ah throughout my career. The evolvement of the law enforcement program is a very big issue, the 6C retirement for law enforcement and fire. I think the '90s was a time of, the mid-'90s, was a time of turmoil, when the reorganization took place. And a lot of that has not held up. They've changed some of the, you know, it's kinda been a work in progress. But all the decisions that were made in the mid-'90s as far as reorganization, not all of them were successful or good, I guess is the way to put that. Challenges, for me in particular, at my age, I think, was probably dealing with the technology issues. Always having some computer skills but that's always evolving to a higher level, and it presented some challenges. As a manager, I saw, when things went from snail mail to email, deadlines became sometimes the same day instead of a week or two down the road, you know, so deadlines picked up speed, and seemed like there was more of them [laughs]. More programs in place to respond to and sometimes with small staffs that was hard to sometimes accomplish, some of those deadlines.

Hannah Nyala West: Mmhm. Yeah. And funding often was involved with that, so being able to—

Dale Thompson: Funding is always, how to, it always depends upon how creative a writer a person is whether or not you're gonna get that funding for your park.

Hannah Nyala West: Mmhm. What do you wish that um you'd had – do you wish that you had had any particular insights offered to you early on in your career? For example, for getting jobs early, when you were having to apply for so many.

Dale Thompson: Well, I guess, looking back I wished it hadn't taken so long [laughs] to accomplish some of those things.

Hannah Nyala West: [Laughs.]

Dale Thompson: Spent an awful lot of time at the typewriter early on, and then the computer later.

Hannah Nyala West: And were there any avenues at all to give people advice? Like here at ANPR – you have whole sessions on that.

Dale Thompson: Well, ANPR did a tremendous value. They've always had – they used to have a lot of 171 workshops and advice from mentors explaining, like there was a time in my career when I knew it was time to give up all those cards I was carrying, you know. Red cards, law enforcement, CPR – a lot of those cards that you carried, those specialty, were critical to get a job at the field level, but once you start dabbling into management, you probably don't even need to mention those things on a 171 [laughs], cause they're not of any value. You've got to show that you've got some way of managing a program.

Hannah Nyala West: So, when did you first get involved with ANPR?

Dale Thompson: Ah, I mentioned that I'd worked for Walt Dabney, and Walt had called me, back in the '70s, during my, when I was teaching, and said, "Hey, we're having this get-together in Jackson Hole, Wyoming, we're gonna start an organization, and we'd like for you to come." And I really wanted to be there, but I had a teaching job and I couldn't, I couldn't go. There was actually only one seasonal that – and he's here at the conference this week – that was part of the initial bunch of people that started ANPR. And actually, the time I quit teaching school and had the ability to attend Rendezvous, it was about six years into it. So, I went, the first Rendezvous I went to was the seventh Rendezvous, in Las Vegas. I think that was in '83. And I, my wife and I, we attended probably the next ten or twelve without missing any. Something like that. And over the years I've recruited probably – a conservative estimate would probably be around 250 people into the Association. I used to be a very strong supporter. I've held a

couple of offices within the Association, back when they had the Regional Assistant to the President, I represented the Southwest Region and the Western Region both. In 1990, I coordinated the Rendezvous – uh, that, it takes about a year to get all that accomplished! [Laughs] To set it all up and get it done.

Hannah Nyala West: Uhhuh.

Dale Thompson: But, and my son Kendell, has, as he – he got on permanent in the mid-80s and he's been a strong advocate for the Association, too. He's held some officer positions within the organization. He really wanted to be here this year, but he didn't make it. First one he's missed – in fact, this is the first one I've been to in about three years.

Hannah Nyala West: Uhhuh. How do you see the ANPR's relationship with the Park Service? What do you see its primary contributions as being?

Dale Thompson: Oh, I think it's a good sounding board. I think Park Service management in Washington would be well advised to actually keep an ear to the wall, you know, they can get some good advice or know some feedback from this association. I think the relationship between the two has been off and on, depending who the leadership is in Washington at any given time. It's been extremely good, and it's been extremely poor. So it really just depends on the people that are in Washington and how they feel about the association.

Hannah Nyala West: Mmhm. Um—

Dale Thompson: It's not a union [chuckles], for sure!

Hannah Nyala West: I've actually heard that that was one of the explicit efforts at the beginning – was to ensure that upper management did not take this as any attempt to create a union.

Dale Thompson: Exactly. You're correct. And ah, and it's evolved, it's called a Ranger Association, but it's evolved really into an all-employees' association, 'cause it caters to both uniformed and non-uniformed people. It's really just a place where, there's so much of a social aspect to it, too, that – besides the business aspects of it. I think the tremendous value for connecting with people, and for the younger people in the organization to benefit, to help their career.

Hannah Nyala West: Mmhm. In real practical ways as well.

Dale Thompson: Mmhm.

Hannah Nyala West: Um. How do you think that federal leaders can create an innovative culture in an agency like the Park Service? Where they can encourage people at the local levels to do the things that really need to happen on the ground?

Dale Thompson: Well, they'd have to have an open style of management. They'd have to build an atmosphere that would lend itself towards encouraging people to be creative, you know, to do their own thing. So, to create that atmosphere, I think you've gotta communicate, get out and talk to people and ask for their feedback and really appreciate it. You know, communication should work both directions.

Hannah Nyala West: Yeah. Yeah. People talk about a bureaucratic culture – in any federal agency – the shorthand with the public is, “Oh, it's a bureaucracy.” Um, and there are real pros and cons for bureaucratic organizations. How would you describe the Park Service's culture?

Dale Thompson: It's changed [chuckles], it's ah, especially in the '90s. It's, it changed, it's continuing – seems like it's much more political than it used to be. I know if you look back at the amount of tenure for directors – early on they lasted many, many years. Now it changes with the political environment in Washington. So, my recommendation would be to try to get the politics out of it, and get it more on a sound ah, a sound footing, you know, where they don't struggle so much not knowing where they're gonna be from one year to the next. And there's several land management agencies in the same ballpark. But somehow, they need to eliminate – there's enough controversy just in the management practices, without the political interference.

Hannah Nyala West: Mmhm. How might people work to change that or shift that? It seems to be it's a very clear presence, even at the most local park level – that whole political dynamic.

Dale Thompson: I don't know if it could come from the bottom up. The public doesn't realize the situation. It's so high directive from above, and I don't know how to change it to get the politics out of it. It seems to get worse [laughs] instead of better. So, without the public demanding something, I don't see it happening, maybe if it was taken out of the department from where it's located and it was its own entity, it might stand a chance. There's too many layers above the Park Service.

Hannah Nyala West: Meeting very different missions, so the Park Service kind of gets lumped in with the BLM, which gets lumped in with the Forest Service, etcetera, and the many – the multiple – mandates that are having to be met by those different agencies—

Dale Thompson: Right.

Hannah Nyala West: —seem to be a bit of an issue.

Dale Thompson: Yeah. I think we'd be a lot worse off if we didn't have the public on our side. [Chuckles.]

Hannah Nyala West: Without question. And that brings me to a question about Park Service culture, just in terms of, of reaching the public, and reaching a wider range of the public, not necessarily to convert them into actual physical visitors because there are people who don't want to come and aren't interested. But how can you appeal to those people so that they care that the parks exist?

Dale Thompson: Well, there's a lot of reality TV right now. I think probably if some network like National Geographic or Discovery Channel or one of those would actually have a series on the parks, where they interviewed park managers, park interpreters – people could actually learn about parks sitting in their living room. There's some of that to some extent that takes place, but there's no real – there's nothing grandiose, like a regular, I mean, this is gonna be here forever, you know, type thing. Or year after year after year, where you, you know – say it was National Geographic and they go out and spend their time at the Grand Canyon and they also cover the surrounding smaller parks and help people plan their trips? And talk about the dangers, the weather, you know, everything like that. It would be a tremendous outlet for the public, people in the urban areas that are sitting in their apartments or downtown that never get out to a park – they could almost visit them vicariously through a program like that. Probably would even stimulate more visitation.

Hannah Nyala West: I think so, too. I think oral history is a key piece of that because people's stories can connect you to a place much more strongly than most mechanisms. And one of the things that I've thought about all of the Park Service personnel that I have interviewed – bar none, no exceptions – is that there's a great heart for service and for the land and for people and connecting people to that land. And that is just not captured very well in the mystique that we have of the ranger – you know, the flat hat ranger, and the green and the gray, and you hear – people hear things about search and rescue and they don't know the brutalities inside of having a colleague die on a mountain, you know, in a blizzard trying to bring somebody down.

Dale Thompson: They do, ah, the media does embedding people into war zones. Why not embed somebody with a park ranger for a season? Maybe a seasonal park ranger. You know, there are so many different opportunities that are just not being taken advantage of.

Hannah Nyala West: And if, I think, that if the public could understand better the vagaries of the funding and how hard you have to struggle – you finally get a little funding together and you put together a program that's gonna go on and suddenly it gets stripped away. I think the public does not understand those levels of difficulties, and I think it wouldn't hurt if they did! Because they would be more likely to

support greater funding for the parks if they understood how much you had to struggle.

Dale Thompson: I don't know how to make it entertaining, but some of that reality, they could actually go through a funding, a budget process with a District Ranger or a Chief Ranger or a Superintendent and see how he doesn't have any money left to buy light bulbs and toilet paper with, you know.

Hannah Nyala West: Mmhm. Or you can't travel at all for six months and then all of a sudden you have to do all the travel for the year on the project in 30 days – that kind of thing! [Laughs.]

Dale Thompson: [Laughs.] Yeah. Where you can't have a savings account and carry it over to the next year.

Hannah Nyala West: Yeah, exactly. I think that the public would be an even greater ally of the agency if it could understand more of its challenges—

Dale Thompson: No question about that—

Hannah Nyala West: —in some kind of way. In some kind of way. Have you ever found yourself under pressure to do something that, in your view, was contrary to the mission at the time?

Dale Thompson: Oh, yes.

Hannah Nyala West: And if so, how did you handle it?

Dale Thompson: [Laughs.] Uh, I've had some very interesting working relationships with the Border Patrol. I've spent almost ten years working on the border, international border, in three different parks. And in my last assignment, the Border Patrol wanted to install some towers and cameras and equipment, and ah, they weren't necessarily wanting to jump through all of the hurdles that we wanted to put them through. And as time went on, while we waited for these, ah, our requests for clearances to be processed and cleared, time went on and they got irritated and finally I was directed to get it done.

Hannah Nyala West: Hm. So how did you handle it?

Dale Thompson: We got it done! When I get a call directly from the Department of Interior, bypassing my Regional Office, that's saying, "Sign that paperwork so they can begin – they got their contractor ready to start work" – these things are gonna happen. So, I immediately call my boss and he says, "Well, guess there's nothing we can do about it."

Hannah Nyala West: But at least you tried.

Dale Thompson: I tried.

Hannah Nyala West: [Laughs] That counts!

Dale Thompson: And then, that's not necessarily a black mark against the Border Patrol. They've got their mission, too, you know – I mean, I saw what was going on and we needed that. But we also needed to get it done properly.

Hannah Nyala West: Umhm. Do you – has the timeliness of these things shifted since 9/11, in terms of like the pressure for that, for example, and the law enforcement situation on the border with the drugs, etcetera? Those things that—

Dale Thompson: Well, there've been a lot of law enforcement fatalities, you know, I mentioned Kris Eggle of the Park Service. And then there've been several Border Patrolmen, so it's a, it's just a war zone down on the border. And that's just another way of getting it under control, is by doing these things.

Hannah Nyala West: Mmhm.

Dale Thompson: They may be driving all over our parklands, but [chuckles] it's a necessary evil. I've actually done, helped do videos to train Border Patrol agents on how to walk softly on Park Service land.

Hannah Nyala West: Uhuh? I'd be interested in seeing one of those.

Dale Thompson: [Chuckles.]

Hannah Nyala West: I hope that you put a copy with this project, so it gets saved.

Dale Thompson: Actually, it was a Border Patrol project. They just utilized us to help 'em put it together. They knew we had an issue, a problem, and I don't know, I've been out of the, I've been retired for eight years so I don't know what the status of that program is.

Hannah Nyala West: Umhm. Hm. What are the most important projects or initiatives that you were involved in over your career, the ones that you remember best?

Dale Thompson: Ah, first thing comes to mind was my attempt and partial success at achieving concurrent jurisdiction for the monuments in Texas, with – we didn't get the exact language that I asked for, but we did get some beneficial language to help park rangers working with their local counterparts, their local law enforcement agencies. I had some help with that, but I did a lot of the foundation work and got it started through some of my local law enforcement people that carried it to the state. That was back at Lake Meredith. Another—

[END OF TRACK 2]

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Dale Thompson: —thing that I was very proud of during my tenure at Canyon de Chelly? The guiding end of the park itself is done by Navajos, and the park manages that program, the interpretive staff trains them. Most of the – there were, can't remember exactly at the time I was

there, but it seemed like there were a hundred guides signed up that were trained, and our local interpreter would work out schedules for them to come in different days and be on a waiting list to go out and work with the visitors as they come in to see the canyon. The problem that I solved was, these guides were not well off financially and some of them were not – I actually got complaints from some park visitors about ‘I don’t want that person in my vehicle’ because they were maybe afraid of ‘em because of the way they were dressed! You know, worn out, no soles on their shoes, or holes in their blue jeans, and they were doing the best they could. But while I was there, I was able to get a donation, from Tony Hillerman? He was still alive at that time, and he donated enough money to fund a uniform – t-shirts and ballcaps – so they were all in. Then they designed their own logo, and came up with their own, you know, to put on their t-shirts and ballcap. I don’t know if that program’s still going or not, I would hope so, but it sure looked – it was quite an improvement in their appearance when they’d show up, three or four of ‘em in the visitor center, all looking the same, ready to go.

Hannah Nyala West: And I suspect that it helped them in their financial situation, too, right?

Dale Thompson: Well, they probably got a lot more work out of it, I would think.

Hannah Nyala West: Yeah, now that they’re in their own uniform. That’s cool. It’d be interesting to talk with some of those folks. Again, to add context to what ANPR is and what park rangers do, etcetera, to build that set of interviews by asking other people to participate as well. So, it’d be interesting to see if that program is still going.

Dale Thompson: That was long enough ago, those uniforms are wore out – I don’t know if they were able to buy new ones or not.

Hannah Nyala West: [Laughs.] Redesign or not. What are your thoughts on the future of the agency?

Dale Thompson: Well, I had some thoughts earlier, where I said I’d like to see it go, to become its own entity and to eliminate some of those political pressures. I’d like to see a more sound footing for the budgeting process. I’d like to see – I’ve always been interested in training. I’d like to see a training program set into place that would stand above a lot of other programs and not be one of the first things to be cut? Because training always seemed to suffer along with some of the other, maybe interpretation’s also one that gets cut early on. It’s just, you need to always be trying to improve the system. Maybe quit taking on so many new parks [laughs]. Quit diluting what we do have!

Hannah Nyala West: [Laughs.] The few resources that you have. Is there anything that you'd like to mention that we haven't covered here?

Dale Thompson: I'm retired, but I work, for instance this year, I worked 82 days on wildland fire. I'm still on the Incident Management Team, and I go out and feed firefighters. I still do a little bit of international work, ah, through the State Department and the International Affairs. During my career I was able to – I had many, many assignments to Latin America and South America.

Hannah Nyala West: Can you say a little bit about that?

Dale Thompson: When I was at Albright Training Center, I developed a program for Panama Park Service. We doubled their staff – their number of park rangers went from 40 to 80. I recruited bilingual trainers and developed a training program, and we actually went into the jungles to a training camp where Noriega trained his guerrillas. [Laughs.]

Hannah Nyala West: Huh.

Dale Thompson: That's where we held our training.

Hannah Nyala West: Uh-hm.

Dale Thompson: That was quite an experience. I also went to Venezuela, back before Hugo Chavez was there, and I went with a team of four of us and were advisers on – we each had our own field of expertise – and we advised the Park Service in Venezuela on some management issues: fee collection, concessions issues, that was things that I was working with, also fire. The other people that were with me were dealing with indigenous people within their parks and some other things like that. That was a, I was there for about two or three weeks, in Venezuela. During my – because I had so many years on the border – our parks usually developed sister parks down in Mexico. So, I've spent a lot of time interacting with the management, you know, them coming to the United States and our management team going down into Mexico and just showing them how we do things. And sometimes the way we do things won't work, and we'd go down there with that understanding. About a year ago – year and a half ago – I went to Tanzania, Africa, and was involved in training native villagers on how to build signs on the Serengeti Plains. My construction background in sign building and teaching experience – I was fortunate enough to spend almost a month in Tanzania.

Hannah Nyala West: Cool.

Dale Thompson: Fact, that's where they're having the International Ranger Federation Conference this next, it's coming up next week, I guess. And it's gonna be in the area where I was located, so it'd've be nice to've gone back, but not possible.

Hannah Nyala West: Tanzania's a pretty pricey place to visit.

Dale Thompson: Well, just the cost of getting over there and back.

Hannah Nyala West: Yeah. Yeah.

Dale Thompson: I was fortunate enough to have the government [chuckles] pay my way!

Hannah Nyala West: [Laughs.] Uhhuh. Makes a difference.

Dale Thompson: Makes a difference.

Hannah Nyala West: Huh. Um, do you see that kind of thing intensifying in the future with the Park Service?

Dale Thompson: Probably not. I think it should. I think a lot of parks in other countries that could use our assistance, always keeping in mind that their systems are not ran the same manner that we do, they just have a different clientele. Many of them are just protected areas – they're what I might call a 'paper park', you know, there's not a lot of visitation, people living in 'em, a sustainable harvesting of animals similar to the way Native Americans do in Alaska. I don't see this program growing any, just simply because of the budgets, you know. But I think we could be of great value, and I think they would like our expertise. But I always put that stipulation on there, keeping in mind that we cannot impose our values, the way we do business here, because it just might not work in their situation.

Hannah Nyala West: Yeah. What do you think you leave as a legacy to the National Park Service?

Dale Thompson: That I leave as a legacy? Oh, I've left my son! [Laughs.]

Hannah Nyala West: [Laughs.]

Dale Thompson: Ah, Kendell. I've ah, I've felt good about a lot of the connections I've made with the – I've always enjoyed the other employees, you know, and reconnecting with them at Rendezvous, and when I go back to visit those parks, finding those people that're still there. I also mentioned that I had lots of construction projects, some of 'em more grandiose than others, but, and those things may've, you know, gone by the wayside by now, but over time, you know, at the time, they were probably important.

Hannah Nyala West: Mmhm. Those Navajo uniforms are important. That's the kind of thing that, I think those kinds of stories would really be valuable for the public to learn of those efforts, those little behind-the-scenes efforts that don't get any play?

Dale Thompson: I would like to see park managers be more insistent about ah, uniformed employees wearing their hat when they're outdoors.

Hannah Nyala West: Uhhuh.

- Dale Thompson: A hundred percent of the time! [Laughs.]
- Hannah Nyala West: [Laughs.] Well, and they even have a comfortable hat now – the Aussie hat is very comfortable. [Laughs.]
- Dale Thompson: Well, I'm not a big fan of that hat! I'd have to say that I believe that the flat hat's where we need to be.
- Hannah Nyala West: Uhhuh.
- Dale Thompson: Depending on the job. If you've got a resource management person that's out in the field away from the public doing resource management – maybe an archaeologist, whatever, away from the public – I can understand wearing a more comfortable hat, one that's more appropriate for the work assignment. But when we're in the parking lots and we're in the visitors, around the visitor centers and leading tours, anything that involves the public – that's the symbol of the job. That flat hat is still important to me.
- Hannah Nyala West: Mmhm. Yep. It's iconic. Ah, in retrospect – nothing's perfect and nothing works as well as we think it should or as we planned for it to do – in hindsight, is there any major disappointment that you would like to discuss, and circumstances leading to it and what you learned from it?
- Dale Thompson: In hindsight, disappointments – I had very few disappointments.
- Hannah Nyala West: Missed opportunities?
- Dale Thompson: Very few lost opportunities. All in all, I've been pretty happy with – I had a good life. [Chuckles.]
- Hannah Nyala West: Mmhm. Mmhm. That's good to hear.
- Dale Thompson: Uh, there might be some things I'd change, but uh – but you can't go back and change things, so why worry about it? You know? You just, you deal with the issues and move on.
- Hannah Nyala West: Yep, try to learn lessons from them—
- Dale Thompson: Oh, you learn. You learn everywhere you go. If you don't learn from your mistakes and [chuckles] the day-to-day operations, then you've really got a problem.
- Hannah Nyala West: Mmhm. Well, we are at time here, pretty close to it, getting close to it, so I want to thank you for participating in this. And thank you very much for your service, for all that you did.
- Dale Thompson: You're welcome.
- Hannah Nyala West: And for putting so much of yourself and your family into it. Ah, we didn't cover very much – your wife and her time—
- Dale Thompson: Maybe she'll have an opportunity to be interviewed in the future.
- Hannah Nyala West: Yes! With it – maybe she'd be willing to do that.

Dale Thompson: She's retired with 14 years' service.

Hannah Nyala West: Oh my!

Dale Thompson: A lot of it was following my – all of it was following my career. We worked seasonally together, when I became permanent, she struggled to maintain her career, giving up her permanent status at least twice and always trying to find a job. She would maybe be doing administrative work in one park and interpretation in the next and campground ranger in the next – she ah, she was pretty well willing to be done. [Chuckles.]

Hannah Nyala West: That's a really common story in the Park Service and it has relied upon often the unpaid labors of families throughout time. It'd really be nice if the agency could find ways to address that. You're often in really rural areas where there are not a lot of job opportunities—

Dale Thompson: Oh, yeah. No other opportunities other than – well at one time she was actually the History Association manager, and I was the Assistant Superintendent, and I was told pointblank that she had to resign her job because it was viewed as a conflict of interest. [Chuckles.]

Hannah Nyala West: Oh. Mmmm.

Dale Thompson: But she was picked up later, where she had to commute about 35 miles one way to an interpretive job in another park – 'cause she couldn't work for me.

Hannah Nyala West: Uhhuh. Could we make a little rundown of – I hate to talk about you [to Judy, seated on a couch] like you're not in the room – make a little rundown for this interview of your positions and where, what you did in each of these parks? Would you be interested in that or would you rather be interviewed separately? Might be more respectful.

Judy Thompson: It'd be fine either way. But I forget, you know—

Dale Thompson: If you did it at a later date, you could probably have time to prepare for it a little better.

Hannah Nyala West: Yes, you could jot it down.

Judy Thompson: Yeah.

Hannah Nyala West: Okay, let's, let's do that. Let's follow up with that later. There's so many people who live in the Tucson area who should be interviewed.

Dale Thompson: I jotted down about 10 or 15 war stories – I didn't know whether I'd need to – but they would take too much time to go through. I gave you one of them – the dentist and his three sons.

Hannah Nyala West: Yeah. Well, why don't you – do you want to share a couple more in the time that we have left here?

Dale Thompson: I tell you what. Why don't I just save those for a war stories interview or something? And I'm sure I only thought of part of them. There's probably many more I could think of. Some of 'em are humorous, some of 'em are serious, and some of 'em maybe just human interest.

Hannah Nyala West: Yeah. And those are critical, I think, for us to capture for history, because this, these will be the pieces that can make this past live for other people – and help them understand what people like you tried to do and what it meant and why it matters, etcetera. And a lot of times that's much richer and far more likely to get people to behave well in their lives than anything else you could give 'em. It's just, it's an amazing thing.

Dale Thompson: [Chuckles.] Well, you can tell old war stories around the hospitality room. [Laughs.]

Hannah Nyala West: [Laughs.] Hard to transcribe those, though – when you get those multiple voices talkin'! But yes, we will do that. We'll [follow up].

[END OF TRACK 3]

[END OF INTERVIEW]