

OH-3014, Pete Gosar, 5-21-2014, Cheyenne, WY In Flight

JUNGE: Let me put a little identifier on this. Today is the 20th of May, 2014. My name is Mark Junge, and I'm talking with Pete Gosar, who is a pilot and who is also running for governor of Wyoming this year, in the fall election, correct?

GOSAR: That's correct, Mark.

JUNGE: And we are in the Laramie County Library in Cheyenne, Wyoming, on the third floor in room -- study room 3A, and we're just sitting here in this closed room, going to talk a little bit about your career in aviation. But I'm also interested in how you get from, you know, aviation to running for governor. Because I think you're the only person -- this study encompasses a lot of different people. World War II vets, maybe Civil Air Patrol people, women stewardesses and maybe even pilots, people who fly helicopters, fixed-wing, whatever. I mean, it covers a huge section of the aviation field [00:01:00], but I've only done like 24 or 25 interviews so far, and there's another person who's going to help by doing more interviews. So we're going to try to get as much as we can of a cross-section through the aviation industry so that we can talk, you know, for the sake of posterity we can have

people's voices on tape and their experiences in aviation, and if anybody ever wanted to go back and research, they could. And then we also want to create an online museum. Sue Castaneda, who's the public information officer for State Parks and Cultural Resources, is going to try to do an online museum, which means essentially here are some things that have happened in Wyoming in aviation history; here are some problems; here is what people think the future is; here are pictures of these people, and maybe some historic photos, maybe even some video, and maybe even little excerpts from their tape, but probably not very long. And so I would just tell you right off the bat that probably this isn't going to get listened to for quite some time, if somebody's researching aviation history.

[00:02:00]

GOSAR: Well, thanks, Mark. I'm honored. This is really cool for me, I appreciate it.

JUNGE: Well, good. I'm happy to do this, and when I read your name in the paper, I went, Oh, yeah, I forgot this guy was a pilot. We gotta talk. (laughter) So anyway, let me just start with some basics. I know you already filled out this biographical questionnaire form, Pete, but when and where were you born?

GOSAR: You know, born in Rock Springs, Wyoming, and then

trucked up to Pinedale three days later. Born and raised in Pinedale, quite honestly. You just couldn't be born in Pinedale at that point unless accidentally it happened, because there was just a one-doctor clinic, one little house clinic in Pinedale at the time, and so if you wanted to have a delivery and have some backup, I guess you went to Rock Springs.

JUNGE: So your mother had to gauge pretty much when she was coming close, and then drive -- how many miles was it?

GOSAR: A hundred miles. It's an interesting world, and things have changed in a little while, but --

JUNGE: So you were born in Rock Springs. [00:03:00] What date?

GOSAR: The 29th of December, in 1967.

JUNGE: OK. That's when I came to Wyoming. Not on that date, but in that year. My wife and I came to Wyoming.

GOSAR: It was a good year.

JUNGE: It was a good year. (laughter) So where mainly were you raised?

GOSAR: In Pinedale, you know, I went to elementary, middle school, and high school in Pinedale. Spent the first 18 there, and then went to Laramie at the university, got a degree in secondary education, and then after being a waiter and a golf course guy, working at a golf course pro

shop, I went back and I taught school in Pinedale as a social studies teacher, for a couple of years basketball coach. And then I thought I might need to learn how to fly. And so I left that job and went to San Juan Community College in '98, I believe it was, and 16 months later I was flying commuter [00:04:00] planes on the east coast.

JUNGE: Where is San Juan Community College?

GOSAR: It's in Farmington, New Mexico.

JUNGE: Now tell me, Pete, when were you first interested in aviation?

GOSAR: You know, Mark, it's an interesting thing. We used to, when I was a young kid, seemed like it was always nap time, but it was a really good excuse to run outside, but the B-52s would come from Hills Air Force Base and do practice bombing runs, I guess now, that's what I knew, but we could hear them before we could see them. And so we could hear them and we'd run outside and take a look. They were pretty low-level, you know, training missions, and it was pretty remarkable. At one point -- you know, you never know how you get to a place where you are, but I guess I would trace it back to that. And then just kind of, the whole point of just trying to learn how to fly, I always thought it was remarkable that planes could actually do that, and I wanted to see how it all worked. I didn't play

with as many [00:05:00] -- you know, I'm not as passionate as some folks I know about flying. I think it's an interesting thing, it's a great skill. I'm impressed all the time with the aeronautical engineers and the safety and the ability that they pack into a plane. But athletics was my first love, and so I spent a lot of time with that, but this is a really interesting and a good gig, you know, if that's a way to look at it. It incorporates a lot of things that I'm not probably fantastic with, that I hadn't did as a person, you know, checklists and routine, but also there's an art and there's a science to it, and in Wyoming you can tell the artists (inaudible). You know that they've been there a little while and, you know, some guys and some people are better than others.

JUNGE: Do you remember your first solo flight?

GOSAR: I do. It was in Farmington, New Mexico, [00:06:00] in '98, and, you know, I had about, I don't know, it seems like there was 20 hours or something, and you're always wondering, Am I going to get this thing back down? And that's remarkable. I entered it probably maybe a little later than most folks. I was late 20s, early 30s when I started to learn how to fly. So that, I think, might be helpful, but it had been also you know what can happen (laughs) and sometimes you can overlook some of those

things that a few years doesn't allow you to overlook and  
(laughs) ...

JUNGE: Right. Why weren't you going to be satisfied with a  
teaching career?

GOSAR: Well, I just thought that -- I remember that I was  
teaching a geography class and I thought to myself, Well,  
you know, I'm just reading like these kids are, and I  
haven't really seen a lot of this. I hadn't seen a lot of  
our country. I hadn't been to the east coast too much; I  
had gone a couple of times to play a game here or there,  
[00:07:00] but that's not really seeing the country. And  
so I thought it was an interesting -- I needed to get out.  
Small town, young person, I think that there's always that  
pull for you.

JUNGE: Well, when you first came back after graduating, and I  
assume you went back to Pinedale right after graduating,  
because --

GOSAR: No, no, I was a waiter in a restaurant in Fort Collins,  
and I worked on a golf course in Laramie as a -- in the pro  
shop, and, you know, I was trying to avoid, I think, the  
real world (laughs) as long as I could, Mark. And I did it  
for a while.

JUNGE: Let's just say you're a late bloomer.

GOSAR: (laughs) Right. I like to think of it as scenic,

taking the scenic route to life. And, you know, when the bank account starts making you think that maybe your scenic days are over... I really did enjoy the teaching. I think that being on a board of education, and many days as I sat in a cockpit someplace in the east coast, I wondered what I had done. [00:08:02] You know, there's not too many places that you can go at that point where you can make less money than being a teacher, and I found it at the commuter airlines. And I missed, quite honestly, the interaction with the students, and I didn't realize that that had meant so much to me. But I think everything happens, and you deal with it.

JUNGE: Did your parents agree with your decision?

GOSAR: To go to --

JUNGE: Well, after you weren't a teacher, I assume that they thought you were going to live in Pinedale the rest of your life.

GOSAR: You know, I think they did. They've been great folks, you know. When you get to 10 kids you've seen about it all, and you're at the -- especially they know you, they're like, Well, there's probably not any use in telling him no. And then so at this point (laughs) --

JUNGE: Where were you in the birth order?

GOSAR: Seventh. Seventh on the list.

JUNGE: So are you one of those problem resolvers, the conflict resolution people? [00:09:00]

GOSAR: Well, you know, I've never really thought of that. That's an interesting perspective. I -- boy, that's a -- I couldn't tell you, Mark. I think it would be, but then I look and think of my history, I'm like, well, I've not been that successful at that either, but --

JUNGE: Why not?

GOSAR: Well, you know, you have -- I think conflict is normal in people's lives, and some things you can settle and some things you can't. And I'll let people, I guess, reflect on that. But, you know, I don't think a lot of conflict is really useful in a person's life, if you can go about settling it.

JUNGE: Well, I noticed a tone in reading your -- just some articles online about your running for governor, and there seems to be a tone of empathy for the people in trying to get problems solved. Did you do that in the family?

GOSAR: You know, maybe I did. But I think it's really important. [00:10:00] I think that it takes just a little more effort, and maybe not even a little more effort, to come to a solution, and I think too often people move to the courts or they move to an illegal solution, and although they may win or not in the court of law, I don't

know that that actually resolves it. And I think the meaningful solutions come from a compromised position where people sit across the table and talk, and then they have a -- they understand where the other person's coming from. I thought -- I met a -- I read a really good book that was interesting to me when I was in my 20s, and it talked about the reconciliation of South Africa and the reconciliation commissions, and I thought it was a remarkable book. What I took from that was, some of the most horrible things could happen to people, and if their story was told [00:11:00] and sorry was offered to them honestly, they were able to overlook and go on with their lives even after amazing tragedies. And so I have great faith in people and their ability to overcome, but I think that there's a point when they need to be heard, and I think -- we see that in Wyoming today. I think you see with the -- what happens in Riverton and the Native American and the EPA and the city of Riverton. I think that certainly it looks like that will go to trial, and one side will win and one side will lose, but I don't think that'll ever solve that -- that problem. I think there will always be enmity until both sides sit down and come to a reasoned solution and say, you know, This is our point and this is our perspective. We can come this far, if you'll meet us in the middle.

JUNGE: Now, what if I were to tell you this isn't going to happen in your lifetime?

GOSAR: That's all right. I think you always try for [00:12:00] perfection. I don't think that you ever give up on things, and I think maybe my life speaks to that, maybe as most, you know, an overlying quality is you just continue. And I think you hope for the best in people, and then you just try to find something that you can grasp to. You know, as a Democrat in Wyoming, you look about, and when you're 20 it's always looking forward, and then when you get to my age you kind of look in reverse and you say to yourself, Ugh, I grew up in a real conservative part of the state, and there were a lot of good folks who probably disagree with me politically, but you know what, they helped me every step of the way. And I think there's a goodness, a kindness, a pragmatism to folks in Wyoming, and I -- and I think I run because I see that slipping away. I think that -- I see ideology becoming more important, and I think that's not [00:13:00] helpful for anybody. And so I've had a lot of good people who were probably just agreeing with me to the day ideologically, but you know, we can go fishing together and we can go sit down and have a meal together, and I think that's important. And when Wyoming loses that, they will have lost something, and I

hope that never changes.

JUNGE: What did your football experience add to that? You played football four years at the University of Wyoming.

GOSAR: Yeah.

JUNGE: As a walk-on.

GOSAR: Yeah. That was a great experience. I think it speaks to -- for me, it spoke many things. As a walk-on, you find yourself maybe in somewhat an underprivileged position, and so you have some empathy for people. And then I had a real remarkable coach in that, the guy who probably was the best coach that I've ever met. And he was a special teams coach. He was an African-American coach from Alabama. And [00:14:00] --

JUNGE: Who was it?

GOSAR: His name was Al Roberts. And he came to us one day -- and sometimes there's self-segregation on a team, there's walk-ons versus scholarships, and we were all sitting there, and then he said, You know, guys, I want you to know I'm brand-new here, and I think that you can all play. But you'll have to come out a half hour early to practice and stay a half hour after practice. And during two days that adds to your day, and it's a begrudging add to your day. And he said, You know, when we get to the season, I suspect there will be about 11 of you, and that'll be who will

play. I thought that was remarkable, that he would do that. And then he was right, as it turned out. We started off with maybe 50 to 75 guys the first practice, and by the end of the first week we were down to about 25 guys willing to go a half hour before, a half hour after. And then about [00:15:00] the season's start there was probably about 11 of us, most of us were walk-ons, and he said, You're on the team. And that taught me a lesson about, you know, looking for solutions and looking to people and trying to find the best in them, and being honest. And, you know, as I look back, those were the best special teams on any people I'd ever played with. We would have run through walls for that guy, because he gave you his word and he was good to it. And I remember looking out on my first game and my first play, and there were six or seven walk-ons on the field with me, and three weeks earlier we would have never thought we would be on the field at War Memorial and --

JUNGE: This wasn't just gratuitous service, this was -- you were starting?

GOSAR: We were starting on special teams, and those special teams were good, because I think he had developed within us an esprit de corps, a [00:16:00] camaraderie, and we were certainly tied to Al. Whatever he asked us to do, we would

do.

JUNGE: Who was his coach? Who was the head coach at that time?

GOSAR: That was -- Paul Roach was the head coach at that time.

JUNGE: Oh, and then you guys went to a bowl game.

GOSAR: Yeah, mm-hmm. And we had one of the best punt coverage teams in America, we had one of the best kickoff coverag) teams in America, and all these were -- most of them were guys without scholarships.

JUNGE: Why didn't you just try to make the pros?

GOSAR: Well, it's tough, you know. I would've if I'd had that opportunity. I had an opportunity to play in Canada, injured myself on a field in British Columbia, and that was that. But, you know, it's a very difficult -- there's a lot of talented people out there, you understand, even in a locker room in Wyoming, and then you narrow it down to 3 percent of the athletes in Division I actually make a career of it, and you think to yourself, Man, that's 3 percent of the people in Alabama, at Auburn and some of these places. [00:17:00]

JUNGE: So you learned something about what that little extra effort would do for you.

GOSAR: Yeah, yeah.

JUNGE: But you must've -- I mean, you wouldn't have even

gotten that far as a -- you wouldn't have walked on unless you had had some previous experience or training in stick-to-itiveness, it seems to me.

GOSAR: Well, I think when you're the fifth boy, the seventh kid, you kind of learn how to compete. And learn to -- I think that's a great skill. I think that's one of the great gifts that having a big family bestows on people, you know. Not only are you blessed with some of the best friends in the world, and some of those people are the same people that are my best friends today, and that's just a gift. But also you get to learn how to compete, and competition sometimes is bad, but sometimes is really good. I think it brings out in people, especially if it's done in a sportsmanlike fashion, which my mom always tried to make sure happened, you know, it helps you become who you could be [00:18:00] and -- and so, I was armed, I think, maybe a little more than other folks who weren't walk-on -- who weren't from a large family as a walk-on, you know, you understand very early on in your life as a -- in the middle of a big family is, well, I don't have to get to the top of the family, I've just got to get above the next guy. And then -- and that's how I viewed the walk-on. I remember being seventh string my first year, and I said, Well, I've just got to stay on the team and get to sixth string by the

end of the year.

JUNGE: You were seventh string?

GOSAR: Yeah, there was unlimited walk-ons and there was a bunch of people running around, and I wasn't good enough to play, that's all there was to it. But if you get to sixth string, and then the next day you go, I'm going to get to fifth string. And then you just move your way up and get a little fortunate here and there, and the next thing you know you're starting (inaudible).

JUNGE: Somebody gets injured, or something happens --

GOSAR: Yup.

JUNGE: -- somebody misses, or somebody's sick. How long did it take you to make -- to get on the varsity, you know, to start? [00:19:00]

GOSAR: To start as a regular player, I was a junior. So it took me three years, I guess almost four, because you redshirt the first year, and so that doesn't count against you, and then I had four years after that, so I would say midway through my junior season, so three and a half years or more. And that's not atypical. For even scholarship guys, you know, it's the rare person that can handle the field mentally, probably, much more difficult than physically for people, because it's quite a jump, at least it was from a small town in Wyoming.

JUNGE: How did that affect your grades as a student?

GOSAR: I -- you know, it didn't. You've always -- that's always been stressed in my family. My mom made sure that you understood the importance of education, and that before you could go out and play baseball, you had to have your homework done. And so you got to learn [00:20:00] how to segment your life, and I think that's also good. I think that that's well placed, because in the end, it's the education that takes you places, it's the --

JUNGE: Did your -- the rest of your family, the other kids all go to school?

GOSAR: Yup. Every one of us graduated from college, and the list of professions is as varied as you could come up with, from dentist to interpreters to engineers and lawyers and private eyes and pilots, and doctors. So it's a real -- it's interesting that you had similar genetics and a similar background, but you all chose a different path.

JUNGE: Yeah. So you credit this to your folks. Your mom, especially, or your dad?

GOSAR: Yeah, my mom was around most of the time. My dad was out in the field working a lot. But had an impact too, you know. But my mom was there every day, and I think about hard work [00:21:00] and dedication and ability to compete, and I think of my mom. Answered the bell every day. There

were no sick days in being a mom with 10 kids, and there were no days off. And I just, I remark, you know, 10 kids, pregnant for essentially 20 years, no disposable diapers. I couldn't handle that with one, I'm sure, and she did it with 10. So just remarkable people, and a remarkable time to grow up.

JUNGE: Yeah. How does -- what was the family dynamic like? Was it -- was there strife? Was it just an ordinary family? I mean, that's a big family, so there's got to be a lot of differences.

GOSAR: Yeah, there's a lot of differences, but, you know, when you're seventh, your -- my oldest brother was in high school when I was in grade school. So you maybe see the world a little bit differently, and so you're closer to some than others, and just naturally that is. And I would say we were a typical family like any family. [00:22:00] But there are -- this group I happened to be around four brothers, an older brother and two younger brothers, and so we fished together, we played games together, we hung out together, we went on the mesa together. And so you're certainly closer to those folks because you spend a lot more time with them.

JUNGE: But did you discipline each other, or was it -- was it Mom and Dad were the boss, particularly Mom, or did you

guys kind of police one another?

GOSAR: Well, (laughs) I like to say we disciplined each other. My mom said we boxed, so (laughs), but ... No, my mom, even though she's small, she can be pretty formidable. And so, you know, you would push as far as you could and then you realize where you had run up against, where you were not going any further.

JUNGE: What did your dad do?

GOSAR: He's a geologist, and so he was an independent, and so he was a consulting geologist for oil and gas companies in southwest Wyoming.

JUNGE: Which company, [00:23:00] mainly?

GOSAR: I think back then I would have to say it was Marathon Oil, and then I want to say the one before Enron, sounds like, it starts with an e. I'll come up with it. There's a Colorado Natural Gas, or some of those old oil companies that no longer exist.

JUNGE: He got a degree, then, in geology? Or engineering?

GOSAR: Yeah, he got a degree in --

JUNGE: Petroleum engineering?

GOSAR: I think it's in geology, from the University of Colorado.

JUNGE: Was he around most of the time, or was he traveling?

GOSAR: He was around in the area, you know, out in Big Piney

and then on location in -- Big Piney was the place that had all the oil when I was growing up, and we lived in Pinedale, so he was out, you know, on location in Big Piney.

JUNGE: But the Jonah Field hadn't opened up yet.

GOSAR: No. The Jonah Field was --

JUNGE: Did you ever suspect what would happen?

GOSAR: It was surprising to me. I didn't -- for the life of me didn't expect it. And, you know, quite honestly I think most folks didn't expect it, [00:24:00] and I don't think they expected the level of development and how quickly it happened and, you know, there were positives and negatives to that. And hopefully the negatives won't be in the long term.

JUNGE: So how do you think -- I'm curious, being a Sublette County resident most of your life, what you think about the air problem, the air pollution problem?

GOSAR: Well, that was very difficult, Mark, you know. When we were young kids, Pinedale was a small place and it didn't have a whole lot of industry, and it was cold, and we had always joked, Well, we've got the cleanest water and cleanest air in the world. And I think it was true. And then I remember flying in for the state and seeing a haze above Pinedale that was very similar to the haze above

L.A., that I had been familiar with as a commercial pilot. And I thought to myself, Well, it's kind of difficult in your hometown. You can understand [00:25:00] L.A., maybe, with millions of people, and there's still a couple of thousand people in your hometown, and I thought to myself, There's got to be a better way. I don't think one has to be sacrificed for the other, and I think that there's a reasonableness that needs to be discussed in industry and not just extractive industries.

JUNGE: God, I sound like an interviewer for politics, but if you did achieve the position of governor, what -- could you do anything about that, actually?

GOSAR: Well, I hope you could. I think some of that development is on state lands, and I think that you could have a discussion with folks and say, You know, it's important for us that you -- that we have jobs in mineral extraction for people in Wyoming, but it's also important that we have [sage chicken?] and antelope and mule deer breeding grounds, and we can do this differently.

JUNGE: And fresh air.

GOSAR: And fresh air, and fresh water. And I know that it's maybe a little more expensive to drill seven holes off the same pad, but I think you should do that, and I think --  
[00:26:00]

JUNGE: But Pete, that seems like the crux of the whole problem of your becoming electing as governor, is that -- here I am drifting and I want to get back to aviation -- but you're up against a world of money and power that's unbelievable in this world, you know. Conglomerates and corporations that are willing to pour any amount of money into the project that's going to make them a buck, you know. And so I don't see how you as a governor can mitigate that force, that tidal wave of moneyed interest.

GOSAR: Well, I fancy myself having a bit of knowledge in history, and I think if one is to examine it, I think that there have been people in movements that have been able to deal with that, and maybe not always the way folks would like to deal with it, but I think they've had success. You know, one needs to only look at the United Farmworkers in California. I mean, they were up against everything, and no money, no power. [00:27:00] But I think there's a power in being honest about things, and I think there's a -- that people can reasonably agree. And I don't believe that most people -- most of the workers that my dad worked with, they didn't want to harm water, they didn't want to harm the air. They wanted to do the right thing, and I still hope out -- I still hold hope that we'll be a little more far-sighted in how we view the world. I think that we

have some -- some tough decisions in days ahead in Wyoming, and, you know, I think it's going to look for somebody to provide a solution.

JUNGE: Are you tough enough to handle it?

GOSAR: Well, I hope so. I don't know if I am or not. You always have to wonder.

JUNGE: It's nice to have Nelson Mandela for a hero, isn't it?

GOSAR: It is nice to have Nelson Mandela as a hero.

JUNGE: I mean, I assume that's who you were talking about when you were talking about South Africa.

GOSAR: Yeah, it is. I think that you hope to [00:28:00] learn about people and see that there's a different way of doing things. It doesn't always have to be about the buck, about the dollar, that there's maybe something a little more important. I look back on my life, and I was not a well-to-do kid. With 10 kids you can't ex-- and a single wage earner that -- but I don't know that that ever much mattered. And I think to back to the days of fishing in the stream and walking on the mesa, and those are the days that I -- that are gold to me, and I think that those things should be passed whenever you can to the next generation. I'm really interested in, you know, the Iroquois nation. They thought that decisions should be discussed and acted upon as how the impact would have on

the seventh generation, and I think that that type of look, of foresight, [00:29:00] I think, is kind of missing today, and I hope that we can come to that. I think the world's going to turn us to that.

JUNGE: It's the seventh generation?

GOSAR: Mm-hmm.

JUNGE: What, after them?

GOSAR: Yeah. And I think that all that talks about is making decisions not just with your own self-interest, but your kids and your grandkids, and what impact those decisions will have.

JUNGE: So you're going to make an appeal as being an honest, straightforward, shoot-from-the-hip guy to the average Joe in Wyoming, you're going to make an appeal to that honesty and straightforwardness in dealings, but frankly, Democrats in this state are outnumbered three to one. So isn't it like, sort of, I hate to use this expression, but pissing against the wind?

GOSAR: Well, maybe it is. You never know. But I've seen people overcome odds, and I don't write off Wyoming's people as ideologically bent as many other folks are. And I'm just going to [00:30:00] -- we'll just have a discussion, and whether it ends up being me in the governor's house or me working in another job, you know,

we're going to have an honest discussion, and I think that's where politics is headed. I think that in the future we have some hard decisions to make in Wyoming and, you know, one day plain dealing will be important again, and maybe that's this day or maybe it's not, who knows?

JUNGE: Well, you might have a practical thing in your favor, in that this Cindy Hill affair has split the Republican Party. And Governor Mead was almost -- and this was all for the sake of history, but Governor Mead was almost censured by the Republican Party during their convention recently, and so I'm thinking there are people that maybe don't think that he's the best leader for this state.

GOSAR: Yeah, and I'm sure that there's people that don't think -- that think I'm crazy wild, too. But, you know, [00:31:00] I think that -- I would hope that people would take a look at the ideas. I'll try very -- I will do my best to not make this personal. It's what I hate about politics, it should not be a personal attack on family or persons or motivations. However, you can say a person is a good person and their policies are bad, and I think that that's important, and I wish that many people would return to ideas. I remember growing up there, you know, we'd talk to Mark about the pragmatism and common decency of folks, and then he dreamed pretty big. And I don't see us

dreaming so big anymore in Wyoming, you know. We have workers that have died, one -- having to return home one out of every, you know, one person every 10 days for the last 20 years. That's remarkable to me. That's something that can be solved. We need to [00:32:00] solve that. It'd take a little bit. I have a quote from John F. Kennedy that I return to a lot, and it's about going to the moon, and just to paraphrase it, you know, you're probably more familiar than I am with it, but we do this because -- not because it's easy, because it's hard, and it will require the best of us, and it will require us to organize and use our skills, and we do it because we can't not do it. And I think, when I look back on my life, being a walk-on forced me to do that, it forced me to be better. And I had to take a critical look at myself and say, this is where I can be competitive, this is where I'm not competitive, these things I have to do. And it never made me any worse for the wear.

JUNGE: OK. So how do you get from airline pilot to -- to running for governor? I mean, where's the -- I don't see the connection.

GOSAR: Well, I wonder if I do too, you know. [00:33:00] I kind of sometimes identify with Forrest Gump a lot more than people realize. I think we're sometimes these leaves

that blow around a bit, and, you know, I'd returned home to work for the DOT. It was great to be back. I had always maintained a residence, but I was on the road at bases in Washington, D.C., or Nashville or Columbus, Ohio, or wherever it was. And then you start to look about and you know the -- what happened in Pinedale was really jarring to me, quite honestly. Even though I had lived through three busts -- booms and busts in my life, as a kid, in the oil industry, and had friends move and move back, and then move. I never really saw the impact. Maybe I wasn't looking, but I -- you couldn't help but see the impact. And I thought to myself, Clearly there's a better [00:34:00] way; clearly this can be measured developed; clearly when you put in --you double the size of the student population or whatever it was in Pinedale, the infrastructure is not going to be able to -- to withstand that for too long. And I think that many folks there that still live there and lived there through that would tell you that they saw jails fill up, that we might not have had anybody in jail for weeks and -- and so all those things, I think, that that doesn't lend to, you know, a sustainable growth and development that is measured. And I think always measured growth is seemingly the way to go.

JUNGE: Have you ever had any offers or help from John Perry

Barlow?

GOSAR: I've met John Perry over -- from time to time, but no, I don't know him that well.

JUNGE: Because he's really an electronic guru now. I mean, people look to him for [00:35:00] leadership in issues of electronic freedom. I think he was the founder of the Electronic Freedom Foundation, and he's from a ranching family background in Pinedale, and I just thought you might have made contact with him. Do you know a teacher named [Marlinda McLoughlin?]?

GOSAR: Oh, yes. She was my second-grade teacher.

JUNGE: Was she? What did you think of her?

GOSAR: I liked talking to her. I thought -- and I like her still.

JUNGE: She's still teaching?

GOSAR: No, she isn't, but I see her from time to time. I think they're still there in Pinedale, at least from time to time. And, you know, it's funny, your impression as a kid, and then when you grow up and you -- and you're on the same staff. It's a remarkable experience, and you don't know what to quite make of it, because you're --

JUNGE: Knowing when to say Yes, Ma'am, or Sure, [Marlinda].

GOSAR: You're always in second grade, it seems. And then you have to work past it. But yeah, it was -- I think small

towns are cool that way. I really do. I think that I had an opportunity to teach [00:36:00] in the class down from my high school football coach and a guy who had been teaching for a long, long time. And so to have a different relationship was kind of remarkable and fun.

JUNGE: Explain, just real briefly, the difference between Pinedale as you knew it, you know, with [Fayles?] grocery and the little drive-in and a gas station and so forth, to what it changed to and is today.

GOSAR: Well, I would think that -- when I grew up, you knew everyone, and that's good and bad. You know, everybody knows the good and the bad of that. But you would -- there was a real sense of community. And I remember somebody's house burned down without insurance, and people had benefit after benefit to raise the money to build their house. I'm not sure that that would -- maybe that would happen now, today, but you knew all the people, the clerks at the grocery store; you knew all the policemen, [00:37:00] you knew all the teachers, you knew everybody, and it was a real close-knit community. And so I don't know that my parents have ever locked their house in 50 years.

JUNGE: John Perry Barlow told me, he said, You know, you've got to be careful what you say to people in a small rural environment, he says, because you can flip somebody off and

then down the road, you run out of gas and he's going by.

GOSAR: Right, and that is a good point. And I think that's the, you know -- in retrospect, Mark, I've thought about this a lot recently, is, Man, a lot of maybe staunch Republicans had a real positive impact in my life. And so for me, that teaches the separation of the person from the ideas, and I think if it gets to that, if you can separate, then I think we can come to some arrangement that's meaningful for both.

JUNGE: OK, so let's go back to aviation.

GOSAR: OK, cool.

JUNGE: I love doing this, and I knew I was going to do this, and I just said, No, you've got to [00:38:00] concentrate on aviation. OK, so your flying career began -- let's see, after you did these several things between your teaching job and your flying career, was your ambition, then, to be a commercial pilot?

GOSAR: Yep, I went to a community college with just that, you know, intention. This program got you from zero to the ratings that you needed to get into a commercial pilot -- to an airline, and it had a flow-through program, so they would train you to be the pilot -- the type of pilot they wanted on the equipment that they wanted.

JUNGE: Was it commuter airline?

GOSAR: Yep. It's a place called Mesa Air Group, and they flew as United Express, USAir Express, and Frontier Express, and all those things, you know, they're express carriers. And they took you from zero hours to being [00:39:00] proficient, and that was remarkable, I think, because in a year and a half, the timing was just right, the airlines were hiring and they needed pilots everywhere. I sat in the right seat with 150 hours total flight experience, and felt fairly competent to be able to operate. Now maybe the people in the back, if they'd have known that, would have gotten off, Mark, I don't know, (laughs) but, you know, you build your hours in a year or two, you see a good deal. You haven't seen everything, but you've seen a good deal to hopefully make yourself a reasonable person.

JUNGE: Now, as I understand it, Great Lakes is in trouble because -- for at least one reason, and that is because their pilots need more hours to qualify to do commercial flying. So back in your day, when you first started in aviation, you didn't have to have many hours and you could work up your hours?

GOSAR: Yeah. And there have been [00:40:00] some changes in the rules. You know, they say every aviation rule is written in blood, and I think that there have been some accidents that pointed the -- the FAA into thinking that

there needed to be a little different qualifications for pilots. I think that since I had a four-year degree, some of those hours come down, and as you have more experience and more education, I think that they're able to limit, or have some flexibility on those rules. But yeah, you're correct. That's what --

JUNGE: How many hours do you have now?

GOSAR: I would guess about 10,000, 9,000, I don't know.

Somewhere in there. It's hard to keep track anymore.

JUNGE: Can you fly any type of aircraft?

GOSAR: No, you -- you have to be trained on every different aircraft, generally, above a certain weight. I have what's called a type rating. So you are able to fly this certain type [00:41:00], and I have a couple of those, but I couldn't get into a 737. I would know maybe how to operate most of it, but I wouldn't feel that competent, unless I had to, about flying it that day. So you go and train on each different airplane, because they're all just a little bit different.

JUNGE: Are you flying jets or props mainly?

GOSAR: I fly jets mostly.

JUNGE: Really?

GOSAR: But -- for the state. But I do have a management company with a brother who's also a pilot for the state.

We operate a turboprop out of Laramie for an insurance company there. So I get a little bit of both worlds, and it's good, I think.

JUNGE: What's his name?

GOSAR: Kevin.

JUNGE: And so Kevin's a co-owner of this?

GOSAR: Yep, yep.

JUNGE: What's the name of the company?

GOSAR: Gannett Aviation.

JUNGE: I looked them up on the web, and I couldn't -- I don't know, I tried calling and they said the number was no longer working, or something.

GOSAR: Well, we're pretty -- we're pretty straightforward about that, but maybe we ought to get that up and running again.

JUNGE: Maybe I'm wrong about that, but I couldn't get a hold of -- I wanted to get a hold of somebody [00:42:00] at Gannett because I've read the association between you and Gannett. OK. Why'd you name it Gannett?

GOSAR: Well, it's the largest mountain in Wyoming, and it's right above Pinedale.

JUNGE: Oh, OK. OK. That's good. You -- you fly jets for who? Who do you fly for?

GOSAR: For the state of Wyoming; the Department of

Transportation, more specifically.

JUNGE: How many other pilots work --

GOSAR: There's eight of us total.

JUNGE: That's a lot of pilots.

GOSAR: Yeah, we're available 24/7, 365, with two planes and, you know, that, on occasion is -- that flexibility is used. So, you know, on -- I know just for next week's schedule I see people flying on Memorial Day. And all our planes require two pilots. I think there's a funny -- or not a funny story, an interesting story about how the state used to have one pilot [00:43:00] and was flying an attorney general or an elected official, and that pilot died in flight --

JUNGE: Jim Barrett -- Jim Barrett's pilot. Remember him?

GOSAR: Yeah.

JUNGE: Judge Barrett? Yeah, he told us that story.

GOSAR: I'd heard that story from Judge Grant. I had no idea about that story, and I think ever since then it's with two pilots. So, you know, so the -- it's -- it's a full schedule. And for that availability, you know, if you have to have people -- although eight seems like a lot, I think sometimes you get on a Saturday and you need six, and you would do, like, Well, do we even have enough?

JUNGE: OK, well, who do you generally fly? A State Department

head, or --

GOSAR: You know, we fly anybody who has a relationship with the state, or the state agencies, elected officials.

[00:44:00] The University of Wyoming, since it has connections to the state, we fly University of Wyoming boards and commissions, you know, road engineers, senior-level engineers from Cheyenne to go look at projects throughout the state in the summertime. You name it, Homeland Security people --

JUNGE: Generally within the state?

GOSAR: Generally within the state. Mostly, 80 percent, maybe more, 85 percent of our travel is in the state.

JUNGE: Are you familiar with all the airports?

GOSAR: Most of them. You know, I have never had a chance to go land at Dixon. I have never been to Dixon, but I think I've been everywhere else. Except, you know, that's with a paving strip. I haven't gone to the Greater Green River Intergalactic Spaceport. Although I would rather (laughs) -- I hope to one day land there, Mark, I have not been there.

JUNGE: What about the Nowood International? Nowood International Airport?

GOSAR: I've not heard of that.

JUNGE: It's up on the Orchard Ranch. There's a sign on the

[00:45:00] one hangar out in the middle of a prairie -- a meadow between two ranges of mountains, or two ranges of hills. It says Nowood International Airport.

GOSAR: (laughs) People are awesome.

JUNGE: Forty miles south of Ten Sleep. This is what makes Wyoming -- one of the things that makes Wyoming great. So what's your favorite airport to land at?

GOSAR: Oh, I love Jackson. I love flying in there. It never gets old for me. It's so, you know, scenically beautiful that it's a -- that's great. And then it's a bit of a challenge on occasion, and that's also good.

JUNGE: Why?

GOSAR: Well, you know, the weather is -- can be a little bit dicey there from time to time. It can change pretty quickly. The mountains add their level of complexity to it, with icing on runways and all that stuff, it adds to it.

JUNGE: You can only come in one way, can't you?

GOSAR: No, you can come in both ways.

JUNGE: From the north or the south?

GOSAR: Yep. [00:46:00]

JUNGE: With a jet?

GOSAR: Yep. GPS has done some amazing stuff in places, and allows you to fly approaches that you would have never

dreamed of before.

JUNGE: Do you know the airport manager, Ray Bishop?

GOSAR: I know him. I don't know him well, but I know him.

JUNGE: He's like you. He's a go-getter and he's got a lot of enthusiasm for his job. It's great to see that sort of enthusiasm. So, have you ever had any close calls?

GOSAR: You know, I think when I was training I had a close call. Ended on a note that it would be really that close. People don't use the radios as much as maybe they should, and so as I was taking off, a guy was crossing over the end of the runway, and so we probably missed each other by, I don't know, 50 yards or so. But that's, I guess, reasonably close. I've had, you know, windshields break and the plane [00:47:00] become iced over and all that type of stuff. That's a general experience to people, but I've had an engine fail on the ground, but nothing that really was traumatic.

JUNGE: Like an engine failure in the air.

GOSAR: Yeah. I did, however, get hit by lightning one time in a regional jet, and it's all electronic, you know, even your controls are what they call fly by wires; you send an electric pulse out to the aileron or the rudder or whatever and it does what you ask it to do. And so that was remarkable, because the plane just -- you could smell the

ozone, or whatever it is you smell, you knew you had been hit, and then the screens went black, and then they just popped right on and everything just worked perfectly. And that's why I have such regard for aeronautic engineers, because we got on the ground, there was a burn mark at the top of the nose and a hole underneath the nose, and that's where most of your avionics or your guidance systems are, and it was able [00:48:00] to withstand that. And it just was a remarkable experience.

JUNGE: So what's your modus operandi? I mean, let's say that you're going to work tomorrow -- I don't know whether you're taking time off work to run for governor or not.

GOSAR: Well, we'll see. I hope to. I think you have to, and so I've asked for that to happen. We'll see what they --

JUNGE: Are they pretty generous about giving you that time?

GOSAR: They'll -- I think they'll do it if they can. And if not, then --

JUNGE: Why would they do that for a Democrat?

GOSAR: (laughs) That's a good point. (laughs)

JUNGE: No, we don't want -- this guy's honest, he might win. Well, anyway, OK, so, just take me through your procedure, like -- it seems to me like if I'm the head of a department, like education or parks -- like Milward Simpson, Parks and Cultural Resources -- for which this is

being done, and I say -- I call up who? I call up somebody, Department of Transportation, and say, I need a pilot to take me up to Cody for a meeting, [00:49:00] or Pinedale, wherever, but what happens in the process?

GOSAR: Well, this is the part that I -- that I kinda like. Because when I first started, everything was by phone or fax, and -- and, you know, flights were scheduled that way, and I thought, Well, this has got to be a little bit different. I'm kind of an information age guy, I don't like to waste paper or time or whatever, so I was able to get IT over at somewhere in Wyoming to do an online flight request, and so people would just fill it out online, send it in, we check an e-mail box, we have an online schedule that we put out for people to see what's available. I was a big -- I'm a big believer in trying to mesh people together, so if there were three seats open to Dubois and there was maybe an engineer who needed a ride to Dubois at some point, that they would be able to look at the schedule and add themselves in [00:50:00] and share the cost of that and make it more efficient. And that has been a really interesting thing, you know, to be able to work in with IT -- and I know just enough to be dangerous -- to work with scheduling -- once again, know enough to be dangerous. But to see it work to where we no longer -- in my short time

there, I don't know that we've seen a fax come for a flight request. They were 100 percent faxes before, and I would think that I haven't seen one at all --

JUNGE: I was going to ask you, how was it before? It was all fax before?

GOSAR: Yeah, for the most part. And phone calls.

JUNGE: Yeah, I was going to say, when Herschler was governor, wouldn't he just call up somebody and say, Hey, I need a ride to Kemmerer.

GOSAR: Yeah, I would guess. I don't know, I can't speak to the Herschler deal on --

JUNGE: But you've seen it change.

GOSAR: Oh, yeah, and you see a change in just the -- how aviation works. I think when I first saw it as a teacher, I thought to myself, [00:51:00] maybe I had some instructors that were not as current, but I had seen it -- it was like, they really -- they don't take the big blocks like we do in teaching and teach those first and then move to the intricate blocks. And I thought that training in teaching people how to fly, I thought, Well, man, they make it more difficult. Because we talk about the more intricate things when we haven't mastered the big things. And in that -- in my time -- it hasn't been a long time, 15 years in the aviation industry -- it has changed. You

know, there's more of a collaborative approach to teaching, less of a -- your get good or get gone approach, as it might have started out initially. And then the broad blocks are taught, and then the refinements come later. And that's really remarkable to watch. You wonder how that all happened. But it just seems to have [00:52:00] been --

JUNGE: You mean it went from big blocks to small blocks in the past? Or they're doing it now?

GOSAR: They're doing it now. And I think that they've incorporated some of the best parts of education into teaching somebody how to fly, and I think beforehand it might have been, Well, we'll just teach them how to fly, without having thought about it a little bit.

JUNGE: Why not just get a guy in a plane and say, Here's what you do, and then we'll teach you ground school later.

GOSAR: Yeah, well, some people would be able to do that. And there's big blocks in the air, too, you know. I mean, if I were to help somebody to learn how to fly right now, I would take them up in the air and I'd say, OK, we're going to learn about trim. Because that's really how you fly. You don't (inaudible) or whatever. But you're going to have to figure out how to trim an airplane so that it flies by itself. And once you can do that, or trim it to turn left, or whatever it is, once you do that you understand

how that plane works, and now the part about cross-wind landings or having a stabilized [00:53:00] approach, those just come -- you know, you say, Well, I need you to trim it for 700 feet per minute; that will give you generally a 3 degree (inaudible). That's the big block that I'm talking about, whereas if you went before without that and said, Hey, now make it 700 feet per minute, a person is just back and forth over-controlling a plane, and it makes it just difficult. I remember thinking to my-- my brother and I always would ride along with each other because --

JUNGE: Kevin, you mean?

GOSAR: Yeah. We learned together, because we thought that that was important, plus it saved us money. (laughs) Flying (inaudible) things are expensive, and so you could learn in the back while the other guy was under the gun, and I think you learn more in the back, actually. And I remember telling him, it's like -- it's like microsurgery, this landing, because at some point there's so much pressure on your hands and your arms, and then you make a -- you make a little move and then the plane balloons, and I just didn't know how to trim out a plane, and so finally I figured that out, and he helped me along that way. [00:54:00] But it's -- it's -- I don't know where I got off on this tangent, Mark, but --

JUNGE: Well, I was just asking you about your -- your procedure, and you were telling me about education and the way -- the way aviation has changed. And has it -- so it's changed definitely for the state of Wyoming.

GOSAR: Yep.

JUNGE: In their policies, and how they train their pilots. How do you go about getting a job as a pilot for the state? You worked as a commuter air -- airline pilot.

GOSAR: Well, it's just like anything else. They announce the jobs when they come open and online, and you put out a resume, and, you know, hopefully the -- I've been on both ends of it -- hopefully you get a person that is qualified, and there are a lot of qualified folks out there who want to live in Wyoming. And, you know --

JUNGE: But you were living in Wyoming and you were a commuter pilot, right?

GOSAR: Yeah.

JUNGE: Or were you living in Wyoming?

GOSAR: I was living in Wyoming. And it was hard to -- I don't know that that system existed when I first got hired. I think it was more [00:55:00] of a, Hey, we might have a job coming open, do you know any pilots? And if you're not working in the state, then it's hard for people to know that you might be there or that you might have an interest

in it. So I think that that's always -- how they do it now is a real -- a good way to do it. Everybody has a shot at one, if they want the job, to get it.

JUNGE: You were a commuter pilot?

GOSAR: Mm-hmm.

JUNGE: What's the difference between a commuter pilot and, say, what do you call them? Long-distance pilots?

GOSAR: A mainline, I guess. I guess commuter would be the -- the smaller regional carriers, the Great Lakes, the Sky West, the Horizons, the people who serve United. United would be a mainline pi-- airline. Delta, Southwest, those are what, I guess, people in the industry call mainline.

JUNGE: Well, why wouldn't you -- your ambition, if you wanted to be a pilot, why wouldn't your ambition have been in that direction?

GOSAR: You know, I -- because, you know, there's no mainline that fly out of Wyoming. And I met an old guy one time at an airport, and he was very [00:56:00] prophetic, and it's so true -- I was just talking, waiting to get on a plane with him, and we were commuting to wherever, and I said, Well, seems like -- he told me he was a couple months away from retirement -- I said, So, looking back, what would you have done differently? And he said, You know what I'd have done, Pete? I would have found out where I wanted to live

and flew for whoever flew out of there. And he goes, This commuting's for the birds. (laughs) And so, as it turns out, he was right. And, so, sure those opportunities -- it would be nice to go to Korea, maybe, on occasion, but I like being in Wyoming too.

JUNGE: Were you married at the time?

GOSAR: I've never been married.

JUNGE: You've never been married. So you don't have anything intruding in your -- your ambitions to be whatever. Well, I'm not saying that. Is that the wrong word to use? Intruding? Mitigating? I don't know.

GOSAR: Well, I date -- I've been dating a lawyer in Laramie for some time, and -- although she's not very [00:57:00] intrusive, there are some considerations. (laughs)

JUNGE: OK, so, so then you took this guy's advice and figured, well, maybe he's got something here. I want to stay in Wyoming, I love Wyoming, I don't want to commute between cities outside of Wyoming and try to live that way.

GOSAR: Yeah, yeah.

JUNGE: It was pretty simple in that respect.

GOSAR: Pretty simple in that respect. Being a commuter pilot's a hard life. It's -- there's a lot of legs, so a leg would be between two cities, generally, when I first started. It's kind of a backward industry. The hardest

flying is done by those with the least amount of experience, you know, and they have the hardest equipment to fly. So we didn't have an autopilot in the planes I was flying. We would routinely do 10 legs a day. If the -- if it's snowing [00:58:00] in your general area, it's going to be snowing all day, because you really don't go from New York to L.A. And your planes are less equipped to deal with things. And so as you get on and on into the -- you get better schedules, you get more able planes, you get less legs, and so I always thought to myself, Well, this is nuts. But, you know, it's a hard life, and it's a -- you earn your money at the commuter airlines.

JUNGE: Yeah. What's been your most aesthetic experience? I mean, if you think about being up in the air -- I mean, was this always just a job to you? I mean, you said as a kid you were interested in flying. So, when did you -- when you got up in the air, was there ever a time when you felt like, Yeah, this is what it's all about?

GOSAR: Well, I think it's -- when you fly towards the Tetons on an early morning or a late evening, and you get a chance to look down at those places. I like the outdoors, and so I like to hike [00:59:00] and the Wind Rivers have always been home for me, and you get a chance to look down on things and see where you've been and where you would like

to go, and, you know, that gives you a different perspective. And I just -- it just is always remarkable to me to be able to have somebody pay you to do that. They probably could get you for free, but maybe not. (laughs) They would probably pay us more, but -- (laughs) but, you know, it's a really (inaudible) -- it could be a real pretty thing, you know. I've seen the aurora borealis at night on the way to Boise one time, and I thought that was just remarkable.

JUNGE: Most people don't get to see that from the air.

GOSAR: Yeah, yeah. And I don't -- just like the people on the plane could have, but I think most of them were asleep, it was about midnight, you know. So, but (laughs) --

JUNGE: What does it take to be a good pilot?

GOSAR: Well, probably like most things, Mark, [01:00:00] I think it takes a skill level, of course, for sure. I think it -- for piloting, you know, they say bad decisions are usually not made very often, and they end pretty horribly. I think you weight decisions, and I think, you know, for me, I think calmness in your pilot is a good thing. I think that people who get too wrapped up won't make very good dentists or pilots, and neurosurgeons. And so I think that a skill level, an ability to make decisions, and then, you know, just a matter-of-fact approach to it. Say, you

know, well, it's icing today, this is what I expect, and if I see that, then I'm just -- I'll leave myself a way out and a planning ahead.

JUNGE: Pragmatic.

GOSAR: Yeah.

JUNGE: And you are pragmatic, if nothing else.

GOSAR: Well, I hope so. Maybe not. [01:01:00] Maybe the intrusive girlfriend of mine (laughs) would say something differently. I'm sure she would, Mark, but I hope to be, yeah.

JUNGE: Well, OK. I always wondered if I could be a pilot, and I decided, after talking to people like you, no.

GOSAR: I think you'd be just fine.

JUNGE: Oh, yeah, right. I'm so scatterbrained that I'd probably -- they'd say, The wings are gone. OK, but that's not a problem. Let's -- what -- have you got any Cokes back there?

GOSAR: If they can teach me, Mark, they can teach a monkey, I'm telling you. So the bar is pretty low.

JUNGE: You're a humble guy. I don't believe that. What's -- the problem with Great Lakes, I think, sort of typifies the problem of commercial airline flying in Wyoming. You don't have to worry about it because you're a state employee. But when you look at that situation -- OK, you're governor.

You just got elected governor, you beat me. The Wyoming Aeronautics Commission comes to you and says, you know, Great Lakes is going down the tubes, [01:02:00] we need a governor who can make some decisions, and this is where I think we ought to go. How do you look at a problem like that? I mean, where do you see the problem? Let's put it that way.

GOSAR: Well, I think you have to break it apart into its big blocks first, and then go to the nuance. And so you think to yourself, well, you know, you rob banks because that's where the money is. And so where do you establish, you know, gateway cities, or however you call them, to where the people are, to where you can -- you withstand -- can operate a plane for profit? And it has to -- you know, there has to be some motivation here to -- you don't necessarily want to have a plane fly into Farson every day, three times a day. There's just nobody to pick up there. And so you figure out, you know, the Caspers, the Cheyennes, the Gillettes, and those folks, Jacksons and places that can -- Cody can operate a plane. And then maybe you take a different approach to it and you say, you know, Laramie and Cheyenne, maybe that's close enough where you can ask people to drive one way or the other. And if [01:03:00] we're having a problem filling up planes, maybe

we could do something differently. I think it always comes down to the right equipment. You know, one piece of equipment, a plane, can be the right piece of equipment for a job, and another piece of equipment can be the wrong, and then it can be the difference between a successful airline and one that sells everything and goes bankrupt.

JUNGE: Yeah, but Pete, that's not the reason why, is it, that Great Lakes is failing? They get a million dollars worth of subsidy every year, and if their enplanements are below 10,000, or whatever the cutoff line is, they don't get their subsidy. I mean, they run on subsidies. So, OK, you as governor, you know, Great Lakes is going down the tubes tomorrow, they're going to clear out of here, what are you going to do?

GOSAR: There's people. There's plenty of airlines that are available that you could work with. I know Sky West comes into Laramie now; Great Lakes used to. I think they come into Rock Springs now; Great Lakes used to. And so there are ways to deal with it. I think that, you know --

[01:04:00]

JUNGE: But you still have to use subsidies, don't you?

GOSAR: You know, I'm a believer if those are necessary, use them. But I don't know that every place we use subsidy that they're necessary. And so, you know, I think that

there has to be an approach that says, Hey, you know, if I subsidize a plane that goes into Wherever, Wyoming, and the subsidies keep growing every year, well, maybe we need to rethink this one. If it's on the way from Cody to Denver, maybe it gets a little less service but the Cody plane stops along the way. And that has been done, and that's nothing new. But I think -- I think you get good people and put them in positions to be successful, and then hope they'll be successful. I don't know what the reasons are for Great Lakes. I wouldn't hazard a guess. But, you know, not every company can be successful, and some companies can surprise you.

JUNGE: Interesting. I only know [01:05:00] the one factor, and I guess I'm going to discuss that with somebody from Great Lakes, and that is that, because the FAA is requiring more hours for commercial pilots, and they don't have all the pilots that are necessary to complete that requirement, that they're losing -- they're going to lose pilots, and therefore they won't have the staff that they need to run the airline. Now, that may not be the crux of the problem. There may be more things than just that, but I think that that's one thing that's come out in the paper a couple of different times. And that we might lose Great Lakes here and Cheyenne.

GOSAR: They might, but I think with Cheyenne or somebody like that, somebody'll step up. I think if there's a buck to be made, you'll find somebody willing to take a shot at it, and I think that's what America does pretty well.

JUNGE: OK. So what's the future of aviation in this state, the way you see it?

GOSAR: Well, I think aviation, like everything else, it's changing so rapidly. I remember in my short time with the things we've discussed, [01:06:00] but all our approach plates used to be on paper. We used to carry heavy bags with -- especially in Mesa, because we had every airport in America that you could be sent to for whatever reason, with east and west and everything in between. Now that's all handled with the iPad or an electronic device. So all of those things were taken care of, you'd have no more updates to do other than you find a Wi-Fi, you hit the update button, and the next thing you know you've got the greatest thing. And so, you know, there are so many things that are changing things, Mark. There's a synthetic vision that might remove people's need to be able to fly by instrument, you know, and to essentially see through the clouds for the pilot. And, you know, for every one of those things, you always have to -- we see some of the accidents happening now are because people might have lost the skill of being a

pilot and now are aviation managers, and so there's been a real focus to click off the autopilot [01:07:00] and to continue to do that every so often, so that your skills as a pilot don't necessarily deteriorate. And I think that's really important.

JUNGE: OK. So I think we've covered everything. Now, you have a meeting in about 15 minutes. OK. So, if you were the king of the forest, if you were the governor, what would be the first thing you'd do? Besides have a drink.

GOSAR: (laughs) There would be a big party (inaudible). But, you know, you go and ask good people, surround yourself with good people. If you want energy diversity, you find yourself people that are expert in energy diversity, and you have a conversation, and you trust their decisions if you can. You ask them, Hey, how can we change this? We know this is something that needs to happen. We can't continue the most -- the riskiest portfolios without diversity. And right now our energy portfolio is no different than it was when I was a little [01:08:00] kid, and we need to diversify. There's no (inaudible) about it. And if we're going to continue to live with some of our infrastructure and our monies coming from carbon-based fuels, it's in our best interest to find a way to clean those carbon-based fuels up. There's just people in

California that it's not in their interest for us to clean up coal; they'd just as soon put solar on their roof, or wind off their shore. And so it's incumbent on us to think big and to think in the future and say, If this is how it's going to be, we need to do this. But I had somebody tell me the other day, and it's just a remarkable thought, she's like, you know, people in California would buy as much wind energy as we could produce. And I ask people in Wyoming, what would they do? What would Walmart do? They'd sell it to them. And we don't even try to build that. And so her take, and I thought it was a really clever way of putting it, is like [01:09:00] if somebody wants to buy everything you can produce, why wouldn't you build it? And so I think those discussions need to be had, and maybe they will or maybe they won't.

JUNGE: OK, listen, you've got to go and I don't want to keep you. Thank you so much.

GOSAR: Thanks, Mark. I appreciate it. It was a pleasure to meet you.

JUNGE: Yeah, same here. I enjoyed it.

END OF AUDIO FILE