

OH-3007, Glenn Januska, 4-15-2014, Casper, WY In Flight

JUNGE: [00:00:00] Today is the 15th of April, 2014. My name is Mark Junge, and I'm in Casper, at the Casper International Airport, talking with Glenn Januska. Correct, Glenn?

JANUSKA: That's correct.

JUNGE: OK. Who is the airport director. Correct?

JANUSKA: Airport manager.

JUNGE: Excuse me. Airport manager.

JANUSKA: And Casper-Natrona County International Airport. I know, we had to make it long.

JUNGE: No, you need to correct me whenever I do something like this. OK. So today we're going to talk a little bit about Glenn's life, how he got into aviation, how he got into airport management. And then I want to ask you some questions -- a little bit about the status of the airport, the future of the airport, in your estimation.

JANUSKA: Sure.

JUNGE: Because I understand that you are also on the -- you're trying to get on the tourism board?

JANUSKA: Yeah, that's correct.

JUNGE: Is that right?

JANUSKA: Yes.

JUNGE: The Casper -- what is it, tourism and rec --

JANUSKA: I always think about it as the convention and visitors bureau, but -- that's the organization but it's the [00:01:00] tourism joint powers board.

JUNGE: OK, OK. OK, full name.

JANUSKA: Glenn Steven Januska.

JUNGE: And your date of birth? Place of birth?

JANUSKA: May 4, 1965. Oak Park, Illinois.

JUNGE: Oak Park?

JANUSKA: Yes.

JUNGE: Just west of Chicago.

JANUSKA: Yes.

JUNGE: Frank Lloyd Wright.

JANUSKA: Yep. Absolutely.

JUNGE: Beautiful place.

JANUSKA: Yep.

JUNGE: Beautiful.

JANUSKA: Of course, I was a baby at the time, so I didn't appreciate it as much.

JUNGE: OK. Is that where you grew up?

JANUSKA: I grew up in LaGrange Park. So, you know, similar -- southwest suburb of Chicago. Usually if I tell people I grew up in LaGrange Park, they're like "huh?" So you say "Chicago," and then, if somebody knows Chicago, they'll

say, "Oh," and then say, "Well, not really, just Chicago suburbs," and you kind of narrow it down to which suburb and -- even with Chicago nowadays, it's such a large place that just saying "LaGrange Park," you know, even people in the Chicago area, you know, may not be that familiar with it, so --

JUNGE: Or, yeah, [00:02:00] Joliette --

JANUSKA: Yep.

JUNGE: -- would be south.

JANUSKA: Yes.

JUNGE: Wheaton would be west?

JANUSKA: We're right by Brookfield, so if -- you know, if anybody has been to the Brookfield Zoo, that's easy enough to tell them, "Like LaGrange Park is next to Brookfield, you're five minutes away from the zoo," and that usually kind of narrows it down to something that they can identify with.

JUNGE: Who were your parents?

JANUSKA: Albert and Darlene Januska.

JUNGE: And what did they do?

JANUSKA: My dad was a health physicist with the Nuclear Regulatory Commission. So he would go out and inspect nuclear plants and, you know, make sure that they're following all the regulations, and if they weren't he'd

write them up and come back and inspect them again and go through that process. So he spent about a week every month going around to nuclear plants with a van with all their testing equipment and do that.

JUNGE: For the NRC?

JANUSKA: Yeah. He used to work for Argonne National Laboratories, you know, before he started working for the NRC. And then my mom [00:03:00] raised the five kids, and she had an opportunity one time to work at a preschool as a teacher. Our neighbor across the street had -- I think it was one of the teachers in the preschool that was pregnant and going on maternity leave and asked my mom, and my mom said, "I'm not a teacher," and she said, "You raised five children. You know, this is a preschool. You know, you're more than qualified for this." And my mom said, "I'll do it on a temporary basis." Well, 20 years later she retired from doing that. So, my mom raised kids and then took care of a lot of kids in preschool.

JUNGE: So she didn't have to have a teaching degree for that.

JANUSKA: No.

JUNGE: Not for preschool.

JANUSKA: Not for preschool.

JUNGE: Did she stay with the preschool the whole time --

JANUSKA: She did.

JUNGE: -- in her career?

JANUSKA: Yes. Yeah.

JUNGE: She must have loved kids.

JANUSKA: She did. And this was a woman who was made to be a grandma. If there was ever a grandma in making, that was my mom, because she -- you know, probably one of the biggest joys that she has probably right now are her grandchildren. [00:04:00] Not that she didn't love her children, but this is a woman who just was made to be a grandmother.

JUNGE: How many kids do they have, five?

JANUSKA: Five kids.

JUNGE: And where did you fit into the scheme?

JANUSKA: Second from last. Second from the bottom.

JUNGE: OK. So what is it in the birth order about the second to last kid? He's more daring or less daring, more conservative, peacemaker? What?

JANUSKA: I don't know. The one that was most daring was my brother, which was the second in line, and my parents were both only children, which is a little bit unusual for that generation. And my mom would joke and say, "If I didn't want a big family, I probably would have stopped after Paul." So, Paul was the hellion in the family, so he was - - he was number two. So my oldest sister was the one that

was kind of growing up during more of the hippie generation, you know, a little bit defiant, and then Paul was the hellion, and my next brother, Mark, was -- he was the [00:05:00] get along with everybody, didn't, you know, ruffle feathers. I think I learned a lot from my older brothers, you know, what to do and what not to do, and my sister was five years younger than me. So, as the baby of the family, I don't know how much of it was she could get away with things because she was the baby, how much my parents were at the point where they've learned enough -- because I had that with my children too, you know, with our youngest child. The oldest ones will say, "Well, you know, Owen gets away with everything," and it's like, well, he doesn't get away with anything but we learned. You know, you learn after your first two children, so you learn what to be worried about, what not to be worried about, so --

JUNGE: How many kids do you have?

JANUSKA: For me, three boys. Yeah.

JUNGE: Yeah. Well, you know, you come from a large family, so -- you know, I think those people appreciate what brothers and sisters can do for a kid.

JANUSKA: Yes.

JUNGE: OK. So, you went to -- what about your education? Now, let's start early [00:06:00] through college.

JANUSKA: Forest Road Elementary School, Park Junior High School, Lyons Township High School --

JUNGE: What township?

JANUSKA: Lyons Township High School.

JUNGE: Lyons Township?

JANUSKA: LTHS. All in the area where I grew up. And then I had an opportunity to go to Southern Illinois University, initially to become an aircraft mechanic. That's what I initially went down to Carbondale, Illinois for. And my parents and I have a difference in how we remember the story. I remember calling them the first week of college and say, "I think I'm going to change my major." They remember me calling them the first week and saying "I changed my major." But I ended up changing my major and going into air traffic control because I didn't realize -- one, I didn't know the university had an air traffic control program, which was relatively new, and I had no idea how you would become an air traffic controller if you wanted to be an air traffic controller. [00:07:00] So I looked at this and said, you know, do I want to be a mechanic, do I want to be an air traffic controller. And for me, air traffic control was it. And I actually did that through my second semester, junior year, and there was an opportunity with the university to do an intern-- I'm

not sure they called it an internship. You work with the federal government -- FAA, first semester, you went to school first semester, and when you graduated you went to Oklahoma City, which was where they did all of their air traffic controller training. So I took the basic air traffic control exam, scored fairly well, sat in the conference room with these people from the FAA and my program advisor and myself, and they asked me -- and I remember -- I don't know why I remember, but it was the third question they asked. They said, "Do you have any problems with your eyes or your ears?" I said, "Well, I'm colorblind." And they all gave me this look like that wasn't -- well, it was the right answer because it was a truthful answer, but that was not the answer that they were hoping for. [00:08:00] And they said, "Did you know you can't be an air traffic controller if you're colorblind?" And I thought, well, if I knew that, I probably wouldn't be in this program second semester, junior year. So, technically, I probably shouldn't have graduated, because the program was based upon more of a technical background to get your bachelor's degree, and my program advisor was very apologetic, and I started thinking, well, what do I want to do. I mean, if I can't be an air traffic controller, passed up the opportunity of being a mechanic,

always loved airports, and I thought I want to be in an airport, and I can get a degree and I can become an airport manager or work in airports. And I started looking at jobs that were open and they were looking for degrees in aviation management or business administration or some type of combination. I thought, well, to be really marketable, I need a business background. So I was going to graduate with my bachelor's degree in aviation management, started working on my MBA and got [00:09:00] my business background, because an airport is running a business, and it would be good -- if I have a business background, that would make me marketable, and kind of went on from there.

JUNGE: Why were you interested in airports in the first place?

JANUSKA: You know, I been doing this for almost 25 years now. And that's always what I get. This is my fifth airport. So you move into a new area where people will ask you, you know, is your father a pilot, your uncle a pilot -- I mean, it's always "you must have had somebody in your family that was a pilot or" -- and really the answer was -- thinking back on it now, I mean, we never -- as a family we never went without, you know, clothes or food or whatever, but looking back now, and especially as a parent and raising children, I realize that we did things that were relatively

inexpensive. You know, my dad worked, my mom took care of, you know, the five kids. So, we would probably once or twice a year [00:10:00] go to Chicago O'Hare Airport and you used to be able to go out on an observation deck and watch the airplanes take off. And I remember going on -- in the concourse at one time and seeing this person standing on the ramp, guiding the aircraft in to its parking position. This huge airplane, and they got the little -- you know, the little flashlight, you know, wands, and thinking, "What a cool job." And I always remember that. I always remember this was the place I want to work. I'm not 100% sure what I wanted to do at an airport, but I knew I wanted to be in aviation and to do something there.

JUNGE: How old were you at that time?

JANUSKA: I would probably say it's grade school to junior high school. I think, even, you know, by that point. And our high school had an aviation program where they actually -- one class where you could build a glider in the class. And the other one was just kind of basic aviation, taught you about the fundamentals of flight and so forth, so we were fortunate to have a high school that had [00:11:00] an aviation program that, you know, once I understood this was what I wanted to do and I was able to take those classes in

high school, it really kind of solidified that aviation is the direction I wanted to go in.

JUNGE: So it was a visit to O'Hare that initially sparked your interest.

JANUSKA: Yes.

JUNGE: Not just planes.

JANUSKA: No, it was O'Hare. And I've had a lot of opportunities over the years, when we have school groups -- you know, I mean, airports are, I think, interesting places. Of course, I'm biased, but I think are interesting places for people to visit. So every time we have school groups come out here, you know -- you know, grade school, preschool groups, Brownies, Boy Scouts -- anybody who wants to come out to the airport and say, "Hey, can we get a tour or can you do" -- you know, "do you do tours," unless we have something that's going on that we can't do it, we always say yes, because my belief is you never know when that one kid's going to come out in one of the tours or groups and have the same interest, there's something that's going to spark them. [00:12:00] They're going to go back and say, "I remember coming out to Casper-Natrona County International Airport," or, "I came out when I was a kid and I remember seeing that fire truck or I remember seeing that jet operation," and so forth. You never know what's

going to spark the interest. You know, it worked for me. And so, we always try to facilitate that to get other people exposed to this, and you never know --

JUNGE: This is because you're interested in kids, not because you're interested in having those kids support you and the airport later on.

JANUSKA: Oh, no, this is strictly about sparking that interest. And as those kids get older -- you know, I mean -- from an airport management standpoint, you know, I wouldn't say, "Well, geez, they're going to look at me and they're going to say, 'I want to be an airport manager.'" I mean, that's -- you know, hopefully, they're going to look at this -- see this opportunity and say -- and get the same excitement for being out at the airport and seeing the things at the airport that when they're thinking about a career, you know, that [00:13:00] aviation is part of it. And not just a pilot, because that's what most people think about -- oh, aviation, well, you know, you're going to become a pilot. Great job, great career but, you know, there's a lot more jobs at an airport than just pilots.

JUNGE: When I talked to Dave Haring recently -- do you know Dave?

JANUSKA: Yes, know Dave.

JUNGE: Down in Cheyenne?

JANUSKA: Yep.

JUNGE: I said, why -- you know, I asked him the same question I asked you, "Why are you interested in airports?" And he said, "You know, as a kid, I just -- we were at the end of a runway in Columbus, Ohio," and he just saw these airplanes again and again, and he thought, growing up around an airport, that that was one of the most interesting places, he said, because people came into the airport to fly out and they were happy, and then others got off the plane and they were sad, he said, but there was always something going on. It was like a hub of activity. Do you see that same thing or not?

JANUSKA: It is. And the one thing that we taught -- I speak a lot to groups -- you know, Rotary groups and civic groups and social groups and so forth, and what I always say is, "I hope that" [00:14:00] "when you" -- "when I get done, I'm going to tell you something about the airport that you didn't know about that you say, wow, did you know this, or I never knew that they did, or I never knew why they did whatever they do." I said, "And if you don't, if you knew everything I talked about, let me know afterwards because I'm going to hire you because, you know, that would be great." But there's always something that's going on, there's always -- as you indicated, you know, there's

people are coming, they're here for jobs, for weddings, you see family reunions, you see some sad things, you see happy things, but we have a lot of activity. We have a business park here, there's a lot of things that are going on at the airport. And partly why I love what I do is, it's never -- I mean, I can plan my day out and think about exactly what I want to get done at the beginning of the day, and by 9:00, 10:00 in the morning, my day has gone nothing like what I thought it was going to be, because of issues or problems or -- [00:15:00] last week, Wednesday, we had eight C-130 aircraft coming in here for doing training. We didn't know ahead of time. They don't have to tell us ahead of time. So we have, you know, eight aircraft coming in here, they're flying over the community, they're landing in a road, they're taking off, we get -- you know, and we're getting phone calls from people and we're updating our Facebook page, and it's just -- you know it's something that you didn't anticipate in the beginning of the day.

You know, it makes the day exciting and interesting, so --

JUNGE: You mention in your resume that you went to Marquette?

JANUSKA: Yes.

JUNGE: Marquette's in Milwaukee?

JANUSKA: Milwaukee, yes.

JUNGE: OK. Why did you go up there from Southern Illinois?
Or did you go from Southern Illinois?

JANUSKA: I did, in a roundabout way. I love college, so I got my bachelor's degree, I decided I was going to work on my master's, and I started to work on my master's degree at SIU, and I decided after five years in a row in college maybe I was a little bit -- [00:16:00] you know, I needed a little bit of a break, so I made a deal with myself, and I said I'm going to apply for airport jobs, and if I get an airport job, I will finish up my master's degree at a different time, and if I don't get any jobs during that summer I would go back to SIU and I'd finish up my master's degree. Basically, a two-year, full-time program. And I ended up getting a job as an intern in Dane County Regional Airport in Madison, Wisconsin. It was a six-month position. I did that. They extended it for another six months. Ten months into the one-year program, I saw that there were a brand new position up in Green Bay, assistant director. And I still remember, the pay was \$23,515. I don't know how I remember that.

JUNGE: What year was that?

JANUSKA: That was 19-- let's see -- '87, '88 -- '89, 1989. And they were looking for three years of experience. And I remember my boss at the time in Madison say, "Are you going

to apply for the job [00:17:00] in Green Bay?" And I said, "Well, no." And he says, "Why?" I said, "Well, they want three years of experience and I've had 10 months as an intern." And he says, "Nobody's going to move to Green Bay for \$23,000, so" -- so I applied for the position and got it, and I was up in Green Bay for four years and had an opportunity for a brand new position, newly created position in Waukesha, Wisconsin -- Waukesha County Airport -- and did that, got that job. And about that time --

JUNGE: Why is that? Better paying job? Or more responsibility or --

JANUSKA: It was more responsibility. There's a little bit of a risk, because if you want to work in a commercial airport, going from a commercial airport to a non-commercial airport, to go back to a commercial airport, there's a little bit of a risk not having all the experience in a commercial airport. My feeling was, having an opportunity to be a manager of an airport gave me probably more skills than I needed, you know, knowing that I would hopefully look for another commercial airport after that, so Waukesha [00:18:00] was a general aviation reliever airport for Milwaukee. So I was there for eight years and, you know, somewhere in that process I said, "OK, now I'm ready to finish up the master's degree that I started at SIU," and,

you know, being in the Milwaukee area -- Waukesha's just west of Milwaukee -- looked at Marquette, and Marquette had a great business program, great MBA program, and it was geared around people who were working full-time. So most of the classes -- I never had a class that met during the daytime, it was always classes that met in the evenings or weekends, so I was able to finish up my master's degree, get my MBA from Marquette.

JUNGE: Well, that helped, but still, after eight years of laying off school, that's tough to come back, especially -- did you have a family at that time?

JANUSKA: I didn't until about the last year of my MBA program. And you're right, because I've had other people -- I've had family members that have gone back and [00:19:00] have gotten their master's degrees with families, with spouses and families, and I have a lot of respect -- more respect than I did at the time. And I always had a lot of respect for people who went back and got their degrees, whether it's advanced degrees or their bachelor's degrees, and did that, and then the people who do that with families, it's tough, and it's a big sacrifice. I mean, they should have given a diploma to my wife. I mean, you know, truly. Because, you know, usually it's the spouse or the families

are the ones who end up sacrificing a lot for the other spouse to go back to college.

JUNGE: Did she edit your papers?

JANUSKA: She didn't.

JUNGE: Now, Marquette's a Catholic school.

JANUSKA: Yeah, Jesuit.

JUNGE: I assume you didn't have to go to chapel.

JANUSKA: I did not, no. No.

JUNGE: OK. So you had how many different airport jobs before you came here?

JANUSKA: Four airports, four jobs [00:20:00] before here.

JUNGE: Was each one, Glenn, a step up in your career, do you think, or was it just horizontal movement?

JANUSKA: It was. They were all steps up. You could probably look at my last job in Sioux City, Iowa, and this job as a fairly -- it would probably look on paper as a sideways move, because they were similar size airports and similar levels of activity, but in Casper -- you know, Casper offered a lot of things that Sioux Gateway Airport in Sioux City didn't offer. And so that was one of the things that attracted me. The business park and some of the things that are associated with this airport that Sioux City didn't have. So, again, on paper it may look like a lateral but, you know, for me it was a move up. And so,

career progression-wise, they were always what I would consider a move up in my profession.

JUNGE: [00:21:00] So you didn't come here during the winter. To interview.

JANUSKA: Actually, I did. But for anybody who has grown up in the Midwest, trust me, winters in Wyoming are a lot nicer than winters in the Midwest.

JUNGE: Because it's humid cold.

JANUSKA: Oh, yes.

JUNGE: Around the Great Lakes.

JANUSKA: If you tell somebody in the Midwest "bone-chilling cold," they know exactly what that is. You tell somebody from the Mountain West "bone-chilling cold," they look at you and it's like, well, 20 degrees is 20 degrees. No, 20 degrees with humidity is a lot different than, you know, 20 degrees -- as much as the wind blows in Casper, I would take a winter in Wyoming over a winter in the Midwest, you know, any day of the week.

JUNGE: Especially this winter.

JANUSKA: Yeah.

JUNGE: Chicago just -- the humidity coming off Lake Michigan and the winter that they had was miserable.

JANUSKA: And in the summertime. I mean, when you walk in the Midwest, you walk out from an air-conditioned home to an

air-conditioned car [00:22:00] and your back is wet and your shirt is wet just from the humidity walking back. My wife and I -- the first time that we went back to Chicago, about a year after the time that we moved to Casper, we went to visit family -- I think it was the second day. We were driving in the car and she looked at me and she said, "Was it always this humid?" And I said, "I guess. I mean, you know, I don't think this is an atypical year." But you don't appreciate the lack of humidity until you're out of the area -- you know, because you can go from the Midwest and visit Phoenix for a week and, you know, deal with the dry and then you go back, but when you're out of it for a while and then you go back to where it's humid, it's like, wow, this is not good. Don't miss that at all.

JUNGE: No. OK. And when you came out here too, I'm sure there was more wind -- fewer trees, more wind -- I mean, this was a different environment for you.

JANUSKA: It was. And usually -- the thing I think is kind of funny [00:23:00] -- and I'm watching even with other people when they move to the area -- it seems like if people like you and they want you to be here, they want you to stay, and you're here in the wintertime, they ask you how you're dealing with the wind -- you know, "Is the wind bothering you?", so forth -- because that seems to be one of those

things that you can't really appreciate exactly how windy it is and how sustained the winds are. And if they really like you, then they ask you if your spouse -- you know, how does your -- so, you know, "How are you adjusting to winter, how's your wife, how's your wife like it?", because that seems to be one of those things also. And I start listening to other people when they're talking about people moving -- you know, are they going to ask them about the wind, do they really like this person, because that's usually, you know, the barometer for do we want you to stay, we're concerned about whether or not the wind's bothering you.

JUNGE: Yeah, we're concerned as to whether you will stay with your wife hating this place.

JANUSKA: Yes.

JUNGE: Where was she from?

JANUSKA: My wife grew up in a [00:24:00] small -- relatively small community about 60 miles north of San Francisco. Healdsburg, California. So she grew up -- even though her -- the town that she grew up in was relatively small, about 10,000 people, it was still in the San Francisco Bay extended type of an area. And of course, I grew up in, you know, the Chicago area, you know, the suburbs, so we both grew up in larger metropolitan, busier areas, and neither

of us would go back and live in that environment again if we had that opportunity. We love the small community and not putting up with the traffic and, you know, everything that you give up not living in a large area more than makes up for the amenities and the benefits from being in a small community.

JUNGE: And you can get from one end of Casper to the other in a very short time.

JANUSKA: Right.

JUNGE: You know, everything's shop -- I mean, shopping is within a few miles.

JANUSKA: Yeah. Well, the airport -- we're seven miles from downtown. You know, it can't take -- if you're downtown Casper, it takes you probably [00:25:00] 12 minutes, you know, 15 minutes to get out to Casper. When we've talked about attracting businesses out to the airport, that seems to be one of the concerns, is people -- because, you know, especially when you have low unemployment and people have a lot of opportunities for jobs, is somebody going to drive all the way out to the airport. And for somebody who grew up in the Chicago suburbs, I'm thinking, "What do you mean? What's the issue about driving all the way out to the airport?" But if you grew up around here -- I mean, the airport is still -- I mean, you know, you could have a job

where you drive five minutes, so the airport, relatively speaking -- everybody who ever complains about traffic and getting around Casper or the airport being way out should live someplace else for about a year -- you know, Denver, Chicago, Los Angeles, whatever it is -- then come back, and your whole perspective of where things are and how difficult [00:26:00] it is and how much time it takes you to get from one place to another, you know, changes.

JUNGE: Good education system here too, right? For your kids?

JANUSKA: Absolutely. Absolutely. Yeah, we had -- our youngest son had some -- youngest son was diagnosed as being autistic when he was young. Didn't speak until he was five years old. And had some great programs for kids. Iowa is known as being a pioneer in a lot of areas in education, especially special education, special needs kids. So, when we were looking at Wyoming, everything was in relationship to what type of services are going to be available for Owen here, and we never missed a beat. I mean, we never felt that we ever got to the point where we were giving up something education-wise for him.

JUNGE: What's his name?

JANUSKA: Owen.

JUNGE: Owen. OK.

JANUSKA: And now Owen is a freshman at Natrona County High School. [00:27:00] He's been on the honor roll each quarter. So if you ever see those commercials about, you know, one in X number of kids are autistic and, you know, Autism Speaks, I've had people -- it's like, "Why are they running commercials telling us how many kids are autistic or on the autism spectrum?" And I said -- you know, my son is a good example of that, because if you can get early intervention and early programs to help these kids early on, you know, they may not meet the autism spectrum as they get older or they're able to learn to adjust, rewiring their brain in terms of how they think. So my son's a perfect example of -- you know, he had a great education in Iowa, we moved to Wyoming, great education, and he's doing really well.

JUNGE: Bright kid?

JANUSKA: Yes.

JUNGE: So, is that autistic mind helping him at this point?
I'm just curious.

JANUSKA: You know, he doesn't -- when people talk about autism -- you know, it's a spectrum, [00:28:00] it's kind of an umbrella type of a disorder, you know, from the high functioning Asperger's down to the severe and profound, so -- you know, autism is kind of one of those where if you

have these two symptoms and three of the five of these, you meet those requirements. Well, over a period of time, as we got him help with some of the issues that he was having, some of the other things changed. For example, he was nonverbal. And he wasn't very sociable. Well, it's hard to get a kid to be sociable when they're not able to communicate with their -- so you work on the speech and you get them verbal, and then the socialization skills kick in. And all of a sudden now he's -- now he's able to communicate verbally and he doesn't have any social -- he doesn't have any problem with social skills, so all of a sudden now it's like, well, now he doesn't meet the autism spectrum [00:29:00] anymore because now he doesn't have this one and this one and this one, so --

JUNGE: Effectively, he's grown out of it.

JANUSKA: Yeah. In essence. By getting the skills and some things that we needed to get him involved with to do that, you know, basically, he's grown out of it.

JUNGE: Has he got a good memory?

JANUSKA: He has a very good memory. A lot better than dad.

JUNGE: Well, it's going to get better as -- it's going to cause you more problems as time goes on. OK. We talked about your previous airport experience and becoming manager of this. What is so special, if that word can be applied

to this airport? I mean, if you look at the whole state or the region.

JANUSKA: Yeah. What I would probably say is, you know -- it's a hard one when you talk about "special." You know, if you talk about what's unique about this airport or what's different about this airport -- we were a former Army airbase. Casper Airport was [00:30:00] the -- well, let me take a step back. Initially the airport for Casper was the town of Bar Nunn. If you look up Bar Nunn and if you ever go to Google Earth and you want to look at Bar Nunn, you'll realize that the town of Bar Nunn has really, really, really long straight streets. Main streets. That was the Casper airport. And when -- during World War II the Army or the military built the airport that we're on right now. It was Casper Army airbase. I think everything that you see mostly at the airport that still remains that World War II era was constructed, I think, in 18 months, which is just phenomenal. I don't even know how today you could end up even approaching building an airport in that short period of time. So, when this was built as an Army airbase, the -- and then, eventually, when it was closed, it was deeded over to the county, [00:31:00] so the deed for the property was transferred over to Natrona County, and Natrona County operated this as the airport for the

area. So the town of Bar Nunn -- or, that airport closed and --

JUNGE: What was the name of that airport? Was it Wardwell Field?

JANUSKA: It was Wardwell Field. I don't know if it was like Casper Airport/Wardwell -- but, yeah, Wardwell Field was the name. So it was closed and then it was now developed into, you know, the town of Bar Nunn. So a lot of what we have here that kind of makes us a little bit unique and different from the rest of the state is, you know, the airport is 5,150 acres of land. We have about 150 buildings that we lease out. We have 250 different tenants, 350 different leases. So you have a lot of buildings that were World War II era, we have a lot of ground, we have a huge industrial and business park, and that's not because the [00:32:00] airport decided strategically "we want to buy a lot of land," that was the size of the facility and the land that was transferred over from the military.

JUNGE: Was that relatively a lot of land -- 5,000 some acres -- for an airport?

JANUSKA: It still is a lot of land for an airport, yeah. Even some of the largest commercial service airports, this would still be considered quite a bit of land for a larger

airport. And then, you know, with our size of our facility, yeah, it's a big property.

JUNGE: This is known as an international airport. Why do you have that designation?

JANUSKA: I was going to say, that was going to lead into my next thing in terms of what makes us a little bit unique and different. We are the only designated port of entry into Wyoming, which means we have a customs operations here, which is similar as a border crossing going into Mexico or into Canada. It's just that our customs officer clears aircraft that are coming into the United States the same way that they [00:33:00] would clear a vehicle that was going or people that were coming across a ground border crossing. So I've had a lot of people over the years say, "Well, you're not really an international airport." And I know what they're getting at. So, "What do you mean?" And they say, "Well, you know, you don't have international flights." "Well, what do you mean?" And what they really mean is, we don't have Air Canada service from, you know, Winnipeg to Casper. And I said, "Well, actually, what we do is, our customs officer clears about 500 aircraft per year, so, you know, average of more than one a day, and while most of them come from Canada and Mexico, we get aircraft that have come in" -- and, you know, I rattle them

off -- last four years, you know, South Africa, from Paris, from Greenland, you know, Iceland, you know, from -- we get a lot of aircraft that come from Russia. And then the -- you know, you start to see the wheels turning. It's like, "Well, wait a minute, you're not telling me that an aircraft takes off from South Africa and the next [00:34:00] place it lands in is Casper." And I say, "Yeah, that's exactly what I'm saying," because corporate aircraft have that range nowadays. And, you know, the aircraft come in. So you may have an aircraft that takes off from Russia and lands in Casper. They clear customs. A lot of times the aircraft is destined for Casper. The people on board the aircraft will do whatever they're going to do in Casper. Sometimes they're doing business other places within the state, so they'll clear customs here, they'll take off and they'll go to Jackson or Rock Springs, or so forth, and sometimes this is a convenient place for them to clear customs, they take off and they go to Denver or wherever they -- you know, whatever they go on, so --

JUNGE: Well, Glenn, Cheyenne is the capital city. Why didn't it become the international -- the location of the international airport in Wyoming?

JANUSKA: You know, that I don't know. I don't know when we became -- when we had the customs operations here, I don't know how it came about. I just know that we -- that's it.

JUNGE: Well, you got a central [00:35:00] location.

JANUSKA: Central location. We have long runways, you know, to accommodate the aircraft that come in. And we get -- we kind of group the three different groups -- or, the aircraft into three groups. You get the business people primarily -- they're coming in for business purposes. You'll get politicians that will fly in, clear customs, and we get a lot of celebrities. And a lot of time the celebrities will come in -- if you're Bruce Willis, for example, and you have property in Sun Valley, Idaho, and you land in Denver or land in Salt Lake City, if you're the third aircraft to clear customs, you're the third aircraft whether you're Bruce Willis or not. If you fly into Casper and you want to come in at 2:00 in the morning, you call a customs agent, customs agent meets you out at 2:00 in the morning, you're probably going to be the first person and probably the only person clearing customs at that time. So we have a great customs officer here, great customer service, good facilities, good services, and we get [00:36:00] a lot of people. And that 500 number has been increasing over the years, so --

JUNGE: Could another airport be designated as an international? Could Jackson Hole or Cheyenne be designated?

JANUSKA: They could. There's a couple different ways. You become a port of entry or you can become a user-fee facility, where the airport actually pays for the customs officer to be there. So, yes, it's something that's possible.

JUNGE: Does it bring in more business?

JANUSKA: It does. It really benefits the fixed-base operator who provides the services for the aircraft -- you know, the fuel -- because if you fly an aircraft from Paris or Russia or South Africa to Casper, you're going to probably come in pretty thirsty. So most of the aircraft, you know, will fill up. You know, they'll sell a lot of fuel, so it's very good for the fixed-base operator, Atlantic Aviation that does the fueling for them. You know, and we like to have it. [00:37:00] We like to have it, we like the activity, but if you are going to come in internationally and do business in Wyoming -- you know, all the Canadian companies -- a lot of the energy companies have affiliations with Canadian companies or it's a Canadian company that's located in Wyoming but the corporate headquarters is in Canada. All those aircraft -- these

corporations, if they're coming in to do business and we didn't have it here and there was no other place in Wyoming, that may mean that a Canadian company has to fly all the way down to Denver to clear customs to fly up to Casper. So, for us it's nice to have here at the airport, but it's really nice to have here for the state, because if we didn't have customs in Casper or we didn't have customs anywhere else within the state, we would be the only state that didn't have a designated port of entry. Every other state has a port of entry, so --

JUNGE: Does that port of entry business [00:38:00] constitute quite a bit of your business?

JANUSKA: It does. It probably accounts for probably a good, sizeable portion for our fuel sales for our corporate aircraft operation, so, yeah, it does.

JUNGE: How does -- you know, here's some interesting -- some things that were interesting to me, rather. Who owns the airport?

JANUSKA: Natrona County.

JUNGE: OK. Who administers it?

JANUSKA: The airport board of trustees.

JUNGE: How do they relate to the county?

JANUSKA: The county commissioners -- well, by state statute -- there are state statutes that talk about the formation and

the organization, operation of an airport. So the Natrona County commissioners will appoint the airport board members. The board terms are specified. They serve for five years. and it's one of those where I think there's a minimum number of board members but it's -- you always have an odd number, so it could be three -- I think it's five, seven, nine -- we have five. [00:39:00] So our five board members are appointed by the county commissioners for a five-year term, and that's the governing board for myself.

JUNGE: Can those board members dictate policy, or are you the one that's supposed to set up policy?

JANUSKA: They dictate policy. I can bring things to their attention for things that we need to establish policy for, but largely the board is the oversight in terms of the direction and growth and development of the airport, and I administer the airport based upon that direction.

JUNGE: Who worries about the budget?

JANUSKA: Well, I can't say that the board doesn't worry about the budget, but, you know, that would be me.

JUNGE: You're in charge -- you're the budget -- you're the fiscal officer as well as the airport manager.

JANUSKA: Yes, in terms of preparing budget, for monitoring budget, for reporting budget results, all the fiscal

matters -- you know, audits and having the audit done and so forth -- that would be me.

JUNGE: So how many different caps do you have, actually, in terms of your responsibilities?

JANUSKA: Oh, lots of them. [00:40:00] I've heard people that said, you know, if you look at the responsibility for, let's say, a city manager or a mayor of a city and you look at an airport manager, there's really not that much, you know, in terms of, you know, differences. You know, we're responsible for building development and property development, leasing. From a business standpoint, we do budgeting, we do marketing, we do admin, we do human resources, we do finance -- all the normal business aspects. Air service development, working on relationships with airlines --

JUNGE: Public relations with the community?

JANUSKA: Public relations. You know, it's -- we have our own police department here, we have our own fire department here, so you're involved with law enforcement, you're dealing with fire protection, you're dealing with insurance, you're dealing with a facility that's open 24 hours a day, 365 days a year. You know, we never close, so there's always some level of activity going on at the airport, and [00:41:00] my responsibilities with this

airport don't leave when I go home at night. My responsibilities for this airport go away when I'm no longer employed at the airport.

JUNGE: So, but a mayor would have to deal with people complaining about, you know, where their garbage cans are, who's picking up the trash or what their neighbor's property is doing to the value of their property, and things like that. You don't have problems like that, do you?

JANUSKA: We deal with those exact same problems. You know, if you're going to lease property for somebody to be able to construct a hangar or somebody's providing a business, wants to provide services from one area and now they're providing services from a hangar -- next to a hangar that is, you know, just storage, you know, for aircraft, you get into zoning, you talk about, you know, your central business district where services are going to be performed -- you know, making sure that there's a -- we have minimum standards in place that talks about if you want to provide an [00:42:00] aeronautical service, you have to at least meet these minimum requirements to do that. We get noise complaints, we get people that complain "Why can't I fly between here" -- "When are we going to get service between

here and San Antonio for \$150 roundtrip?" So, yeah, we deal with all that.

JUNGE: I didn't know you had zoning problems. It's zoned as an airport, isn't it?

JANUSKA: No, we have zoning. We have residential property here, so -- we have residential zoning, we have light industrial, we have heavy industrial, we have agriculture. Half of the property for the airport is used for farmland and pastureland operations. The old officers' quarters on the airport, going back to the military days, we have 22 apartment complexes which are the officers' quarters. We have an RV park out at the airport. Actually, we've had an RV park but one of the first things I was approached when I started here was a company that was doing an energy project in the area, and they said, [00:43:00] "Do you have any RV spots?" And I said, "Well, we have" -- and we went and looked at how many we had available, and I said, "How many are you looking for?" And they said, "Between 50 and 100." That's when I realized, when energy companies do projects in the area and they bring a lot of workers in, you know, they need a lot of housing. And a lot of them bring -- you know, they have fifth-wheelers or RVs or so forth -- campers -- and they go around to wherever the projects are going to be. And so we put in -- we extended our RV park,

and we have an RV park here. Yeah, so we have residential, we have light industrial, heavy industrial.

JUNGE: Agricultural problems, like grazing? Stuff like that?

JANUSKA: Yeah.

JUNGE: You have grazing out here?

JANUSKA: Yeah. About 2,200 acres of the airport property we have for grazing.

JUNGE: You lease it out?

JANUSKA: We lease it out. We had a company -- a gentleman that we work with that worked with a -- I can't remember what the program was, but he had a pivot out here. So we have some hanging operations, we have [00:44:00] a pivot that we put in place. All things that when I was going to get my degree they never said, "Oh, by the way, when you become an airport manager you'll deal with pivots and grazing." In fact, my first day -- this is one of my favorite stories. My first day coming out to the airport, I'm driving in and I see antelope right along the side of the roadway, and I'm thinking, "This is the coolest thing." This is my first day of work, I'm looking at an antelope right there, and it's like -- roll down the window, I took pictures of the antelope, which now I realize they live here. And I'm driving back around -- and I'm not sure where to park. Nobody told me, you know, there's a designated area to

park, so I'm thinking I'm going to park in the public lot and go in. And I do, and I see that there's cattle on the entrance road, right in front of the terminal building, and one of them is standing up on the curb, making the bifold - - the doors open and close. And one of our [00:45:00] public safety officers saw me, and he says, "Don't worry, boss," he goes, "I got it all under control." And I realized at that point this is not going to be like any other airport that I worked at. And that was before I walked in the door for the first day, so --

JUNGE: Did you have misgivings at that point?

JANUSKA: No, I just thought this is going to be a lot of fun.

And it has never disappointed me.

JUNGE: That's a good story.

JANUSKA: Yeah.

JUNGE: How many staff members do you have?

JANUSKA: Roughly, 30. Full-time and part-time.

JUNGE: In all these different areas of expertise that you were talking about -- you know, electricians, plumbers, maintenance people --

JANUSKA: Yes.

JUNGE: -- what have you, and then you've got all the people employed by the fixed-base operators.

JANUSKA: Yes. For the airport, what we do -- our primary functions, our lines of operation is our public safety department, which is seven people, which are law enforcement officers, and our fire department and operations; we have nine people for our maintenance department to do grounds; [00:46:00] we have, you know, a master electrician, master plumber, and so forth. And then our custodians that take care of primarily the cleaning of the terminal building. We do some contract work with some other tenants. Our parking lot operators. We do our own parking lot. And the airport administration, and that's kind of the 30 people. Many, many more people who actually come to the airport for their job. You know, the fixed-base operator, Atlantic Aviation, the rental car operations, the bar, the gift shop, the things that when you think about the airport would go away if the airport wasn't here. The FAA air traffic control tower, the airway facilities people that take care of all the FAA equipment are located here. Transportation Security Administration - - TSA. We not only have TSA for the airport screeners, but the headquarters for TSA for Wyoming is here also. So we have all of the upper level management people for TSA are here. [00:47:00]

JUNGE: Here at the airport.

JANUSKA Yes. And then we have -- because of the business park, we have a lot of businesses who happen to be located at the airport. You know, SAGE Truck Driving School, Intermountain Threading. You know, companies like that. Conway Freight.

JUNGE: Why would they be at the airport?

JANUSKA: Because we have the facilities. Either we built facilities for them, we had facilities that were available when they were looking for them. Conway Freight, you know, has been a relatively new tenant. They've been here, I think, two, three years. FedEx freight. We have FedEx freight operations. They moved out and Conway -- we've talked to Conway about moving in. So we have, you know, those operations. Again, people see SAGE Truck Driving, you know, the truck drivers around, you know, they're located at the airport, they do a lot of their training here.

JUNGE: Is part of your job, Glenn, to recruit that outside business?

JANUSKA: Yes. It is. And we've gotten [00:48:00] a little bit of criticism occasionally because we're competing with the private sector. And, you know, so why should the airport be trying to attract businesses when, you know, the private sector -- you know, if you got a company that locates in

your business park, they could have been located at a business park, in somebody else's business park. And my response always is, we didn't go out strategically and buy land and build buildings to compete with anybody. These were all facilities that we took over when the airport was transferred from the military. And to not actively look to lease land and to lease buildings means that we're not, in my opinion, being a good steward of the assets and the property that we have. The other way to answer the question is, we're a self-sufficient operation. Most commercial airports our size are not. They require taxpayer support for their operations. [00:49:00] We're not. And we operate with a reserve every year. Our largest single revenue source at this airport is the storage buildings that we have, most of the military buildings. Most commercial service airports, their largest revenue sources are airlines, parking lot and rental cars. So, for us to have the largest single revenue source being non-aeronautical being the difference between us going to the county and saying, "Here's our budget, here's our surplus," or, "Here's our budget, this is how much money I need from the taxpayers" -- that's either going to come from the sheriff's department or the library or, you know, road and bridge -- is those facilities. And that also

means that I can keep my rates and charges to the airlines and to the users of the aviation system down. So I don't have to balance the operating cost of the airport on the aeronautical user. SO I can go to the airlines and say, [00:50:00] "Our fees to you for operating here -- or, more importantly, if you want to come and fly out of Casper and provide service -- our fees are low, and they're going to be consistently low because I don't have to take the electrical cost for the airfield every year that's going up higher than inflation and pass it on to you as an operator." So the business park and what we have for -- that was transferred over from the military and going out and recruiting businesses and so forth is very important for the airport.

JUNGE: Yeah, interesting. So what percentage of your budget comes from leasing these buildings that were built for the base?

JANUSKA: Our budget -- we just submitted a budget for fiscal year 2015 which is just over \$4 million. About a half a million comes from that, from leasing those businesses for the base.

JUNGE: That's not -- that's, what, a little over 10%.

JANUSKA: Yeah.

JUNGE: Down to 15%.

JANUSKA: And that's -- you know, and when you look at what our [00:51:00] operating margin is in terms of what we take in for reserve, it's less than that, \$500,000. So that \$500,000, it might -- if all of a sudden that went to a \$3.5 million budget, you know, I could probably look at paring some of my expenses back, but not that half a million dollars, and so that would require me to go to the county and say, you know, "I need some county assistance -- i.e., some taxpayer assistance for the operation of the airport."

JUNGE: How many airports do not have, like you, county assistance? A county budget.

JANUSKA: Well, in the state, I think the only other airport in the state that's self-sufficient is Jackson. And then, you know, again, I would go back -- and every other airport that I worked at except for Green Bay and Madison -- you know Sioux City was not self-sufficient, Waukesha was not self-sufficient, so I would probably say, the size of the airport of Casper, number of passengers, [00:52:00] amount of activity, there's probably very few airports this size in the country that would be self-sufficient. You'd have to have some other type of a revenue source because there's probably not enough activity and -- you know, for passengers and, you know, private aircraft and so forth --

there's not enough -- the airport's, you know, very capital intensive. When you look at that, the cost of operating the airport, it's difficult to do unless you have either a -- a nontraditional type of revenue source.

JUNGE: You mean, capital intensive in terms of having to replace runways, fix buildings?

JANUSKA: Yes. Yeah, we had a project -- we had some what's called ASR, which is alkalized silica resistance. It's a chemical in some concrete that caused our concrete to start to break up. And we're talking about a concrete section of 14 inches over a 28-inch base. [00:53:00] So it's a fairly sizeable pavement section. Well, we had this problem, we ended up replacing half of the panels that we -- that have the ASR problem and spent \$650,000 replacing those concrete panels, and we're probably talking about 10 panels. You know, so when you start looking at overall cost to upgrade and to overlay and so forth -- we're striping our two runways. Two --

JUNGE: Who leases the buildings that you're talking about? I mean, the base buildings.

JUNGE: The base building -- it's going to vary. Some of them are businesses. You know, Fowles Custom Cabinetry has a -- you know, they've leased some buildings here for the cabinet operations. A lot of the barracks, you know, that

the enlisted men lived in are storage buildings. So it could be -- I could lease it out to you, and you could be putting your boat inside there.

JUNGE: But, Glenn, these are basically tarpaper shacks, aren't they?

JANUSKA: You know, for [00:54:00] buildings that were built as temporary building -- and they were built as temporary buildings -- the construction on these temporary buildings are a lot better than a lot of the construction that you see today.

JUNGE: Really?

JANUSKA: So -- yeah. I mean, so we've had to fix them up and so forth, but, you know, I think it just goes back to the quality that -- even if it was a temporary building, you know, there was a lot of pride in the workmanship for the people who built those buildings.

JUNGE: Now, if you do lease out a building that was formerly a part of the base, don't you have to worry about historic preservation issues?

JANUSKA: We do. I'm used to historic preservation when it comes to a building. This building meets the -- is on the historic register and you can't tear it down, you can't whatever. This is the first time I've ever been involved with a historic district, which is -- you know, not only do

you have those whole grouping of buildings in this area that you can't do anything with, you also can't build anything inside that area that's going to [00:55:00] detract from them, you can't build buildings around them that are going to detract from them. So, yeah, it's been a little bit different with us.

JUNGE: Is that a handicap for you?

JANUSKA: It's been a challenge. Because we receive federal funds for our development, we have to comply with all the federal regulations and then the National Environmental Policy Act of 1964 and, you know, preserving the buildings, so -- the upside is, this is what we need to do to get the funding that we need for our capital improvements, but it has been a challenge. Not so much in terms of taking buildings down, because -- there are a couple buildings that we need to work with, and there's a process for removing the buildings when they've gotten to the point where we just can't afford to keep them up anymore. I believe, a 15-acre parcel of land that is perfectly flat, it has all the infrastructure in place, and I'm looking at this, going, "This would be a great parcel of land to develop." [00:56:00] That happens to be the parade grounds. So, you know, if you drove by it and I drove by it and anybody else drove by it and didn't know anything

about it, you look at this and say, "Well, it's a 15-acre parcel of land, it looks like it's great for development," for the people who know the airport and know that that was the parade ground -- so we're looking at this, going, "OK., is there some flexibility, you know, can we do some" -- and we're working through a master plan right now that's going to develop a new programmatic agreement, and this is kind of how we work together with SHPO and the FAA and the EPA and so forth about what we preserve and how we preserve it and so forth, because it is an asset. It's tremendous. We have the veterans museum out here. I think that this is something that is a draw. As long as we get to the point where it's balanced between preserving the history and still allowing us to operate the airport.

JUNGE: When you say "SHPO" you mean State Historic [00:57:00] Preservation Office?

JANUSKA: Yes. Exactly.

JUNGE: Yeah. So, what's your relationship to John Goss then?

JANUSKA: I love John. John -- yeah, and John and I -- we've been -- you know -- I think, if you talk to a historic preservation person and said, "If you were king for today and you were just focused on historic preservation, then everything else in the airport that's not historic would go away." That's what you would preserve. If you talk to an

airport person who's focusing on the airport stuff and you said, "If you're going to be king for today" -- you know, I might look at this and say, "OK, well, let's start knocking some buildings down and redevelop it." And John and I have a really good working relationship, because I think John understands that for us to be able to really preserve the things that we need to preserve and it's desirable to preserve may come at not preserving some things or allowing us to be able to, [00:58:00] and I understand that we need to do that also. And so, I think, working together with him, you know, has been great. And I think he understands what we're doing, we understand what he's doing, and -- and I think -- I truly believe that both of us working together -- we can both -- we can coexist. His interests and my interests and so forth don't have to be at odds with each other.

JUNGE: I like that attitude. Yeah, I used to be basically the state historic preservation officer way back when. I don't know if you knew that.

JANUSKA: I didn't know that.

JUNGE: Yeah. And so I understand your problem. And I appreciate the way you get along with somebody whose responsibility is a little different from yours. But you -
- you know, it's not just John you have to deal with, you

have to deal with the Advisory Council on Historic Preservation.

JANUSKA: Sure.

JUNGE: And so, John is besides the point when it comes to running this airport, in a way, because John can advise you but you have to meet federal criteria.

JANUSKA: Right.

JUNGE: In the long run.

JANUSKA: Right. Yeah, exactly. [00:59:00] I think, having John as an advocate, saying, "Hey, you know, this is good, this is going to be beneficial," I truly, truly believe that we can do this in a way where everybody's interests are being met. And I think that if we take a practical approach to this -- for example, I talked about the 15-acre parcel of land. SAGE Truck Driving School is operating on part of that. I can do that because I'm not building a structure. I'm fully within my rights because I'm not building a structure that's going to degrade -- but I can do a lot of things, trust me, that would degrade the historic operations and historic buildings that fit within our programmatic agreement. And that's not the approach that we're going to -- we're going to take. We're [01:00:00] going to look at this and say there is a core nucleus of buildings that looks really like it was in World

War II, and we're not going to touch that, we will preserve this, we want to keep that. That's right by where the veterans museum is. And the things around that we don't want to develop in a way that's going to detract from that. But there are some other areas around the airport that are farther out that are part of the historic district that, you know, we need some relief, we need some ability to do some things in this area, so, you know, what we're hoping is -- is, we don't touch this, we don't develop around that area in a way that's going to degrade, and then some of these other areas, if we need to take some buildings down, just give us an opportunity, we'll let you know, we'll document them, we'll do all the things that we need to do, but we need to get some relief in some of these areas. And I hope that's a rational, reasonable approach, and I'm hoping that everyone's going to look at this and say, you know, that's a win-win [01:01:00] for everybody.

JUNGE: Glenn, is it because you're a nice guy? And that you're easy to get along with? Or is it because you see value in this space as a former base? What is it?

JANUSKA: Well, I hope it's both. I really believe -- and I truly believe this. I don't have to be a historic preservation person to appreciate that there is history here. You know, the city's going through right now an

issue about whether or not they want to put money into Hogadon. I think it's valuable to put money into Hogadon, but I'm not a skier, because what I realize is I don't have to be a skier to appreciate the fact that there are people in the community who ski, and that's important to have if you want to have a community with people that have diverse interests. So, I don't have to be a historic preservation person, I don't have to be an agriculture person to understand the benefit and the value for having pastureland property and having haying operations and having [01:02:00] historic preservation. That's important to somebody. And so, if it's important to somebody and it's important to me that if we can look at maintaining and preserving that on the airport. So I've always started with the approach of is -- is, I think that this is something that's important. It's partly important because there's not a lot of bases left that have those buildings intact in the same way that we do. And so, you can't go back and say, well, let's duplicate this in Los Angeles or in Des Moines, Iowa. I mean, it's either here or it's not here. And so, while I think I'm a nice guy, I also realize that there's value here, that's something that you can't duplicate again, I think it's something that's important that we preserve, I think it's something that we should get people out for.

Kids in school in Natrona County shouldn't go through school without having some curriculum on the importance of the base and coming out and seeing the base and the history behind it. [01:03:00] And not just the history behind it, the impact that the base had on the community. I mean, there are churches in town, you know, that were -- that's where the people on the base went to -- you know, to some of the churches. So, I really would like to see this where, when people do come out and they look at the airport, they can appreciate the base more. If you Google right now "Casper Army airbase" you get a one page that talks about the construction of the base and the timeframe it was constructed. Nothing else. And that's a shame. And that shouldn't -- there should be a full, rich history. There should be living history, there should be interviews with people, there should be a lot of things done I don't think that has been done and I think needs to be done.

JUNGE: OK. So you have the sense of preservation about you.

Or in you. Have you ever been to Quincy Market in Boston?

JANUSKA: I don't think so.

JUNGE: OK. These warehouses stick out into the bay, Boston Harbor. And they were [01:04:00] old brick -- I think they were brick and stone, and wood probably. Long buildings. Harbor buildings. And they converted that whole area, like

they did LoDo in Denver, and made it a viable commercial area, so when people go down there -- or, at least when I did years ago, with my family, you know, you could buy an ice cream cone, you could look at, you know, things that were historic, you could shop, you could talk, you could have a lot of fun, and you were no longer in just an old, forlorn harbor building, you were in a viable shopping district. So do you see any commercial possibilities for the Casper Army airbase? Exploiting its commercial potential?

JANUSKA: I'm not sure that I would say, you know, do I see an opportunity or an area where you're going to turn a barracks into an ice cream shop. But could we have a barracks that was transformed back into [01:05:00] the way that the barracks looked like in World War II, so when people were going through they could actually go through and see that? There's a base theater. We lease it out to a company right now. You know, could there be an opportunity where you could -- you know, somebody could spend money -- somebody -- you know, whether it's the airport or whoever it was -- and transfer that back to and maybe show some movies or something else like that, or show, you know, the movies that would have been part of the time period that was shown. I think there's opportunities

to develop this more to bring the history of the base alive. You know, whether or not there's opportunities to - - you know, more commercial opportunities beyond that within that area, I'm not sure.

JUNGE: I like your attitude. It's more of an adaptive reuse, pointing towards history, rather than pointing towards just raw capitalism, making a buck off of something.

JANUSKA: Right. And I think that's why, if we take that nucleus -- [01:06:00] what I call the heritage area, the key nucleus of where the buildings were, you can really still look at that and say this is what the base looked like. You know, most of the buildings are intact, there hasn't been a lot of other things that have been developed around there, they kind of -- you know, it's not like you look over the barrack and you see some neon sign, you know, right past it on a building. I think that's the area that we really can preserve. And the value of that is not what we could do with those buildings, the value is the fact that you can walk around -- and this is not something that was recreated. We didn't recreate this to make it look like the base, those were the actual buildings. I mean, that's the history of the base. And if we could do something, you know, with the veterans museum and working with John -- you know, there's been talk about building

another building where -- that would basically be the museum, the veterans museum, and going back and looking at the officers' quarters and so forth and making this like it looked [01:07:00] like when it was a World War II era.

JUNGE: Enlisted man's quarters?

JANUSKA: Enlisted -- yeah, and the enlisted men.

JUNGE: Where you could have a club-like setting, rather than a museum.

JANUSKA: Right. Yes, and a museum inside the club and so forth. You know, the murals inside there are just -- are incredible. And that's what I'm saying, that, you know, every kid should be able to come out here, you know, in Natrona County or within the state to come out here and see that history and walk through and walk around and say, you know, "This is the history, this is World War II, this is what you've learned about." First time I ever went to DC -- it's like you always hear about, you know, all these buildings and the White House and Congress and so forth, and the first time I was there, it's like that's the history come alive because you can see this is the buildings that you've been reading about. Well, when you read about, you know, World War II, you don't read about the base and a barracks, but you know this is where the enlisted men live. And actually being able to come out and

see those buildings. [01:08:00] You know, this is it. This is not a re-creation. You know, there were people who used to live inside this building. And by the way, this is what it looked like. Or, you know, if you walk into this one, here's the cots, here is exactly what this would have looked like, and it happened right here in Natrona County, in Casper, Wyoming.

JUNGE: You got a much more comprehensive view than most people I know about historic preservation. I mean, it would have been a pleasure to work with you when I was in that office, but -- is that the general attitude? Or is your attitude unique? I mean, apart from you and John, is your attitude sort of like a hard-fought one? A hard battle?

JANUSKA: From the airport standpoint, it's not. From talking to our board members and kind of talking about that, that vision in terms of how I think that we can do preservation and development of the airport and how we can work this together, [01:09:00] I think the airport board understands that. Again, we're going through this programmatic agreement process right now. I mean, as we speak. SO some of that has been talked to -- you know, to SHPO in terms of -- you know, from a conceptual standpoint, this is kind of like, you know, what we're going at and -- and again, maybe

this is kind of a naïve type of a view, but my belief is, if this seems to work, if this makes sense, if everybody can see that this is a good approach for -- you know, that we're not butting heads, you know, we're not trying to take something now and you're not trying to -- we're focusing on the things that need to be preserved, I'm hoping that everyone's going to look at this and say this was a success, this is the way that you work together, that you can balance the historic preservation and the development of the airport, and it's a win-win, and everybody can look at this and say, "This is what we needed to do." And in five and 10 and 20 years and 30 years [01:10:00] down the road, those buildings are still going to be there because we decided it was important to have them there.

JUNGE: How long have you been here?

JANUSKA: Seven years.

JUNGE: Did you know [Joy Kayting?]?

JANUSKA: Yes, I did.

JUNGE: She was like the fairy godmother --

JANUSKA: Oh, yeah.

JUNGE: -- for the base. Preservation of the base and the officers' quarters.

JANUSKA: She's the one -- I think they've done a recorded history with her, because she's -- yeah, she's kind of like

the center -- the nerve center for everything and the stories and so forth. Absolutely. She's the one that -- you want to know about the base history, you have to spend an afternoon talking to her.

JUNGE: Let's go back to airports. Now, how much time do we have? Are we OK?

JANUSKA: Yeah. As much time as you want.

JUNGE: Oh, good. Good. OK. I need some basic facts. The location of this -- where are we?

JANUSKA: We're in Natrona County, about seven miles northwest of downtown Casper.

JUNGE: And you say you have about 5,000 acres?

JANUSKA: Yeah, [01:11:00] 5,150 acres.

JUNGE: What's the elevation out here?

JANUSKA: Five thousand -- well, the official elevation is 5,350 feet. You have to have an official elevation at one point, because, obviously, with 5,000-acre facility, it drops off and increases, but --

JUNGE: In other words, where you land it's going to be 5,300.

JANUSKA: Well, actually --

JUNGE: For the pilots.

JANUSKA: Technically, no, because even the elevations at the ends of the runways, but there has to be -- at an airport there is one point that it says this is what the official

elevation at the airport and it is -- and it's taken right here, and that's the official elevation, and that's 5,350.

JUNGE: OK. All right. Runways?

JANUSKA: Two. Ten thousand one hundred and fifty feet, or by -
- 10,150 by 150 foot wide is our primary. Eighty-six
ninety-nine, almost 8,700 feet by 150 is our crosswind
runway.

JUNGE: So you can accommodate what?

JANUSKA: Everything.

JUNGE: Everything.

JANUSKA: Which is really not a -- I get asked this question --
[01:12:00] you know, this is my other one that I get asked
a lot, is, you know, how big of an airplane. And of
course, is sound like I'm a politician because I talk for
two minutes and I never answer the question the way that
they want it. They want -- "how big of an airplane?"
"Well, a 747." You know, an aircraft being able to land
here -- more importantly, take off -- is based upon more
factors than just your runway length. Density, altitude on
hot days, when the air is really thin, an aircraft needs a
longer takeoff road to generate enough lift to take off,
which -- you know, when Phoenix gets to be 115, 118
degrees, there have been times when the airport, in
essence, closes. Not because the airplanes can't land,

they just can't take off after they've landed. So that's the accurate way of answering the question. The realistic way is -- we've gotten in C-5s, which is the free world's largest cargo aircraft, we've gotten 747s in here. My understanding is, we were considered at one time as an alternate for landing the space shuttle [01:13:00] because of the length of the runway and, you know, not a noise and development and [round off?], so -- there hasn't been an aircraft -- we've had the DC-10, the air tankers come in. We get a lot of test aircraft from Boeing. We've had the Boeing 767, 787, 777 in here.

JUNGE: But what is your -- what is most of your traffic?

JANUSKA: Most of our traffic -- well, from a commercial standpoint, it's the 50-passenger regional jets that United and Delta flies. And Allegiant flies 166-passenger MD-83s. FedEx flies in. They've had the 727s, the 757s, the A-300s in there from that standpoint. You know, from corporate aircraft we get the Gulfstreams, the Chief 550s, so -- you know, most of what we get on a routine basis is smaller than what we can accommodate, except FedEx. I mean, FedEx flies in some large cargo [01:14:00] aircraft back and forth to Memphis on a daily basis.

JUNGE: So that would be the bulk of your traffic? Or is it mostly small planes?

JANUSKA: Oh, the bulk of it. Yeah, if you want to look at the number of aircraft in here, we do probably about 10,000, 11,000 commercial aircraft operations per year. We do about 45,000 operations altogether. So, you know, the commercial operations are probably a quarter of that. You know, the vast majority of them are recreational -- well, general aviation, whether it's a Cessna 150 that you own, up to a corporate jet operation. And then we don't have any base military aircraft but we do get quite a bit in terms of military activity coming into the airport.

JUNGE: Like the C-130s you were talking about.

JANUSKA: C-130s, the B-1 bombers out of Ellsworth Air Force Base, they come in and use the airport. You know, we have F-16s, F-18s, we've had -- we're a good -- again, we're a good fuel stop. We've had, [01:15:00] you know, the Blue Angels, we've had the Thunderbirds, we've had the Canadian Snowbirds in, in the past, from a military standpoint. We get military helicopters in. We get a military spy plane that comes in about every nine months. I don't know why. I try not to be on my phone at the time. You know, no NSA jokes but -- you know, we'll get -- some relatively unusual military aircraft will come in here, you know, fly some touch-and-goes from low approaches and then they're gone.

JUNGE: What about Air Force One?

JANUSKA: Yeah, we had Air Force One in. We've had Air Force Two in. You know, when -- with Dick Cheney as the vice president, we would have his aircraft -- quite a few, but, you know, we had the president in, so we've had the Air Force One, the 747 in.

JUNGE: Obama or Bush?

JANUSKA: Bush. Obama came in here as a candidate when he was going on -- as a candidate, but he hasn't been here in Casper. He's been in Denver [01:16:00] a lot, but we've had Bush -- I think junior and senior both in.

JUNGE: So you have 45,000 events. Is that a takeoff or a landing?

JANUSKA: Takeoffs or landings, yes.

JUNGE: Forty-five thousand a year?

JANUSKA: Yes.

JUNGE: That's pretty big -- that's a hum.

JANUSKA: Yeah.

JUNGE: So, how many enplanements -- what they call enplanements do you have?

JANUSKA: Last year we had 100,000 passenger enplanements for the first time since 19-- I think it was '88.

JUNGE: Really?

JANUSKA: Yeah.

JUNGE: Why? I mean, why so many?

JANUSKA: Well, we've seen quite a bit of growth. Actually, of that amount, I think 26% of that growth has happened in the last two years, about 45% in the last five years. So, we've seen a pretty steady increase. 2005 we got our first jet operations here. Northwest Airlines started to provide 50 passenger regional jets between [01:17:00] Casper and Minneapolis. We had a pretty good increase in passengers at that point. When I started here, we had those two regional jets and then we had all turboprops -- 30-passenger turboprops, going to Denver, with United, and Salt Lake City on Delta. And it wasn't long before we talked to United about upgrading the size of their turboprops, and then United went to jets, then Delta went to jets, then we lost the jet service from Minneapolis. So we've seen a steady increase in terms of the size of the aircraft, the frequency, the reliability. And then, Allegiant -- a number of years ago we worked with Allegiant to start service. We were the smallest community -- I have an email from Allegiant from years back, probably about 18 months before they started service here that said, "If we [01:18:00] consider Casper, we would -- Casper is the smallest, by far, community we would ever have started service in, if we decide to go into Casper." And they weren't real receptive to this, because when you look at

Casper, you look at, you know, 55,000 people, and they don't understand people drive and so forth. So, when Allegiant started, we had 4,300 passengers that went to Las Vegas in the 12 months before they started, and it went to 26,000 within the first 12 months after they started.

JUNGE: Really?

JANUSKA: So the Allegiant service and the jet service that we had -- and then last year we had the Mesa, Arizona service for a period of time -- we've just -- if you want air service, you have to do a couple things. You have to have butts in the seats and you have to have the seats available. You can have as many seats as you want. If there's nobody going to fill them, then you're not going to have the service. You can have a tremendous amount of people want the service but not enough seats available and you're not going to get -- you're going to have a lot of people [01:19:00] that are going to leak to Denver. So we've been trying to work with the airlines strategically to make sure that there's enough seats in the market to capture the passenger growth. Now, nobody from the airlines wakes up in the morning and says, "I wonder what's happening in Casper." You know, we're not in-the-top-of-the-mind presence for the airline people, for the pricing and their route people. So what I do is, every time that

there's something in the newspaper -- what I call "good news" -- unemployment rate drops, company's going to move in, Microsoft is going to do this, you know, we're ranked as the happiest city, we're ranked as the fastest -- you know, whatever it is. I take that information, I send it on to the airlines, all my airline contacts, because I want them to keep thinking about, "Wow, there's a lot of good things happening in Casper, this is what we want, this is where we want to be." And we meet with the airlines and, you know, we talk to them and we give them information about the market, and we tell them about opportunities that they're missing, [01:20:00] and we encourage them and we help reduce the risk for them to start service or expand service, we give them marketing funds to promote the service, and we try to build the market and have them grow into the market and then -- you know, keep looking and expanding.

JUNGE: What's your vision of the future for this airport?

JANUSKA: For the airport overall or for commercial service or -
-

JUNGE: The airport overall. But I suppose commercial service would be a big part of that.

JANUSKA: Yeah, it's really -- you know, from the commercial service standpoint, we think that there's certainly oppor--

there's some more opportunities for service. Everybody will tell you that the 50-passenger regional jets -- everyone in the industry will tell you that they're going to go away eventually. We need to grow our market so that we can grow into larger jets. The 66-passenger, 90-passengers, and so forth. So we want to grow the market so we're out of the 50-passenger, because if the 50 [01:21:00] goes away, either you have to go to a larger airplane or you have to go to a smaller airplane. And we don't want to go to the smaller. We think that there's opportunities for service out east, whether it's Chicago or Delta going to Minneapolis again. I think that the service for Allegiant to Las Vegas can go 12 months out of the year. Right now it's nine months, it's going to go to eight months. We think the service is there for the full time. We think that the service to Mesa could get reassumed. But we're also very realistic that -- I can tell you a lot of things I want to see happen, but until the passengers are there and the growth is there -- you know, those butts in the seats. So, that's commercial service. Cargo operation, we want to continue to support the FedEx operations for the cargo. We want to continue to see the customs operation -- we're kind of constrained because the customs people will only provide staffing for a half-time customs person

[01:22:00] here. We think there's an opportunity for -- I think we could double the number of aircraft we cleared if we had more staffing here. So we're looking at developing a customs facility. We have a foreign trade zone here that has been pretty idle that we're going to try to see if we can develop the foreign trade zone.

JUNGE: Duty-free goods. Right?

JANUSKA: Not duty-free goods as much. A foreign trade zone is almost -- it's an area where, if you bring products into the country -- think about it as almost a black hole. It's an area where goods coming in are technically not part of the economy. So you can bring steel from Canada or plastics from China or pipe from, you know, Indonesia, into the foreign trade zone, and it's not into commerce. You can store it, you can manipulate it, you can take those raw materials and build something with it and then ship it out of the foreign trade zone and it never -- [01:23:00] there's never a tariff assigned to it or established with it because it's never been put into commerce. Where you take something that's being taxed at a 5% tariff and you put it in -- you know, your steel -- and you put it into a vacuum cleaner, and the vacuum's at a 2% tariff. So you're not paying for the higher tariff to bring the materials in. Manipulate --

JUNGE: That could be huge.

JANUSKA: It can.

JUNGE: That could be huge.

JANUSKA: It can be. In fact, we're going to be doing -- we hired a company out of New York that's going to be coming in later this month, and we're going to be doing some meetings with the community and businesses to try to get them up to speed with what this can do, what it can do for their business, and hopefully we can get the foreign trade zone, you know --

JUNGE: When you look at Atlanta -- Atlanta's a hub for what, Delta?

JANUSKA: Yes.

JUNGE: OK. Considering that this is centrally located -- the Casper-Natrona County International is centrally located, why couldn't it become a type -- I know this sounds like pie in the sky, but why couldn't it become a type of Atlanta for the region?

JANUSKA: Largely, probably -- [01:24:00] you know, from the economies. I mean, it doesn't make sense for the airlines to put that type of infrastructure and so forth into this area when they have Denver and so forth close. A hub operation has to have enough passengers -- local passengers

-- local or O and D passengers to support it. And then you have the connecting passengers.

JUNGE: O and D?

JANUSKA: "Origin and destination."

JUNGE: Oh, OK.

JANUSKA: So, you know, Denver has a large enough population -- forgetting about the people who connect through Denver. They have enough of a population to support a good amount of their service just for people who live in the Denver area that go out to DIA and get on board an aircraft and fly to Chicago. And have enough people that go to Chicago whose end destination is Denver. All the connecting passengers are great. The people from Casper that go to Chicago through Denver are great, but you need to have the origin [01:25:00] and destination passengers established to really make that work. And we don't have the population, you know, for the passengers, to make it worthwhile. With some notable exceptions. Allegiant is an O and D carrier. People get onto the aircraft in Casper, their destination is Las Vegas. You don't connect -- you know, I mean, most people don't connect. I've heard stories of people that will do that and get on a Southwest Airlines, but people will go from Casper to Las Vegas as their end destination, and that's what we would need to have here. But with the

exception of an Allegiant and a Las Vegas, who do one thing very well and fly twice a week out of Casper, it wouldn't work -- we don't have enough of the critical mass to make this work as a hub operation like you see with a Denver or Atlanta.

JUNGE: Yeah, unless you had some sort [01:26:00] of commuter airline that allowed people to go, like me, from Cheyenne to Casper and then go to Vegas.

JANUSKA: Absolutely. And the State has talked about that a couple times. I've even seen some plans that have been drawn up for inner-state type of a service, and Casper was kind of the hub just -- I mean, largely because of where we are -- we are centrally located. So if you wanted to go to Casper -- or, from Cheyenne to Jackson, it wouldn't be Cheyenne to Jackson, it's probably Cheyenne to Casper, Casper to Jackson. And a way to get people around the state. You know, and from that standpoint, if you can fly from -- you know, let's say you had a flight from Riverton to Casper, you could go from Riverton to Casper to Cheyenne, you could go from Riverton to Casper as your end destination, or Riverton to Casper and then get on another aircraft and go to Las Vegas or go to, you know, wherever it is, so -- yeah, that's something that's been talked about in the past.

JUNGE: But it depends on cost of gasoline -- probably a lot of things, but gasoline and then passenger fares?

[01:27:00]

JANUSKA: Yeah, the biggest thing is, you know, when you think about it, especially for people who want to travel around the state, gasoline cost is a factor, but it's time. Where there probably doesn't make as much sense is -- when oil's at, you know, \$95 a barrel, it's probably not something that's going to be very efficient to operate that way. You know, if oil was down to 35 a barrel, then you could probably operate the aircraft profitably. You know, the problem is when oil's at \$35 a barrel for Wyoming, you know, the demand isn't there for the service as much because the economy isn't doing as well because oil price is at 35 a barrel. So, that's why -- I was talking to the airlines, they said, you know, "This makes a lot of sense." Casper to Chicago makes sense when oil's at 65 a barrel or \$50 a barrel. The problem is when oil's at \$65 a barrel, our economy isn't doing as well, because oil's at 65 a barrel, so there may not be as many people want to get on board your aircraft, so -- [01:28:00]

JUNGE: Well, you know, I have a friend -- Richard Collier -- he works in the SHPO office. And Richard and I go to Vegas once a year -- and I tell people this -- whether we want to

or not, simply to support the local economy. Vegas Economy. And we had our choice one year of going -- we couldn't go out of Denver for some reason, and I don't know why -- I guess it was cost. We could have gone to Colorado Springs, which is 170 miles, and Richard said, "Well, look, we can go out of Casper. It's only 180 miles." I said, "Yeah, but it's farther north, the weather's not going to be as reliable" -- even though, you know, you can't tell about front range weather anyway --

JANUSKA: Right, right.

JUNGE: And so, we wound up going to Colorado Springs.

Normally we'd fly out of Denver, but when Allegiant was in Fort Collins, there was no way we were going to go to Denver. And we stood in this crowded little terminal in Fort Collins and parked our car in a crowded parking lot for 25 bucks to go to Vegas. But it was worth it because [01:29:00] it was a package deal. Hotel, airfare was so low, and it was 40 miles from us. So there's no way that we would come up to Casper unless there was some sort of a connection that was offering a value package. I'll say that.

JANUSKA: Allegiant looked at Fort Collins for the longest time. That was their poster child. Because what Allegiant says - - there's two things that they need in every market. They

need a runway and they need fuel. They don't need anything else. You know, they can -- they've demonstrated with Fort Collins that you can get by with a triple-wide trailer -- you know, you don't need much from a terminal building standpoint. And so they said, "If you want us to operate in your market and we operate with a low-cost structure -- and the only way that we can offer low-cost structure is if our fees are low. That means, if your fees are low to us" -- and when we go to -- Allegiant is an interesting airline because what Allegiant does is, once a year -- they've done this for a number of years -- [01:30:00] they will bring everybody into Las Vegas, which is not a hard thing to convince people to go to Las Vegas for business. But they'll bring in people who want Allegiant service and they'll bring in people who have Allegiant service, and they will do a "this is us, this is what we do, this is what's important to us," and we have an opportunity for a one-on-one meeting with them. And the first thing they've done -- because I've done this for the last five years. The first thing they do is they show their least expensive airport and their most expensive airport, and they'll say, "Here's where you are in terms of your fees within the spectrum," because when you start talking about more service, more frequency, more flights, going to Mesa and so

forth, you can pretty much tell that if you're one of the higher cost airports, it's going to be harder for us to make that decision to go into there. So they're very, very cost driven, and Fort Collins was one of those communities where [01:31:00] they had -- as you said -- I mean, there wasn't much to the airport but people don't care about that, they don't care about how the airport is, you know, in Fort Collins. What they want is, they want to get on the airplane and they want to be able to fly direct, in a nice size jet, and be in Las Vegas an hour, hour and a half later.

JUNGE: Yeah. And I guess there was a tower problem in Fort Collins that kept them from --

JANUSKA: Yeah, they had an airspace issue. Not necessarily the fact that they didn't have a tower, because there are other airports that they fly into that didn't have tower, but when you look at the congestion of the airspace around Denver, and not having a tower there, I think that that was -- you know, from an operational standpoint, it was too much of a concern. If our tower went away, for example, magically, in the middle of the night, I don't think Allegiant would say, "We're going to pull out of Casper," because there's not a lot of other traffic. You know, we

don't have Denver, [01:32:00] you know, right next to us, with all the activity associated with Denver.

JUNGE: Well, I envision someday flying motels, basically, where people can lie down and sleep and not have to bother somebody else, and you can go to the restaurant or the bar or the bathrooms, and it would be like a terminal in itself.

JANUSKA: Absolutely.

JUNGE: I think it's going to depend on hydrogen fusion.

JANUSKA: Yeah. Well, they have some of the aircraft now with the sleeping berths and so forth, that your seat reclines back, you know, it flattens, so forth. I mean, it's not in coach but they have that in -- I was looking at doing a mission trip in South Africa, and I was looking at the length of the time, and I thought, "Boy, that would be nice to have one of those that really kind of recline," because that 18 hours on board the aircraft doesn't sound like a fun opportunity to me.

JUNGE: To where was it?

JANUSKA: South Africa.

JUNGE: A mission trip?

JANUSKA: Yeah. It would be, well, from here to DC, and then -- so whatever time -- but it's 18 hours from DC to South Africa.

JUNGE: Oh. OK. OK. [01:33:00] We've covered a lot of things. I want some terms defined that --

JANUSKA: Sure.

JUNGE: -- that when you gave me your resume, you mentioned all these things, and I have no idea what some of them are. I think I know what FBO means.

JANUSKA: Yep, fixed-base operator.

JUNGE: AWOS?

JANUSKA: Automated Weather Observation System.

JUNGE: ATIS?

JANUSKA: Automated Terminal Information System.

JUNGE: RARFF -- "arf"?

JANUSKA: Aircraft Rescue Firefighting.

JUNGE: REIL -- "reels"?

JANUSKA: Runway End Identifier Lights. Do you want me to tell you what any of those are?

JUNGE: Well, yeah. Let's go -- let's -- well, wait a minute, let's go through them all. PAPIs?

JANUSKA: Precision Approach Path Indicator.

JUNGE: FAR?

JANUSKA: Federal Aviation Regulation.

JUNGE: ALP?

JANUSKA: Airport Layout Plan.

JUNGE: OK. Let's go back to the first. FBO.

JANUSKA: FBO is a service provider. So if you come out to the airport and you want to learn how to fly, if you want to [01:34:00] rent an aircraft, if you want to have somebody fuel you up, if you want to have somebody provide maintenance on your aircraft, that would be considered a fixed-base operator. And they have a base of operations that's established at the airport that provides those services.

JUNGE: But not a commercial outfit, like Allegiant or Delta or --

JANUSKA: No, not the airline standpoint.

JUNGE: OK. AWOS.

JANUSKA: Automated Weather Observation System. Years ago you used to have -- you ever hear, well, you know, "Why is weather always given at the airport?" You know, temperature at the airport is 62 degrees. Or the official temperature taken is out at the airport. And it's like, why are they always taking weather out at the airport? I mean, nobody lives at the airport. Why aren't they taking weather -- that goes back to the days when National Weather Service had operations at airports because that's where you needed the weather. You needed current weather at the airport for pilots to know whether or not there's enough visibility and so forth. So, over a period of time, as the

[01:35:00] weather service started to phase out manned operations at airports and be able to use technology, they created what's called AWOS, or there's also a federal version, NASOS -- automated service observation system -- that takes weather information and it updates itself every minute. So our AWOS is operating at the airport right now. You can call on the phone. If you're in the area, you can dial it on your radio, and you get what the current weather information is. And it's a piece of equipment that's taking wind speed, wind direction, barometric pressure, it's taking the ceiling height, it's taking forward visibility, it's taking an automated -- or, it's automated every minute so pilots coming into the airport have current weather all the time. That's an AWOS.

JUNGE: ATIS?

JANUSKA: Automated Terminal Information System. If you contact the tower that you're going to fly into Casper, there's information that the tower's going to give [01:36:00] every single aircraft coming in here. Current wind speed, wind direction. They're going to tell you if a runway's closed and so forth. Instead of giving it to every single aircraft coming in, the tower records it, and they give it a letter. Aviation alphabet. Alpha, bravo, Charlie, delta. So, a pilot dials in to the ATIS, they listen to

the information, they hear what the letter is, and then, when I call Casper, I say, "Casper tower, Cessna 1526 echo with alpha," or "with bravo" or "with foxtrot," and that pilot -- the controller knows I got the current information and they don't have to give that -- you know, they don't have to give me that current -- that information because it's being recorded and I'm listening to it before I ever make contact with the tower.

JUNGE: Say it again? What would you have said if you were a pilot?

JANUSKA: "Casper tower, you know, Cessna 1526 bravo" -- whatever my aircraft identifier is -- "with foxtrot," or "with delta," "with echo," because every time they update it --[01:37:00] the aviation alphabet is alpha, bravo, Charlie, delta, echo, fox, golf, hotel, India, Lima, Juliett, kilo -- so, when they record the information, the first information is alpha. And when they record the new -- the next hour, either they -- they either update it every hour or they update it as information needs to be updated. So when they record the next one they'll say "bravo." So they'll give you the information -- "Casper, current weather information is whatever, whatever, whatever, runway whatever is closed, you know, be caution men and equipment on, you have alpha, you have bravo, you have Charlie." So,

when they listen to this automated recording -- you dial it on your radio -- and you hear that, and at the end it says, "You have alpha." "You have information bravo," "you have information Charlie." So when you call the tower and you say, "Cessna" -- you know, "Casper tower, Cessna 1528 foxtrot with alpha, with Charlie, with delta," the controller knows that you listened to information alpha, bravo, Charlie, delta, [01:38:00] and they know you have that information, so they don't have to tell you runway whatever is closed or taxiway is closed or be caution men and equipment on the -- they know you have that, because you told them that you listened to information alpha, bravo, Charlie, delta.

JUNGE: OK. ARFF.

JANUSKA: Aircraft Rescue Firefighting. That's our fire department at the airport. And they provide different equipment, because their -- their equipment that we have, the trucks are specifically designed for aircraft fire and aircraft rescue, different than a structural vehicle like you would have for the city.

JUNGE: And helicopters?

JANUSKA: And helicopters, yes.

JUNGE: You have helicopter landings here.

JANUSKA: Yes.

JUNGE: OK. REILS, "reels."

JANUSKA: Runway End Identifier Lights. The little flashers at the end of the runways that lets you know that that's the end of the pavement.

JUNGE: OK. PAPI.

JANUSKA: Precision Approach Path Indicator. That's a visual approach indicator for a pilot. [01:39:00] When a pilot's coming in to approach a runway, they want to come in at a three-degree glide slope, or a three-degree slope. And if there's any obstructions and so forth, you want to make sure that you're coming in at an altitude that would clear your obstructions. And it's a visual way for a pilot -- there are some boxes on the ground that gives you different colors of lights, and it tells you whether or not you're above or you're below that three-degree glide slope. So, if you're below the three-degree slide slope, you have to do something different or you're going to get to the ground before you get to the end of the runway.

JUNGE: And the light indicates that?

JANUSKA: Yeah. It's -- typically, there's a four box one. And you have two white lights and two red lights, and that means you're on that three-degree glide slope. If all of a sudden you're coming up higher, you're going to see three whites and one red. Or you're going to see all four

whites. And that's fine, you're all right, but you're up high. So, as you're descending, you're going to go from three whites and one [01:40:00] red and then two whites and two reds, and if you're under you're going to see one white and three reds, and all of a sudden you're going to see four reds. And if you see four reds, you're probably going to hit the ground before you get to the end of the runway, so you'll probably want to do something at that point.

JUNGE: So these are lights on the airport runway?

JANUSKA: They're on the side of the runway. So, as you're lining up for your -- you can look off to the right, and you can see this box with these four lights, and you want to see two whites and you want to see two reds. You know. And if you see three reds and -- or you see four reds, you probably want to increase your power and increase your altitude because you're going to have some problems pretty soon.

JUNGE: FAR.

JANUSKA: Federal Aviation Regulation.

JUNGE: ALP.

JANUSKA: Airport Layout Plan. Everything on the airport that we ever want to do development-wise has to be approved on an approved Airport Layout Plan. Our federal funds that we get are not you, as a federal taxpayer, providing funds for

the airport. [01:41:00] We have an aviation trust fund, just like the highway has a highway trust fund. So when you fly commercially and you look at the ticket tax, or you buy aviation fuel or aviation parts, that money goes into this trust fund. And the trust fund goes and pays for the improvements at airports. So when I talk about federal dollars to fix runways, maintain runways, I'm really talking about dollars that you, as a user, have paid into the system specifically for this.

JUNGE: And it comes from the federal government.

JANUSKA: Right. Now, the federal government doesn't want to spend your user fees -- because you've been so kind to use the system and pay for it -- and have us build something only to find out that three years down the road that's going to conflict with something else that we want to do. So your Airport Layout Plan shows everything on your airport built to standards, making sure that if you're going to build some hangars here in the future, you're not going to build them in an area that's going to be needed [01:42:00] for a runway and so forth. So that's the Airport Layout Plan. ALP is -- everything on our airport that will get constructed has to be on that approved document.

JUNGE: Is that same -- the tax you're talking about, is that the same thing as an airport tax?

JANUSKA: It's -- not the airport tax -- it's -- the airport doesn't -- the airport costs -- we don't tax anybody. But if you look at your airline ticket tax -- if you buy an airline ticket and you see this is what -- and you see there's a security fee and there's this fee and there's a PSE fee and so forth, and there's an airline ticket tax, that money goes into the aviation trust fund. After world -- this is probably more information than you want to know but --

JUNGE: It's great.

JANUSKA: After World War II, our airport, like a lot of airports that were built for military, were transferred over to -- for commercial use or for -- for use, because up to that point communities weren't building airports. So you have all these military buildings, all these military facilities that can be used for commercial now, and they got [01:43:00] transferred over to the communities. And the federal government started to get into funding improvements for communities, for projects. And every year the Congress would go through and they would appropriate a certain amount of dollars. What was happening was, the aviation demand was growing faster than they could allocate

funds. And they said, "How do we make sure that there's enough funds needed for expanding and growing and maintaining the aviation system commensurate to the growth." And they looked at the highway trust fund and they said, "We can just pattern ourselves after the highway trust fund," where your fuel tax goes into a highway trust fund which is used for the federal portion when it comes to highway construction and highway maintenance -- "we could do the same thing." So, instead of Congress having to re-appropriate a certain amount of funds that compete with other funds -- you know, with everything else the federal government does, we're going to create this aviation trust [01:44:00] fund, and the users pay into it. And the more people use the system, the more money goes into the system, the more money's available then for upkeep and maintenance and growth of the system.

JUNGE: And politics determines who gets the money, right?

JANUSKA: There's a formula for it. It's less political -- there's entitlement dollars and there's some discretionary funds, so most of the dollars are formula based. We pretty much know how much money we're going to get every year.

JUNGE: Because of the size of the community or because of the size of the airport? Or, the business size of the airport.

JANUSKA: Because of the number of passengers that we have.

JUNGE: Oh, OK.

JANUSKA: Yeah. Right now, if you heard about or read about -- there was articles in the newspaper this weekend about Great Lakes Airlines and some of the issues that they have, and there is -- and when you hear about this and you read about it, you realize there's a magic 10,000-passenger enplanement number. If you have more than 10,000 passengers, the minimum amount of federal entitlement dollars that you get is a million dollars. [01:45:00] If you drop below 10,000, you go to 150,000. And then there's formula based. The more passengers that you have -- eventually you get past that minimum and you can actually grow above a million dollars. But the minimum is a million. So, for the airports that are looking at dropping below 10,000 passengers -- you know, Cheyenne, Riverton, Sheridan right now -- if they drop below that, then that million dollars that they have available every year that they planned on for their development or maintenance of their facilities can drop pretty dramatically.

JUNGE: How about your airport, this airport? Are you getting the million dollar subsidy?

JANUSKA: We're getting the million dollars, and we're actually getting more, because we've gotten -- because we've seen

that growth in passenger enplanements, we're actually getting about 1.2 million right now.

JUNGE: Part of that's coming from that discretionary fund?

JANUSKA: No, that's our entitlement dollars. We're entitled to that based upon -- there's a certain amount of money that's available for entitlements, and we're [01:46:00] entitled to that. The discretionary fund is -- if I want to do a runway project and the runway project is \$12 million -- let's say I get a million dollars and that's all I get each year. That means, for the next 12 years, I have to pretty much say that's going to go to my runway project at the expense of everything else. If I want to compete for that and it's a high enough priority project, I can say, "I'm looking for some discretionary money. I can put maybe three years -- I can multi-year three years of my entitlement dollars, but I need \$9 million worth of discretionary." And that's a separate pot of money that you can compete for. I'm doing a project this year in Casper where about \$5 million of the project -- about an \$8 million project, \$5 million of it came from discretionary dollars.

JUNGE: What project is that?

JANUSKA: We're reconstructing our -- we're doing some reconstruction work on a primary taxiway -- taxiway alpha.

We're taking all of our signs [01:47:00] on the airport -- we're replacing them with LED signs. You know, we're doing some other -- some seal-coating for some pavement -- there's probably not any area on the airport, airfield-wise, that we're not going to touch in some way this year.

JUNGE: How much of a state budget do you have? State funds.

JANUSKA: State funds? With the projects that we get federal dollars for, the federal government pays 95%, the State pays three, and the airport pays two. So that's the matching share against federal projects. The State is also very good that we do a lot of State-sponsor projects. We're upgrading all of our closed-circuit television camera systems within the -- in the terminal building. State's paying 90%, we pay 10%. When we do marketing for the airport we do it with a State grant where we pay 50% and the State pays 50%. We're building a new customs facility. The State's paying 60%, we're paying 40%. So, the [01:48:00] State does a lot of State-sponsor programs, and we're very blessed to be in Wyoming. This is -- there's not a lot of states that I've seen that invest as much -- and when I say "invest" -- not just the money but have the mindset that this is important enough for us as a state to invest in airports and air transportation.

JUNGE: And why is that so?

JANUSKA: I think part of it is because we're so geographically spread out. And I think, you know, the recognition is that if we want to compete in the world economy that we need to have the same access to the air transportation system that every other state has. And I think the State recognizes that and has been willing to invest money into the maintenance and the operation and the growth of the airports in the state.

JUNGE: Well, the funds coming from -- that are given by the Aeronautics Commission are limited, they're finite, so --

JANUSKA: Right.

JUNGE: -- what happens if you're competing with somebody that [01:49:00] wants to redo their taxiway in Rock Springs? Sweetwater County. And they say, "This is where we think the priority is this year."

JANUSKA: You know, we can get in situations like that and -- you know, and every year, if we're in a situation like that where we -- the priority's going to be Rock Springs this year, then hopefully that means that the priority for Casper is going to be the year after that. I mean, we have to -- we understand the prioritization, and we understand that a runway project is probably generally higher priority than a taxiway project, which is higher than a ramp project, which is higher than a parking lot project. So,

you know, there's a priority system. In fact, the State just has gone through a priority rating model that I was -- I was part of a task force that was looking at updating the model in terms of exactly how projects compete. And it's a point basis. The more points that you have, the more important the project is, the higher likely it is for funding, [01:50:00] so -- we just went through that process, and it's going to be going to Aeronautics for their review pretty soon.

JUNGE: There's not that much money coming from the Legislature, is there? Per year?

JANUSKA: There's quite a bit.

JUNGE: What, like a million? Couple million?

JANUSKA: I don't know what the total amount is, but the State also has an air service enhancement program, which is, I think, three million each year, six million per biennium, for air service enhancement. And then there's the money, again, for the matching share for the federal projects. So I don't know what it is but it's not insubstantial, especially when you think about the number of airports that are competing. If you compare that to down in Florida or New York or something else like that, it may look relatively small. When you look at the number of airports that are competing for those funds. There's very few times

that we go to Aeronautics with a good project -- not that we go with bad projects, but a well-reasoned project where we need the funds, where Aeronautics has said, you know, "We can't do that because of funding." They've been very [01:51:00] good at understanding our needs and making sure the funds are available.

JUNGE: Are the Commission's -- you've had a lot of experience, so you're the proper person to ask this. You've had experiences in various states. Is this Aeronautics Commission's responsibilities or jurisdiction the same in other -- as it is in other states, or is this one special?

JANUSKA: I think the basic functions of, you know, an aeronautics commission in any state is pretty much basically the same thing. You know, they want to make sure that they have -- that you have a system of aviation, system of airports in place, and making sure that the resources of the State go to -- that they're shared, that they go to the highest priorities, and so forth. I think that's pretty basic. This Aeronautics Commission has different programs, some programs that are different than other states that I've been at. You know, and so the air service enhance program is one of those that when I came here for the first time and [01:52:00] I saw this program,

I thought, wow, Wisconsin doesn't have this, Iowa doesn't have this. I'm not sure any airports or any states have that type of a program, or at least the vast majority of them didn't. So there are some additional programs that the Aeronautics Commission with Wyoming has, but I think, overall, the basic premise of what they do and what they're tasked for doing is not atypical with other states I've seen.

JUNGE: OK. Well, rather than get into all those financial points -- you know, we're going on two hours. Now, wait a minute. Oh, you've had your lunch.

JANUSKA: Yeah.

JUNGE: OK. Here's some more abbreviations for you. These are organizations.

JANUSKA: Yes.

JUNGE: AAAE.

JANUSKA: American Association of Airport Executives.

JUNGE: And you're a member of that?

JANUSKA: I'm a member of that.

JUNGE: Do you hold an officer's position in that?

JANUSKA: I haven't. I have in the past. I've been a member of some of the chapters that they've had. There's [01:53:00] subchapters within Triple AE. We call it Triple AE. And I've been involved with that from an organization

standpoint but never really officer positions within like the national organization. But I've been a -- actually, I was a member -- I became a member of Triple AE when I was in college, before I was even into -- you know --

JUNGE: Would you like to rise up in that organization?

JANUSKA: You know, at one time I did, but the -- there's a lot of time going into working yourself up in the organization. And what you've probably seen from my resume is I spent more time within state organizations, more from a local standpoint than from a national standpoint. Jerry Olson -- - Cheyenne Airport, Jerry Olson Field -- Jerry was the president of Triple AE at one time. Or, he served -- oh, as the chairman. I think it's now president, chairman. He actually moved up to become the chairman of the organization.

JUNGE: Did you know him? [01:54:00]

JANUSKA: I met him a couple times. I didn't know him very well.

JUNGE: He's been gone for what, five years or so? Maybe more?

JANUSKA: It's been even longer. Before I even got to Wyoming. So it's been quite a number of years now.

JUNGE: What is the WAOA?

JANUSKA: Wyoming Airport Operators Association. Most states have a state organization for airports. Iowa is Iowa Public Airports Association, IPAA. Wisconsin was Wisconsin Airport Managers Association, WAMA. We have WAOA, which is Wyoming Airport Operators Association.

JUNGE: So what's the purpose of it? To meet once a year in Vegas?

JANUSKA: No, we've -- because it's a state organization, we stay in the state. More like Cheyenne. It's a network of airports. We really will work together on statewide aviation issues and advocating for the airports within the state.

JUNGE: So, in effect, it's a lobbying organization?

[01:55:00]

JANUSKA: We do lobbying. A lot of its education, which of course you always could say is the same thing as lobbying, but, you know, we'll advocate for -- you know, if there's proposed changes for rules affecting airports or things like that, you know, we'll focus on those, even if they're national issues.

JUNGE: The way you lobby though, would you go to your county representatives and county senators and talk to them about the situation and say, as a collective group, the airport

operators organization feels that we need a little bit more money in this fund?

JANUSKA: It's really going to depend on what type of an issue it is. If this is a national issue, we may, as an organization, say, "We, as the airport operators in the state are opposed to this." We may still enlist local congressional -- our local county commissioners and city council. When you look at the airports, we -- public airports, I think, in the state -- there's 42 of them. [01:56:00] So we can only speak with -- no matter how important we are, we can only speak with 42 voices. So when we want to advocate for something, we're still a relatively small voice, even though we may have a big impact on the state. So we will elicit support -- you know, if you want to know -- if there's an issue that's going to be affecting airports, I'd rather go to the Chamber of Commerce and elicit the Chamber of Commerce members' support than the county commission. Not that the county commissioners aren't important, but if there's something that's going to be affecting the airport here, it's going to be affecting the businesses. Businesses in the community. So I can get County Commissioner support, but I'd rather get probably the Chamber of Commerce support

on something, just because businesses speak with more of a voice than even the county commissioners will.

JUNGE: And your airport board, is that a lobbying group as well?

JUNGE: It's not really set up as a lobbying group, but if [01:57:00] we -- again, if we have an issue that we need help for or we need to advocate for, you know, the commissioners will have letters that will come from the airport -- you know, the board of trustees -- you know, saying, "We're advocating for this on behalf of, you know, the airport," so -- we try to -- at the time that you have an issue is not the time that you try to develop support for your airport. So we try -- part of what my job is to identify and to develop relationships with all different people -- political, business and so forth -- and get those contacts and so forth, so when we have something that we need to have done, I'm not spending my three months trying to develop relationships, I'm trying to touch base with the people I've developed relationships for and said, "Here's an issue we need help, and this is how it's going to be affecting you. Can you get this out to your membership, can we get responses [01:58:00] because we need to do whatever."

JUNGE: And I, as a member of that organization, are going to come back to you and say, "Glenn, we need you to talk before the Rotary Club."

JANUSKA: Absolutely. And as you can probably tell from the last couple hours, I don't have any problem speaking.

JUNGE: No. You're incredible. I'm having a tough time keeping up with you. OK. Last one is AOPA.

JANUSKA: Aircraft Owners and Pilots Association. That's a national organization of pilots and aircraft owners, if you could believe that.

JUNGE: OK. I think you've pretty answered all the questions I've got -- you know, what are the differences between planning, development, administration, operations, maintenance, but you've talked a lot about this, so I don't think we need to go into that, but do you have any stories about, you know, good experiences you've had here and bad experiences or tragic experiences or funny experiences? I mean, airport manager stories.

JANUSKA: Oh, absolutely. Just in Casper or --

JUNGE: Well, not necessarily, no. [01:59:00]

JANUSKA: I mean, funny ones or --

JUNGE: Yeah.

JANUSKA: I'm not sure how -- you know, I'm not sure if these -- how funny these are, but I -- I mean, the stories that I

always think about -- and my wife -- my wife says, "You really -- we should write a sitcom or we should -- there should be a series on airports," because when she hears, you know, some of the stories over years that I would tell her, she'd be like, "You can't make this stuff up." I mean, I'll just -- stop me any time. I had a public safety chief come into my office -- and any time your public safety chief, law enforcement comes in and closes the door, you know something's -- you know. And he says, "Just to let you know," he goes, "you know, we have one of these courier services here, and the courier services has those little Playmate coolers, and they brought something out to go on board with one of the aircraft but they didn't make it in enough time, so the airline people looked in this and there's a human hand inside this [02:00:00] cooler." Now, people -- for medical parts, you know, for transplants and so forth, you know. But I learned that there is a whole black market for body parts that are -- and so, when you find a human hand inside of a cooler -- by the way, it was not packaged in dry ice, it was packaged in regular ice -- that you get involved with the Food and Drug Administration, because FDA actually gets involved with this. So, I'm thinking, you know, "I never thought today I would have somebody come up and would have to get involved

with -- you know, with a human hand, and whether or not this is being transported illegally, for illegal purposes." I had a woman, when I was living in Waukesha, who called about -- what sounded like a noise complaint. And as I'm talking to her -- 90% of the people I've ever had call, complain about noise are happy that there's somebody they can talk to [02:01:00] that says, "I understand what your concerns are," and so forth, and 10% of the people you're never going to make happy. So I'm dealing with her, and this is just starting to become a relatively strange conversation. And this woman started to show up at the airport and -- you know, looking in airplanes and, you know, the rest of the stuff. So she would call me. I'd try to be very respectful for her and so forth, and I found out that she was living in an apartment complex that I used to live in. And as these conversations would go on, she would talk about how the government was controlling her body through her television set. And she knew it was the government because when she would leave her house she'd see these planes that would fly and she would duck into a store and she'd go out and she'd watch the airplanes turn around and -- and her TV set was unplugged but it would crackle, so she knew that the government was controlling her body. [02:02:00] And I would get eight-page -- no margin, top to

bottom -- descriptions about her bowel movements and how this was -- and when I found out where she lived, I called the apartment complex manager to say, "I used to live here," and they said, "Well, she moved from Milwaukee before here." And I thought, "Well, if she's talking to me, I wonder if the people in Milwaukee have ever had contact with her." So I called the operations people in Milwaukee, General Mitchell Airport. I started to talk, and they started laughing. And they said, "OK, take this number down. This is her son, this is her son's number. Call her son and say his mom needs to be back on her medication." They said, "We wondered where she went," because they used to have contact with her, you know, all the time. So, you know, we've had that. I actually bumped into Ray Charles in the terminal building in Sioux City. Literally [02:03:00] bumped into him. I said, "Excuse me." And I'm thinking, "I shouldn't" -- it's like, I ran into him. You know, he obviously didn't see me coming, and I probably should have, you know, been paying more attention to him, and -- I mean, we've had celebrities -- I've gotten to meet, you know, Dan Quayle, I've got to meet Ross Perot, I've got to meet, you know, different celebrities, politicians and so forth coming through the airport.

JUNGE: Did you have any significant contacts where you had a decent conversation? Or was it just all sort of incidental contact?

JANUSKA: Most of them have been incident -- the interesting thing was -- you know, this was last year at this point, and this was one of the -- you know, one of my fun ones that I really liked. Craig Johnson that writes the Longmire books. I heard Craig speak to the Rotary -- at the Rotary's annual meeting a year ago.

JUNGE: He's good.

JANUSKA: He's really good. And I -- we had our WAOA conference, and I contacted him to see if he was available to speak [02:04:00] and ended up being in contact with his wife. And he wasn't able to speak at that time. Wife was Judy. So, for Longmire Days last year -- and on Facebook I'm -- you know, I'm friends with Craig on Facebook. And I happened to see him post something about going down to Casper to pick up the -- I think he referred to them as like the outlaws. And I knew this was all happening, and I'm thinking, "Wait a minute, he's coming up -- I can't believe that they're flying in private, they're probably flying in commercial, but he said he's going to be out at 1:00 to pick them up, and I know the flight comes in at noon." So I email his wife and say -- said, "Judy, I'm not

sure if Craig is going to pick up any of" -- because he had kind of indicated he was going to be here at 1:00 but the flight comes in at 12:00, and she said -- and her response back is, "I'll pass it on to him." [02:05:00] So, he was going to come out and would have been an hour late after the time that -- and Robert Taylor, that plays Walt Longmire, and the guy who plays Ferg as his deputy were on that flight that he was going to come and meet them. So he knows that I gave him the heads up. He leaves to come out to the airport, and I'm thinking, "Well, I know what flight they're going to get in," so I'm walking out of my office at the same time he's walking upstairs to meet me, to thank me for -- so, we went downstairs -- and I have a Cowboys and Indians magazine cover that's framed in my office. Went downstairs and were waiting for the flight to come in, and I'm talking to Craig, and he's telling me about the Spirit of Steamboat that he's writing, which, of course, is aviation related. So we spent probably 15 minutes just waiting for them to fly in. And of course, you know as they got off the plane and people recognize them [02:06:00] and so forth, but I got -- you know, I got autographs and -- you know, and it was just -- it was fun, because it wasn't planned, it wasn't, you know, a whole big crowd and so forth, and -- you know, I --

JUNGE: Just happenstance, just serendipity.

JANUSKA: Yeah, not only the author but the actors and so forth.

And again, it's -- I would have never thought in the beginning of my day I'm going to be out at the airport and I'm going to meet Robert Taylor and I'm going to talk to Craig Johnson and -- you know, it just -- it's fun.

JUNGE: He's doing a book on steamboat -- that's an aviation movie?

JANUSKA: Well, he actually put it out -- it's a -- he actually did it as a short -- I don't know what he called it -- was a short story that became a little bit longer than a short story but not a full-length book. And Steamboat was a World War II aircraft. And if you ever read any of his books, the old --

JUNGE: I haven't.

JANUSKA: -- sheriff that he replaced was a World War II pilot. And this is a time that they have to get down [02:07:00] to Denver because they have a patient that they have to get down to Denver and the only aircraft that's available -- this whole big storm and so forth -- is this old World War II aircraft, then they don't -- you know, the Spirit of Steamboat -- and who do they get in there? Lucian Connally, the old sheriff, to come out there to fly it and so forth, and the whole adventure of, you know, not knowing

if they can get into Denver and the weather and all the rest of the stuff, so -- yeah.

JUNGE: There was a plane called Steamboat? I guess I wasn't aware of that.

JANUSKA: Yeah, it's actually -- the aircraft that it's based off of is in Rapid City. I think it's either in Rapid City or it's in Ellsworth. It's in South Dakota.

JUNGE: Named for the bucking horse.

JANUSKA: Yes. Yeah.

JUNGE: So is there like a --

JANUSKA: The Steamboat? Yeah.

JUNGE: -- outline of --

JANUSKA: Yeah.

JUNGE: Really?

JANUSKA: Yeah.

JUNGE: Interesting. OK. Is there any -- what's been the best experience you've had out here? [02:08:00]

JANUSKA: You know, it's hard --

JUNGE: Or is it a collective one?

JANUSKA: I've had a lot of good experiences. Probably the one that has stuck out -- probably the -- the ones that stick out, probably that have the biggest impact are military related. When we would have the -- we had two honor flights that went out of Casper to Washington DC. And to

be part of that is probably the most fulfilling aspect -- to not only see the World War II veterans and know that this was probably their last opportunity, or maybe the last opportunity for them to go out to DC to see the World War II memorial. And to even have a small part in terms of the planning and facilitating [02:09:00] of that and all the activity and the coordination and working with TSA and trying to convince them that you don't need to have World War II veterans take off their shoes, regardless of what the requirements are going through screening, and to see the veterans -- I mean, those are probably the things that are the most moving. And then, when we have soldiers that are either departing or arriving -- because we've had military deployments and we've had -- I mean, big military deployments, but we've also had flights -- and I have pictures, lots of pictures of aircraft where Guards members from Wyoming have been deployed for a year, 18 months, nine months, and they're flying back, and usually they're flying back commercial. And to be part of that -- with getting them off the aircraft and where they get to -- you know, and all their loved ones are all lined up and they're told, you know, [02:10:00] "Until you see so-and-so come down the stairs, you're not supposed to" -- and you can just -- excitement for the family members who get to see their

husbands and their wives and their mothers and their fathers and so forth, and they all start pushing against the line to -- those are the ones that are probably the most memorable from my standpoint, because you get to see a lot of fun things happen here. You know, there's nothing like announcing a new airline coming in. You know, I mean, when you work really hard for that. I've gotten to build terminal buildings. I mean, I've gotten to build things that are going to be lasting for a long time. But those experiences, when you start to see the impact on people who are leaving or when they're coming back or when they're -- their flight is significant -- they're a veteran -- you know, and people have thought that it's important enough to raise money to put these World War II veterans on board an aircraft and fly them and give them the VIP treatment that they need to be given and that they deserve to be given [02:11:00] and to meet with our Congressional representatives and to do all of that in Washington is incredible. And I just hope that the honor flights continue beyond the World War II veterans, that we look at the Korean War veterans and the Vietnam veterans, and that we can do the same thing, because, you know, they all deserve to go out to DC and to see, you know, the memorials that were erected in their honor.

JUNGE: And you weren't in the military.

JANUSKA: I wasn't in the military.

JUNGE: So that's pretty neat that you feel that way and you weren't even -- didn't even have military experience.

JANUSKA: Yeah.

JUNGE: Has there been any crashes or tragedies out here since you've been here?

JANUSKA: Not crashes. I mean, we will have aircraft -- I mean -- you hate to make people nervous when you talk about -- you know, about once a month, every six weeks or so forth you'll have an aircraft that will come in with an emergency and will land safely. We've had aircraft that have come in because of [02:12:00] medical diversions, you know, where people come in here. We had -- oh, as a story -- I don't want to get away from the tragedies but as another one of those stories that -- one of the fun things that happened here that gave me -- that I love. We had an American Airlines 767 that was going from somewhere in California -- I don't know if it was Los Angeles to New York -- that had smoke in the cockpit. And we found out about this at 10 minutes of 10, and the aircraft landed at 10:00, so we had 10-minute notice that you have this 767 with all these passengers on board that's all of a sudden going to divert to land in Casper. So, lands at 10:00. You don't park an

aircraft that has smoke in the cockpit next to the terminal building because you don't know if it's going to -- so you have all these people getting off, and we work with emergency government and they brought buses -- school buses over and they transported the people to the terminal building. [02:13:00] And upstairs in our terminal building, which used to be the boarding area when we the escalators, we have this separate room specifically designed if we have an overflow or if we need to bring passengers in. So we brought the passengers in. The Salvation Army comes out and they set up their portable kitchen outside the terminal building. And by noon -- and we have wedding receptions, so we have all of our tables. So all of our tables -- we're setting up all of our tables, all of our chairs, and these passengers that are underway to New York that get diverted to Casper, Wyoming, within two hours of the time that they land, are sitting in our observation area, around our tables, eating a hot chicken lunch. And one of the guys on board the aircraft was an executive for Del Monte. And he said, "I want to write a check," he goes, "to help" -- "I want to write a check -- [02:14:00] Salvation Army, whoever it is -- but do you know, do they get any of our products?" I said, "I don't know." And I put him in touch with the guy from the

Salvation Army, and he goes, "Not only do I want to write a check out but I want to make sure that we can get some of our product over to you guys for the Salvation Army." We got more -- we got people who wrote us letters, there were letters to the editor, about how they were treated. They said, "We can't imagine getting treated any better than we got treated here, anywhere." I mean, this is -- and we didn't do it because we wanted letters in the newspaper or anything else like this. What I've tried to convey to all of our staff is, if you're in a situation like this, you treat people the way that you would want to be treated. If that was your parents on board that aircraft, how would you want to treat them? And it was just cool, because all these organizations and all these people just did the right thing [02:15:00] and they took care of those people. And there are people that said, you know, "I've never been to Wyoming before but I'm going to come back, you know, because you people treat people -- you know, you did this right."

JUNGE: Compare that to maybe a terminal in San Francisco, New York, Chicago, where the flight's been canceled and you've got bodies all over the terminal.

JANUSKA: Yeah. And I'm not saying that they don't care. A larger airport probably wouldn't have spent that much time,

a smaller airport probably couldn't accommodated -- you know, accommodated the passengers, you know, that way. But -- you know, so that -- I mean, it's -- again, when you're talking about tragedies, I'm thinking about aircraft and so forth. And we haven't had any fatalities or anything else like that.

JUNGE: Really?

JANUSKA: One trivia question for you is, the saxophone player for the Doobie Brothers and -- was another one of those medical diversions. He was diverted to Sioux City, Iowa because he was having a heart attack and ended up dying. So, if you're ever in a trivia question, you want to know where the saxophone player for the Doobie Brothers died [02:16:00] aboard an aircraft, a Jet Blue flight that diverted to Casper, Wyoming.

JUNGE: He was gone when he hit the ground?

JANUSKA: He was ground when he hit the ground. The ironic thing is that it cost his widow more money to transport him back home that way than if they would have just kept him in his seat.

JUNGE: Really. Interesting. You know, one of the things that Buffalo can claim is -- Buffalo, Wyoming -- its airport. Did you ever hear of Lowell Ferguson Days?

JANUSKA: You know, the name -- actually, the name sounds familiar.

JUNGE: Lowell Ferguson was a pilot -- and I don't know what airlines it was, but a fairly major airline, and they were flying to -- he was flying to Sheridan and got out of the cloud cover, looked down, and there was a strip.

JANUSKA: Landed at the -- yeah, the wrong -- yeah.

JUNGE: So he landed in Buffalo. And I don't know if -- I think the plane got stuck in the field beyond the runway or something like that. And so, [02:17:00] after that -- shortly after that they established a yearly festival they call Lowell Ferguson Days.

JANUSKA: You know, now that you -- because when you said it, I'm like, "That sounds familiar," but I couldn't picture -- I did hear that story one time.

JUNGE: I'd love to go to talk to the Buffalo people about that.

JANUSKA: One of the -- just -- in that -- other story -- and this was another one that was kind of one of those "I can't believe I'm here at this time" type of a story. There was a flight -- actually, it's interesting because it has a Casper connection in it also. There was United Flight 232 that took off from Denver to go to Chicago that ended up with engine problems. They had a fan blade that broke

loose, went through the fuselage of the aircraft and took out the three hydraulic systems for the aircraft. It was a DC-10. And it ended up landing in Sioux City, Iowa, where I was working before. Now, it happened before I got to Sioux City. And [02:18:00] the pilot -- you know, you talk about the miracle on the Hudson, you know, with Sully Sullenberger. When the aircraft landed -- I can't remember how many people survived and how many people died, but I never realized there was a connection in Casper, or in Wyoming, but with the number of people that drove down to Denver that would get on board a Chicago flight, there were Casper people that -- in fact, I know an attorney here whose son was aboard the aircraft, who lived. So airplane crashed. Pilot Al Haynes, you know, lived. They took the flight data recorder and they put it into a DC-10 simulator. And there has been nobody to this day who has ever been able to actually not only land the airplane but actually get it to the airport. So -- he lived. There was the Iowa Air National Guard that was based there. They had the base chaplain. And they had the -- the Iowa Guard provided the firefighting [02:19:00] coverage at the time. So 15 years later -- that was July 19th 1989. So, July 19th 1994 they did a 15 year -- what do you want to call it -- celebration -- not "celebration" --

JUNGE: Anniversary.

JANUSKA: "Anniversary." And Captain Al Haynes came, and the base chaplain and the firefighter -- the captain. And they landed on a closed runway, so the pavement for the closed runway was still there. And I got to take them out. And we went out to -- onto the runway, and Al Haynes was talking about it, and they were still looking at the marks on the runway and where the airplane dipped and it went into a cartwheel and so forth, and they said a prayer. And I almost felt like a fly on the wall, because I just happened to be the person who took them out here. I mean, these were the guys who lived this. And I remember [02:20:00] it was such a surreal experience because I have seen the video, I teach classes -- I've taught -- I've instructed about this, I've talked about [cockport?] resource management, I've heard him speak nationally -- I mean, this has been -- you know, they've made movies about this -- and to actually be with the man who was on board that aircraft 15 years ago to that day, standing right next to you, talking about his experience, and knowing that the place that you're actually standing is the actual place where that aircraft, 15 years ago to that day, changed all those people lives and changed his life, was one of those "I can't believe I'm here," surreal experiences, because

everything I ever thought I knew about it comes down to a very human aspect when you're standing with these people who were there.

JUNGE: And a geographic place.

JANUSKA: Yeah.

JUNGE: Where it took place.

JANUSKA: At that point -- at that point.

JUNGE: How many [02:21:00] people died in that?

JANUSKA: There was like 242, and I think there was like -- I'm wanting -- I should know this. I think there was like 112 that perished, and I think the other -- more than half the people survived. Some people survived -- they walked out of the cornfields, because in Sioux City you have corn that grows, you know, everywhere. They had one woman walk out in a white dress without a mark on her. And they had other people that were -- you know, I mean -- you know, that were -- you know, were badly injured, burned and so forth. It was just -- it was one of those -- you know, depending upon where you were on board the aircraft -- you know --

JUNGE: I wonder if that was -- that particular crash was the subject of a book that Jerry Schemmel did. You know, Jerry Schemmel was the announcer for the Nuggets. And now I think he's announcer for [02:22:00] the Colorado Rockies. And I think the name of the book is called Chosen To Live.

And it's by Jerry Schemmel, who was on that plane, I think. I think. I'll have to go back and look, but I think it was that Sioux City crash. And he just -- you know, he credits his survival to just sheer luck. And I think he saved somebody -- he pulled somebody else out too.

JANUSKA: It was interesting because, you know, this happened at 4:00, it happened right at the shift change for the hospital, so you had all the people in the hospital that were -- you know, that were there that stayed, all the incoming people -- you know, this was before cell phones. I mean, it wasn't a flight that was supposed to land in Sioux City, so by the time that the passenger -- the family members in Chicago got to Sioux City, or made arrangements, all the hotel rooms in -- anywhere around there were all booked by the national media, because, I mean, they knew that this was going to be a story --- and international, [02:23:00] you know, so they put them up in -- you know, on July 19 -- so they put them up in the residence halls for the colleges. I mean, just -- it's a really interesting -- when you study it and what happened and how they did what they did -- Al Haynes -- just as a side story to the side story -- I've heard him speak. He says, "So, you know, you have a hydraulic failure," and he goes, "And you have your operations manuals and your procedures and your emergency

procedures," and he goes, "So we have a procedure that says one hydraulic system, two hydraulic systems, three hydraulic systems" -- because you have -- plane has three hydraulic systems. So he goes, "So we flip from one to two, we get to the third hydraulic system failure," and he says, "There's two entries. It says, if you're reading this, go back and diagnose the problem because you can't have three simultaneous hydraulic system failures, so if you think that this is what the problem is, go back and figure out what the problem is because this can't [02:24:00] happen." He goes, "So it begs the question what the next entry is." He says, "The next entry says, but if you're reading this, you're basically a test pilot because there are no procedures in place. So, one says it can't happen, but if it is happening," he goes, "you're -- there's no procedures in place for anything that you're going to go through." And they basically controlled the aircraft by the throttles, with the engines, to control the -- he says, so what it was doing was is it was going up and down, it was porpoising, it was losing altitude every time it went down, and it was making -- I can't remember if it was left turns or right turns, because when they were -- when they lost the hydraulics it was in a slight left or right turn. He goes, "So we're making these turns" --

going up and down like this, trying to get themselves so that they could put it down on the airport, and -- it's fascinating. [02:25:00] So now I have a book I need to look up, if he's the one who --

JUNGE: I'm not sure. It sounds like Sioux City. How long ago was that?

JANUSKA: July 19th 1989.

JUNGE: And the celebration came in '04?

JANUSKA: This one was -- this was the 15-year anniversary.

JUNGE: Yeah.

JANUSKA: Yeah.

JUNGE: OK. Is it fair to ask you what your political affiliation is?

JANUSKA: Republican.

JUNGE: Why don't you run for high office in this -- higher office in this state?

JANUSKA: You know, I been on city council, I've -- you know -- would that be something I could consider, I would consider at some point along the line? Possible. The only reason -

-

JUNGE: You should.

JANUSKA: Only reason I didn't run for city council a second time is my job is a full-time job. When I was on city council, that's a full-time job if you do it right, as I

see doing it right. And the only thing I could compromise was my time with my family. And my three boys are teenagers. [02:26:00] And I said, you know, "If it had been four years later" -- you know, while they were, you know, in college and so forth, you know, maybe that would be something that would be -- you know, I would like to do.

JUNGE: You should think about it.

JANUSKA: Yeah.

JUNGE: Yeah. Thank you very much.

JANUSKA: Absolutely.

JUNGE: Appreciate it, Glenn. This has been a lot of fun.

And we only were on for two and a half hours.

JANUSKA: Well, you know, as you could probably tell, we could sit here for another two hours and -- you know, I'm not saying to do that -- I mean, I --

JUNGE: No, but -- no, you're very articulate and smooth. I mean, not smooth in a bad way but smooth in an accomplished way. And, you know, when I look at some of our political choices in this state, I think to myself -- you know, it's a zoo, it's a zoo. And we need responsible people who -- regardless of party affiliation, people who can think their way through a problem, people who have good hearts, the right intentions and are hard workers and willing to work

for other people. Because that to me is what politics is all about. [02:27:00]

JANUSKA: Well, and doing it for the right reasons. And, you know, when I got on city council, I didn't run for city council. There was a person who was on city council who left, and so the way city council will fill them, they'll advertise and you apply for it, and I applied for it, so I just -- I picked up 18 months out of a four-year term.

JUNGE: Did you like it?

JANUSKA: I like doing it. I mean, I -- I've always -- I don't know if this sounds self-serving, I don't mean to sound -- I like giving back, I like serving -- you know, serving the community. And you know, I -- and I tried to instill this with my boys. And I hope it takes one day that they understand that if you want to be part of a community, it's not just living in the community. Every year they do a river cleanup. I said, you know, "They don't -- nobody can hire and pay all the people to do all the things that get done in this community. If you [02:28:00] take pride in this community and you want it to be better, you have to volunteer your time, even if it's four hours to help clean up the river once, or getting involved with city council or donating blood or" --

JUNGE: That's great.

JANUSKA: -- "or getting involved with the church, but it's important to give back to the community, because if you don't do it and other people don't do it, then" -- you know --

JUNGE: That's what Mick McMurray's motto is for the Nerd Company --

JANUSKA: Yep.

JUNGE: -- is "pay it forward."

JANUSKA: Yeah. Yeah. So that's -- yeah.

JUNGE: Well, I hope the boys are listening.

JANUSKA: I'm hoping so too. I'm hoping -- you know, you can talk about it -- they've seen it. And I'm hoping that when they have that opportunity, more importantly than saying, "Yeah, this is the thing that dad was always talking about us doing," I'm really hoping that they have seen me do this and realize, you know, it wasn't because I said this, you know, they saw that it's important enough that I've --

JUNGE: Right.

JANUSKA: -- you know, that we've done [02:29:00] this, and -- you know, involvement with church and so forth and some of the things that we do from church, I mean, that they -- you know, that they get to see that also, so -- I'm hoping.

JUNGE: Yeah, well, that probably -- I'd like to think that's probably going to be a person's greatest contribution to the world, is his kids.

JANUSKA: Yeah.

JUNGE: And what they do.

JANUSKA: Yeah. I'm hoping so.

JUNGE: Yeah.

JANUSKA: Good.

JUNGE: OK. All right. We're done.

END OF AUDIO FILE