

OH-3025, Carrol Orrison, 4-2-2014, WY In Flight

JUNGE: [00:00:00] Put something on the front of this tape, just as an identifier. Today is the 2nd of April, 2014. My name is Mark Junge and I'm at the office of Carrol Orrison of Orrison Distributors --

ORRISON: Casper Beverage.

JUNGE: Ca-- excuse me, Casper Beverage. And we're here in his conference room and today we're going to talk a little bit about Carrol's life and particularly his life in aviation. Is that fair?

ORRISON: Yeah.

JUNGE: OK. Carrol, I've been wanting to do this for some time, and of course, you know the weather's held us up. So --

ORRISON: Yeah. It's going to be winter all year. (laughs)

JUNGE: I think so. Well, first of all, what I like to do is identify people -- what their full name is and where and when they were born. What's your full name?

ORRISON: Carrol Payton Orrison, May 19, 1929, Sapulpa, Oklahoma.

JUNGE: '29, so that means you're 70--

ORRISON: I'll be 85 in 30 days. [00:01:00]

JUNGE: Well, congratulations. How does it feel to be 85?

ORRISON: Well, if I'm still here May 19th, it'll feel all right.

(laughter)

JUNGE: OK, well said. So, you came from Sapulpita?

ORRISON: Sapulpa, S-A-P-U-L-P-A, Oklahoma.

JUNGE: Where is that?

ORRISON: It's outside Oklahoma City. My dad was a refinery construction superintendent. We moved about every 24 months, all my life, all over the country.

JUNGE: That's where you were saying earlier, that you had been in what states?

ORRISON: Kansas twice, Texas three times, Colorado twice, Illinois once, and then when I got out of the Marine Corps, I came to Cheyenne to join my family in Cheyenne. Cheyenne's been my home ever since. And I moved to Casper in '87.

JUNGE: When did you move to Cheyenne?

ORRISON: In '44.

JUNGE: '44.

ORRISON: Well, the family moved there in '44. I got there in '46. [00:02:00]

JUNGE: OK. And you've been here, in Casper, since '87.

ORRISON: Since '87.

JUNGE: Don't you have another home in Casper?

ORRISON: No. I have a home up on foot of the -- base of the mountain. I used to have a home in Vail, Colorado, but I don't anymore.

JUNGE: OK. OK. So, who were your parents?

ORRISON: My dad, Carl, and my mother, Edith -- Dad was refinery construction superintendent. At the age of 28, he was superintendent of the largest refinery in the world, Pan American Petroleum Company in Texas City, Texas.

JUNGE: When was this?

ORRISON: That would have been back in the '30s, early '30s.

JUNGE: Largest oil refinery in the world?

ORRISON: In the world at the time.

JUNGE: Texas City, Texas.

ORRISON: Yeah, Pan American Petroleum Company. And they built refineries all over the -- we'd go in and he'd start a refinery, build it, get it running, and then he'd just move to a new one. That's why we'd move from Kansas to Colorado, back to Kansas, back [00:03:00] to Colorado, Texas, and then Illinois and into Cheyenne, and when he got to Cheyenne and built the refinery in Cheyenne, he quit. He said he was not going to travel anymore.

JUNGE: He built that -- was the Frontier then?

ORRISON: Frontier then. Well, it was Husky then.

JUNGE: Husky, then. I was going to say Husky. Yeah, so how did he get into the business?

ORRISON: My dad?

JUNGE: Yeah.

ORRISON: My grandfather was killed in a refinery fire and the oldest son got a job in the refinery. That's what they had in those days. So, dad was 14 years old. He quit school and went to work in the refinery.

JUNGE: So, he basically worked himself up from what you'd call a common laborer to the top of the heap.

ORRISON: Right.

JUNGE: How do you --

ORRISON: With an eighth grade education.

JUNGE: What qualities must he have had?

ORRISON: Well, you can't do that anymore. You couldn't even get a job in a refinery anymore without at least a high school degree [00:04:00] -- diploma.

JUNGE: What was it about him, though, that allowed him to --

ORRISON: Very smart man. Very honest, very smart.

JUNGE: Which is the most important?

ORRISON: The honesty.

JUNGE: OK. OK. And your mother?

ORRISON: She was a housewife. After my dad -- he left the refinery business in Cheyenne, he went into the wholesale

and retail gasoline business. Service stations and wholesale gasoline, and at one time, had seven service stations in Cheyenne. When it came time to convert them to self-service stations, he wouldn't borrow the money it took, the million dollars, to convert all the pumps, so he sold out and retired.

JUNGE: Why did he go from being head of these refineries and really a creator of refineries to --

ORRISON: Got tired of moving. [00:05:00] Got tired of going to a new town every two years, every eighteen months to two years.

JUNGE: And how many kids did he have?

ORRISON: My twin brother and I. Carl Junior and I.

JUNGE: Where's Carl now?

ORRISON: He passed away several years ago.

JUNGE: Was he in Wyoming, too?

ORRISON: Yeah, he was running our Colorado -- when I owned Orrison Distributing in Cheyenne, he ran the Colorado division down in Aspen and Vail, Colorado. I ran the Cheyenne division.

JUNGE: Who runs the one in Colorado now?

ORRISON: My son, Rick. I don't have any part of it anymore. The group called the foursome, my four managers, bought me out in '87.

JUNGE: One of them was your son?

ORRISON: Yeah. My CPA, my son, and my two managers. My manager in Casper, my manager in Colorado, and my CPA, and my son formed a group and bought me out, and that's when I came to Casper.

JUNGE: Why did you choose Casper? You had [00:06:00] lived all over the place and lived in Cheyenne.

ORRISON: Well, I bought this distributorship here in '82 and then moved up here to run it myself in '87.

JUNGE: I see. You were running the one in Cheyenne, though, weren't you?

ORRISON: Yeah. You know, until '87. Until they bought me out.

JUNGE: Oh, I see. Until they bought you out.

ORRISON: I was running the one in Colorado and the one in Cheyenne both.

JUNGE: So, how many kids do you have?

ORRISON: I have a son, Rick, who lives in Glenwood Springs, Colorado and runs that division of their company, and then my daughter passed away about six years ago.

JUNGE: What was her name?

ORRISON: Deborah.

JUNGE: OK. In Colorado? Was she in Colorado?

ORRISON: She was in Colorado when she passed away, yeah.

JUNGE: And your wife?

ORRISON: Former wife, still alive in Cheyenne. I've been divorced for over 20 years, 30 years.

JUNGE: Do you ever think about getting married again?

ORRISON: No. One's enough.

JUNGE: One experience is enough. (laughs)

ORRISON: Right. Still paying alimony 30 years later.

JUNGE: Really? [00:07:00]

ORRISON: Yeah.

JUNGE: That's hard to believe.

ORRISON: Yep.

JUNGE: Well, OK. So, you went to school in many different places?

ORRISON: Right.

JUNGE: Grade school, high school, junior high --

ORRISON: Yeah, like I said, different school every two years.

I went to military academy in Bryan, Texas during the war. President Roosevelt was going to send my dad to Russia to build an aviation refinery and Roosevelt and Stalin fell out, so they never sent Dad, but Dad put my twin brother and I into military schools while he was going to be gone. And, he never did go, so after I got out of the military school, got my high school diploma from the military school, I went in the Marine Corps. When I got out of the

Marine Corps, I went back to the military school for a junior college.

JUNGE: What was the name [00:08:00] of the military school?

ORRISON: Allen Academy in Bryan, Texas. It was a junior college affiliate of Texas A&M.

JUNGE: Just curious, was your dad one of those fellows who said, "I need to instill some discipline in these kids. I'm going to make them go to military school."

ORRISON: No, he put us there because he was going to be in Russia. It wasn't a discipline thing at all. He just thought it was the best place for us to be while he was there.

JUNGE: OK. So --

ORRISON: But he didn't go to Russia, so --

JUNGE: Yeah. Yeah. Interesting how history works, isn't it? I mean, who knows? You could be in Russia now if things had been just a little different, right?

ORRISON: No, I would have been a freshman in high school when he was supposed to go to Russia.

JUNGE: Then you went to community college?

ORRISON: Back at the same school.

JUNGE: After you got out of the military?

ORRISON: Yeah.

JUNGE: Why did you choose the Marine Corps?

ORRISON: I was in [00:09:00] Cheyenne, going to school in Cheyenne, and we had a -- Texas has an eleven-year school system. So I got to Cheyenne as a senior in high school, I had every course they taught. So when the football team all went in the service, I just went with them. I was only 17, my twin brother and I were only 17 years old, but we both enlisted in the Marine Corps.

JUNGE: What year was that?

ORRISON: It would have been 1946.

JUNGE: Was the war just over with?

ORRISON: Just over with, yeah.

JUNGE: So you guys went in -- it's lucky, because you could have been in Peleliu, or even --

ORRISON: We could have been in the invasion of Japan, if they hadn't capitulated.

JUNGE: Yeah. Boy. So, how long were you in the military, then?

ORRISON: Eighteen months.

JUNGE: So, after you serving eighteen months, is that it? I thought it was two years that you had -

ORRISON: Well, I had a four-year enlistment, but after the war was over, they came to us and said, "Anybody that joined the reserve unit can go home." So I came back to Cheyenne and joined the [00:10:00] Navy Reserve.

JUNGE: OK. So you have a military pension?

ORRISON: No. No. I only served my full four years. Eighteen months in the Marine Corps and the balance in the Navy Reserve.

JUNGE: Oh, OK.

ORRISON: And then when the Korean War broke out, the Marine Corps thought I was in the Navy. The Navy thought I was in the Marine Corps, so I didn't have to go to Korea.

(laughter)

JUNGE: That's pretty interesting. Somebody messed up the records, huh?

ORRISON: Yeah.

JUNGE: Lucky for you.

ORRISON: Yeah. I could've volunteered, but by then, I had a family.

JUNGE: Have you ever read the book *The Coldest Winter*?

ORRISON: Uh-uh. It's about the Korean War.

JUNGE: It's about the Korean War. I'm just amazed.

ORRISON: I had a lot of my Marine Corps friends got killed there. In fact, my first employee in the beer business, in 1955, in Cheyenne, was a Marine Corps veteran who'd been machine gunned in Korea.

JUNGE: Was he at the battle of Inchosin [*sic*] Reservoir?

ORRISON: I don't know what battle it was, but he got machine gunned. [00:11:00] Donny [Youmin?] was his name. He was my first employee. I got the Budweiser distributorship in 1955 in Cheyenne. I worked with a Schlitz wholesaler '53.

JUNGE: A what?

ORRISON: Schlitz wholesaler in Cheyenne in '53. And in '55, August Busch came up -- Gussie Busch came through the nation in his railcar, checking out wholesalers. If he didn't like you, he took it away from you. They could do it then.

JUNGE: Really?

ORRISON: And he took it away from Beeman in Cheyenne. He gave it to me.

JUNGE: Beeman? What was his name?

ORRISON: Beeman Beverage. Frank Beeman.

JUNGE: Oh, OK. And he didn't care for the way he ran the operation?

ORRISON: Well, Beeman told Busch to his face, I got this second hand, of course, is that, "I know more about the beer business than you do." And he was talking to the sixth-richest American. (laughter)

JUNGE: Well, then, where did you come into play? Did you want to get in this business?

ORRISON: Yeah. I wrote letters to all the breweries in the nation wanting to be a wholesaler. [00:12:00] And in the meantime, I was wholesaling gasoline, working for my dad, driving tank trucks.

JUNGE: But why the beverage business?

ORRISON: I just loved it. I was in it for eight months with Schlitz when they went on strike. When there wasn't any beer to sell, I didn't have a job anymore. But I really loved the business, so I put a letter out. Interesting story. I was unloading a load of gasoline at the Greyhound Bus Depot in Cheyenne and I walked up to the bar two blocks up, three blocks up the street and the Valencia, I walked in the Valencia and a guy named Smokey [Farrar?] had just bought a round of Budweiser for the house. And I said, "Smokey, what the hell you doing?" He says, "I'm going to be the new Budweiser wholesaler in Cheyenne." And I said, "Smokey, you're on probation for stealing a truckload of beer. No way you're going to be a beer wholesaler in Cheyenne." I went home at 2:00 in the morning, got my wife out of bed, had her type a letter. (inaudible) [00:13:00] Gussie Busch. Directly to him, to Gussie Busch, and sent a resume with it. And I had been a Montgomery Ward store manager before that, so -- I was the youngest store manager in Montgomery Ward history.

JUNGE: Nationwide?

ORRISON: Yeah, well, the Korean War started. And all of their -- most of their managers were reserve officers. I was only 21, 22 years old and I become a store manager.

JUNGE: Now, wait a minute. This whole process of -- I can't believe the military didn't know if you were in the Marine Corps or the Navy.

ORRISON: Well, I never got called back. Put it that way.

JUNGE: You never got drafted --

ORRISON: No.

JUNGE: -- to serve. Or called back.

ORRISON: Yeah. Yeah. And I don't know why, but I never did get called back.

JUNGE: What kind of letter did you write to Auggie Busch?

ORRISON: Just told him who I was, what my history was, the fact that I'd worked with Schlitz wholesaler, the fact that I'd been the youngest store manager in Montgomery Ward's history, [00:14:00] what I was doing now, and why I wanted to be a beer wholesaler. And about seven months later, Gussie came to Cheyenne and appointed me wholesaler.

JUNGE: Carrol, have you always been this direct?

ORRISON: I've had a lot of people tell me I should write a book. (laughs)

JUNGE: You should. How old were you when you were Montgomery
Ward --

ORRISON: I went to work for them when I was 21.

JUNGE: -- manager, yeah.

ORRISON: Well, I went to work as a shoe salesman and wound up
as manager, store in Longmont, Colorado, when I was 23
years old.

JUNGE: You were a shoe salesman?

ORRISON: Yeah.

JUNGE: Did you use those fluoroscopes?

ORRISON: No. We had a little trick. Or I'd say this.

JUNGE: We can tell this. We can cut anything you want off.

ORRISON: We had a little trick. Good-looking girl, you set the
thing down, put their foot up here, try their shoes on, you
set it real close to them. Older woman, you set it back
quite a ways. (laughter)

JUNGE: [00:15:00] Is it -- are those old cartoons that
appeared in *Life* and *Saturday Evening Post* about the woman,
the frustrated shoe salesman with boxes stacked, the boxes
this high, is that true?

ORRISON: Yeah.

JUNGE: Really?

ORRISON: Yeah. Women'd come in, try on 15, 20 pairs of shoes.
And not buy any.

JUNGE: So you figured that was not the way to go.

ORRISON: No. And actually, Montgomery Ward's got rid of me.

When they moved me to Longmont, Colorado and made me store manager, my wife refused to move. We had a two-year-old son and she stayed in Cheyenne. I'd close the store on Saturday night, drive to Cheyenne, spend Sunday in Cheyenne, drive back late Sunday night and open the store Monday morning and after eight or nine months, ten months, something like that, the Montgomery Ward's vice president showed up at my office and said, "We have a rule.

[00:16:00] Montgomery Ward manager's wives, they live in the town, they belong to the social organizations, they go to the country club. You have two choices. Get a new wife, or get a new job."

JUNGE: You're kidding.

ORRISON: No. Exact words.

JUNGE: Have you ever read *The Man in the Gray Flannel Suit*?

ORRISON: Mm-hmm.

JUNGE: Sloan Wilson's book?

ORRISON: Mm-hmm.

JUNGE: That's the -- almost exactly the way it was. What kind of corporate culture is that?

ORRISON: Well, that -- you could do things like that then.

JUNGE: So, you were supposed to live in this modest, post-war house with a yard and a dog and a mortgage and a wife and two kids and she was supposed to be a member of the local -
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ORRISON: Various clubs, and we'd go to the country club, and --

JUNGE: It's unbelievable.

ORRISON: Yeah. Work had rules for what their managers were supposed to do and were allowed to do.

JUNGE: So, what did you tell them?

ORRISON: I quit. (laughs)

JUNGE: With vehemence, or just said no?

ORRISON: Just went back to Cheyenne. [00:17:00] Went in to the American National Bank. Applied for a job. My wife was Mormon, and the day I got back to Cheyenne, I started getting phone calls from Mormons, offering me jobs. I had about 15 job offers from Mormons, and I didn't want any of them. I went into the American National Bank and talked to Rudy Hoffman who's the richest man in Cheyenne by far, and said, "I want to be a teller at the bank." He said, "No, you don't." He said, "You know how to drive a truck. Go down there and take over my son's -- my son-in-law's beer business." And I said, "What do you mean, Mr. Hoffman? Take it over?" He said, "That son of a bitch doesn't know how to run a business. You go down there and run it for

him." And I said, "I ain't going to do that." He picked up the phone and he called his son-in-law, and said, "I'm sending Carrol Orrison down. He's going to manage your business."

JUNGE: Rudy was a tough hombre.

ORRISON: Yeah.

JUNGE: I've heard stories about him.

ORRISON: Oh, yeah. He --

JUNGE: [00:18:00] What was he like? Can you describe him for me?

ORRISON: Meaner than hell. Meaner than hell. His big thing was, he'd put you up in business. He offered to put me up in business after I worked for Clem, his son-in-law Clem. He offered to buy the Schlitz agency here in Casper, which meant I'd do all the work, he'd put up all the money, we'd split 50/50. I didn't want any part of it, but he had about 50 businesses in Cheyenne like that. About 50 of them where he put up all the money and somebody else did all the work and they split. He owned the -- almost all of the Cheyenne Light, Fuel, and Power at that time. They had to own their own power plant. And he owned probably eight or nine bars, half of eight or nine bars. Ice company, coal company, hardware store --

JUNGE: Well, he probably was tough -- well, I assume that he was tough to begin with. Did he come from humble beginnings or not?

ORRISON: I don't know, really. [00:19:00] He was an elderly man at the time then, but I don't know. I know his father was one of the pioneers in Cheyenne. I know that.

JUNGE: What was his dad's name?

ORRISON: Rudy also.

JUNGE: Oh, OK. Now, was he a political -- Rudy also a political power in Cheyenne?

ORRISON: No. Background. Not up front, but in back. He was O'Mahoney's backer. Joseph O'Mahoney, United States Senator. He was O'Mahoney's backer.

JUNGE: So he was a Democrat.

ORRISON: Yeah. American National Bank.

JUNGE: That's really interesting. Do you know [Morey?] Brown?

ORRISON: Oh, yeah.

JUNGE: Is Morey a competitor of yours?

ORRISON: No, Morey's a retailer.

JUNGE: Oh, you're a wholesaler.

ORRISON: Yeah.

JUNGE: OK. OK. I see. Morey tells me stories about people like Hoffman and you know, he tells me stories of kind of

the little bit of the steamier side of Cheyenne, but yeah,
[00:20:00] I understand Rudy was not well loved. But he
was probably feared, I would imagine.

ORRISON: Oh, yeah. Yeah. Everybody's afraid of him. He's the
one that got me in the beer business. In fact, he got mad
at me when I got the Budweiser agency because he thought he
should have half of it. Interesting thing, August Busch,
Gussie Busch, probably the sixth richest man in America at
the time, we're talking about 1954, interviewing in St.
Louis in his office, said, "Where are you going to get your
money?" And I said, "Well, I own two semi-tractor trailer
units, hauling gasoline. I'll sell them. I've got a
little bit of money, and I'll borrow some from my father if
I have to." He said, "Well, then, I guess I'd better talk
to your father." So I came back to Cheyenne, got my dad,
and we both went in. And Gussie sitting there at his desk
with [00:21:00] his feet up on the desk, said, "Carl, where
you going to get your money?" My dad says, "I have money.
I've never borrowed a penny in my life." He said, "In
fact, we didn't even own a home. We always rented." And
he said, "I've got plenty of money. I can loan Carrol as
much money as he needs." And Gussie said, "Well, I'll tell
you one thing. If you borrow one penny from that goddamn
Rudy Hoffman, you're not going to get the business."

JUNGE: He knew. In St. Louis, he knew about Rudy Hoffman.

This guy was -- somebody -- you ought to write a whole chapter in your book about Rudy Hoffman.

ORRISON: I ran around with a kid named John Charles Thompson.

JUNGE: Oh, yeah. He wrote a column for the paper. "In Old Wyoming."

ORRISON: Yeah, his father was a judge. And his grandfather was a territorial judge and his father was a judge. And the old man Thompson, in his eighties, used to tell us about Cheyenne in the old days, [00:22:00] about when one of the leaders of the community was driving down 15th Street with his carriage, with his girlfriend in the carriage, and his wife ran out and grabbed the lead horse, then grabbed the buggy whip, and started whipping the gal. Things like that.

JUNGE: This is Charles's dad that told you this?

ORRISON: John Charles Sr. The judge, yeah.

JUNGE: Yeah. Did you read that column he had in the paper? His son's column?

ORRISON: Yeah. Oh, yeah.

JUNGE: "In Ol--" I think it was called "In Old Wyoming." And he had some interesting stories that are fun to read today. Yeah. John Charles Thompson. So, who are some of the

other luminaries that you knew in those days, like the mayor, who was mayor?

ORRISON: Oh, hell. It's been so long ago. George Cox was one of the mayors.

JUNGE: Oh, let's put it this way. Were there any good ones?

ORRISON: Oh, yeah. Yeah. That big parking garage was named for George Cox. [00:23:00] Oh, yeah. We've always had good ones. Cheyenne always has -- Casper has a city manager type of business. We had some real crazies as mayor here, but the mayor doesn't do anything except go to breakfast and give speeches. The city manager runs everything. Yeah, we had some good mayors in Cheyenne.

JUNGE: Builders? City builders?

ORRISON: Yeah.

JUNGE: Why didn't you want to go into the retail business? I mean, you had control of the wholesale business, right?

ORRISON: Well, you can't be both. That's federal law.

JUNGE: Oh, so you couldn't be involved with bars or anything else.

ORRISON: No. Can't even own stock in a retail operation.

JUNGE: Oh. I didn't know that. So, as a wholesaler then, you had to deal with state laws. Liquor warehouse, things like that.

ORRISON: Yeah, and federal laws.

JUNGE: I don't understand how the liquor warehouse came to be.

ORRISON: Well, when [00:24:00] they first legalized actually three-two beer first, they gave the states the right to sell beer and alcohol any way they wanted to, and 34 of the states went with state control. Not all of them have liquor warehouses like Wyoming does, but a lot of them have total control of the licensing. And where the -- like, in Utah, the state owns all the liquor states. In Kansas, there were no liquor stores. Beer only.

JUNGE: I think in Iowa, the state had control, somehow or other.

ORRISON: Yeah, it was a control state. Wyoming's -- I think there's 10 or 12 like Wyoming that have liquor warehouses that wholesale all the liquor.

JUNGE: Does that date back to the repeal of prohibition?

ORRISON: '32, yeah. '34.

JUNGE: And Roosevelt's coming in?

ORRISON: Yeah.

JUNGE: You know, my dad used to say that he -- the biggest mistake he made in his whole life [00:25:00] was voting for Roosevelt. And of course, he was a staunch Republican and I'm a liberal Democrat. And he said the reason he voted

for Roosevelt was because Roosevelt promised to bring beer back.

ORRISON: Right. That's true.

JUNGE: And the day that they repealed it, he and I don't know who else, went down and had a draft beer, legally.

ORRISON: Yeah, they had -- originally, it was three-two beer only. And a year later, they allowed 5% beer and hard liquor and wine. And some states stayed with three-two beer. Kansas, Utah, some counties in Texas. But in Texas, some counties are dry, some are three-two beer, some are hard liquor. It's a real screwed-up system.

JUNGE: Kansas, I thought, was dry, period.

ORRISON: Well, Kansas was dry in the -- but you had -- you could join a club.

JUNGE: Like you did in Utah. [00:26:00]

ORRISON: Yeah. Back -- I was driving my own truck to St. Louis to get beer, back when I first went in business, and I used to stop at a Holiday Inn in Kansas, spend the night. And, of course, I had a Budweiser uniform on. And I'd go in the bar, pay \$5 to join the club, go in the bar, and the guy said, "Be sure and order Budweiser" so that's all I drank. And I said, "Why order?" He said, "Watch this." I ordered a Budweiser. Beautiful old cocktail waitress with a micro mini skirt on bent way over into the cooler to get a

Budweiser out of it. Everybody in the bar was drinking Budweiser. (laughs) In a dry county.

JUNGE: That's funny. That's hilarious. Well, were there any -- is it difficult as a wholesaler to adjust to what the state does and what the state wants?

ORRISON: Not necessarily. Wyoming's pretty -- [00:27:00] the liquor commission actually doesn't have a whole lot of enforcement authority. They have the enforcement authority, but they can't enforce it. In other words, if a retailer or a wholesaler violates a state law, they have to go to the county attorney, commission does, and file a charge with the county attorney. So therefore, they very, very seldom ever do it.

JUNGE: How would a wholesaler like yourself ever break the law?

ORRISON: Sell beer that you're not authorized to sell. See, we have contracts with our suppliers and if you were to pick up a brand of beer that you don't have a contract for, that would be a violation.

JUNGE: But that's private enterprise, isn't it?

ORRISON: Yeah, but what you have to do is notify the state. Like, I just picked up a beer that's made in Sheridan called Black Tooth. I had to notify the state that I was

going to start selling Black Tooth. Then they had to notify the state that it was -- authorizing me to sell it.

JUNGE: Oh, is that because [00:28:00] they store it before it gets here?

ORRISON: No, they brew it in Sheridan.

JUNGE: But I mean, doesn't everything come out of the state liquor warehouse?

ORRISON: Just liquor. Not beer.

JUNGE: OK.

ORRISON: Most of our beer now comes from Fort Collins.

JUNGE: From Budweiser and the local breweries up there.

ORRISON: Yeah.

JUNGE: New Belgium, things like that?

ORRISON: Well, I don't have New Belgium, but I have just Budweiser out of Fort Collins. And then I have Heineken and a bunch of Mexican beers. They come from Heineken out of Denmark.

JUNGE: You know, this is an aside and we're probably getting too deep into this, but I'm enjoying this. When I was in Chicago, I worked in a place called Foremost Liquors, and they had a wholesale -- I mean, not a wholesale, but they had franchises all over the place and I worked in Des Plaines and I was trying to make some money for college in

the summer. And I remember that they had a -- their biggest seller was Meister Brau. And it was a good beer.

ORRISON: Meister Brau Lite.

JUNGE: [00:29:00] They didn't even have Lite in those days, Carrol.

ORRISON: No, they had Meister Brau Lite. I had it. Miller Brewing Company bought Meister Brau to get the Lite name.

JUNGE: And then they killed the beer.

ORRISON: Yeah, they killed Meister Brau and came out with Miller Lite. Couldn't give it away. So they hired all those athletes. Jim Shoulders and all the pro football players to manly -- make light beer to look manly, and it took off. I'm sitting at a meeting in Phoenix, Arizona with about 100 Budweiser wholesalers, and at this time, August Busch III was running the brewery. And there was an empty seat at every table. And he came and sat down next to me, and said, "Carrol, you have that new Miller Lite, don't you?" And I said, "Yes, I do, sir." He said, "What do you think of it?" I said, "It's a flash in the pan." I said, "I had Meister Brau Lite. I couldn't give it away. It'll never go." (laughter)

JUNGE: [00:30:00] It'll never go. Well, I guess my comment was that it wasn't as good a beer when Miller took it over. Or was it Falstaff that took it over?

ORRISON: No, it was Miller.

JUNGE: It was Miller.

ORRISON: Yeah. They bought the Meister Brau to get the lite name.

JUNGE: Yeah. Yeah. But it wasn't as good a beer for some reason.

ORRISON: No, they didn't -- they called it Meister Brau Brewery.

JUNGE: And there were a lot of little, good little, fairly small breweries out in the Chicago land area, and Indiana, weren't there? Wisconsin?

ORRISON: Right now, there's 3,400 breweries in the United States.

JUNGE: Compared to what, when you first started out?

ORRISON: Twenty.

JUNGE: Really? What's the reason?

ORRISON: Microbrews. We've got two breweries here in Casper. Make their own beer. Sell it. They own their own bars.

JUNGE: Well, why is it that -- let's say I don't like Miller -- I hate to say this to you. What if I don't like Bud Light? What if I can't stand Bud Light? Everybody's buying it, seems like. How do they -- is it advertising that keeps them on top?

ORRISON: That and people, a [00:31:00] lot of people want to think light beer because they think it's dietary. The only way you make light beer is heat up the beer and boil the alcohol out of it.

JUNGE: That's it?

ORRISON: Yeah.

JUNGE: So it's not --

ORRISON: Light beer is lower alcohol content.

JUNGE: And lower alcohol means fewer calories?

ORRISON: Right.

JUNGE: But lower alcohol means less taste, too, right?

ORRISON: I think so. I don't think light beer.

JUNGE: Of course, that was the whole ad. Less filling, less taste.

ORRISON: More taste, less filling.

JUNGE: Yeah, exactly. That's an interesting story. OK. So, gosh, we're way away from the point, but this has been fun.

ORRISON: Well, I've made a lot of money in the beer business and I spent a lot of money in the aviation business. I can tell you how to make \$1,000,000 in the aviation business. Start with three and quit early. (laughs)

JUNGE: Start with three what?

ORRISON: \$3,000,000, and quit early.

JUNGE: (laughs) Is that [00:32:00] right?

ORRISON: Yeah, I've got over 8,000 hours, pilot-in-command time, commercial, multi-engine estimate grades.

JUNGE: Why did you get involved in it?

ORRISON: I bought an airplane in 1947 with two other guys.

Learned to fly. Just been in -- at one time, I owned seven airplanes. Had them all leased out to somebody else. Ran a charter service out of Cheyenne, there at Sky Harbor air service. If it was a good charter, I flew it. If it was a routine charter, I had a lot of pilots fly them. A lot of ex-military pilots worked for me part-time.

JUNGE: You were running two businesses then?

ORRISON: Yeah. I was running an aviation business and a beer business, both. At one time, I owned five airplanes.

JUNGE: You owned Sky Harbor?

ORRISON: No, just the airplanes. I had them all leased to Sky Harbor. They didn't own any of the airplanes. The pilots all worked for me and the airplanes all belonged to me.

JUNGE: [00:33:00] What plane was it you first bought?

ORRISON: My first one was a Cessna 170. Bought it from [Sin?] originally. Originally, trucking company, 1943 or '44 -- '53 or '54 model airplane. Bought it in '57. Then I went all the way up to a King Air and that's a eight-passenger twin. I flew every government -- every presidential candidate on the Democratic ticket, other than Kennedy and

Clinton, has been in my airplane at one time or another.
At least 20 astronauts. My most famous one was General
Jimmy Stewart when they had the Cheyenne --

JUNGE: Jimmy Doolittle or --

ORRISON: Stewart.

JUNGE: Really? [00:34:00]

ORRISON: Jimmy Stewart was a Brigadier General.

JUNGE: Oh, I didn't realize that.

ORRISON: Yeah. And they had the national preview of Cheyenne
[Auto?] in Cheyenne and Stewart was one of the stars and I
flew him from Cheyenne to Torrington.

JUNGE: What kind of guy was he?

ORRISON: Nice guy. Real nice guy.

JUNGE: Quiet?

ORRISON: Oh, yeah. Yeah. They picked him up with a limo in
Torrington, took him over to Fort --

JUNGE: Laramie?

ORRISON: Fort Laramie, where they had the big festivities.

JUNGE: Well, wait a minute. You're running two businesses
now. You're running the wholesale beverage business, and
then you've got the charter flight business. And you say
you actually flew some of these people around?

ORRISON: Oh, yeah. Oh, yeah. I flew all of the University of
Wyoming coaches on their speaking engagements for years.

Flew almost -- well, every Democratic presidential candidate [00:35:00] other than Clinton, who was already assured the nomination when he got to Cheyenne, and Kennedy, who had his own airplane.

JUNGE: Do you have any stories about these guys?

ORRISON: Well, the -- the other guys I flew? Yeah. Howard Dean? Nicest guy in the world. I flew him half a dozen times while he was running for president. Flew a lot of the astronauts. Gordo. Grissom. Up to the antelope -- the one-shot antelope hunt every year. And then I flew governors for 20 years.

JUNGE: Who do you -- how far back can you go with the governors?

ORRISON: Well, I went on Aeronautics Commission in '59. That would have been Hathaway. [00:36:00] '58, well, '59, I went on Aeronautics Commission and at the time, Aeronautics Commission had three employees: the secretary, the director, and a safety officer. And when we first got our multi-engineer plane, we only had -- originally, we only had a Cessna 180. It was the only airplane (inaudible) we had, and they used it for search and rescue. And they had -- I can never remember George's last name, but I know you've interviewed his son. He was Director of Aeronautics.

JUNGE: [Christopoulos?]?

ORRISON: No.

JUNGE: George.

ORRISON: I can never remember his last name.

JUNGE: Was he in the military?

ORRISON: No.

JUNGE: Well, I'll think of it.

ORRISON: And Marv Stevenson was the safety officer. [00:37:00]

And we had a secretary. Now, the Aeronautics Commission has about 15 employees.

JUNGE: Why did you go on the Aeronautics Commission?

ORRISON: The governor appointed me. I wanted -- I asked for it.

JUNGE: Hathaway?

ORRISON: Hathaway, yeah. And then when they -- when we got our first twin-engine airplane, I put a rule down that there had to be two pilots on board when the governor's in the airplane. Well, I was the only pilot in Cheyenne that had an instrument rating that was on the Aeronautics Commission. Believe it or not, Aeronautics-employed pilots didn't have instrument ratings. So I flew -- every time the weather's bad, I flew -- I flew -- every time the governor's on board the state airplane, I was flying part

of it, either as co-pilot or pilot. That's how I built so many hours.

JUNGE: OK. But what was the purpose for going on the Aeronautics Commission?

ORRISON: Well, just [00:38:00] because I loved to fly.

JUNGE: And you asked the governor to appoint you?

ORRISON: Oh, yeah. It's one of those deals where you beg and plead and get on bended knee. I asked -- first I asked Hansen to appoint me and he wouldn't appoint me. And when the next appointment came up, it had to be a democrat. So that's when I got on -- the Aeronautics Commission is seven members, no more than four of one party. So when I asked Hansen to appoint me, he couldn't because it was a republication appointee.

JUNGE: But then Hathaway was also Republican.

ORRISON: No, Democrat. No, he's Republican, yeah.

JUNGE: Yeah. So, he appointed --

ORRISON: But it had to be a Democrat. He hated to fly. He'd been a tail gunner in the eighth air force, and he hated to fly. But he -- we could -- we did fly. Hansen [00:39:00] -- I flew Hansen twice, in my own airplane, to Jackson. What they used to do, they'd get in their patrol car. Drive from one patrol district, change cars, go to another district, change cars, get to Jackson ten hours later.

That's where he lived. Same way coming back. Well, I convinced him, let me take him to Jackson in an airplane. And I took him up in my own airplane to Jackson. He took the patrol car back.

JUNGE: Why?

ORRISON: He was scared to death when we went into that valley of Jackson.

JUNGE: Oh, yeah?

ORRISON: Yeah.

JUNGE: Well, the airport wasn't quite as long -- the runway wasn't quite as long in those days.

ORRISON: And it was gravel. It wasn't even paved.

JUNGE: Oh, geez.

ORRISON: The runway then was down there by where all those houses are by the river. That's where the airport was then.

JUNGE: Same place it is now?

ORRISON: Oh, no. No, the airport's out north of town now, on (inaudible) land. That's the only [00:40:00] airport in national park. That's in the Teton National Park.

JUNGE: But the original was around Flat Creek, in there, somewhere?

ORRISON: Yeah.

JUNGE: I'll be darned. OK, well, on the commission, weren't you fighting a losing battle, in a way? I mean, when you think of the airline industry in Wyoming, it has to be subsidized. I mean, this is not a profit-making -- you're an entrepreneur.

ORRISON: At that time, the United Airlines international headquarters was Cheyenne. That office building just to the west of the airport terminal was United Airlines' headquarters. United Airlines was formed in Cheyenne. Seven little airlines, Varney was one of them, and I can't -- don't know any of the others, but --

JUNGE: Inland, maybe?

ORRISON: Inland was one, yeah. Varney was one. And they formed United there in Cheyenne and that was the international headquarters for United Airlines for several years. And then they had -- United had that modification plant there [00:41:00] where they put the armament on the B-17s. And they also, after the war was over, they had their stewardess training school above the hangar in the National Guard area. That's when the stewardesses had to be 21 to 23 years old and good looking.

JUNGE: No older ladies and no men.

ORRISON: Oh, hell, I -- on a flight to Austin, Texas two weeks ago and the stewardess was probably my age.

JUNGE: So you remember the school?

ORRISON: Oh, yeah, I used to - I had a DC-3 that I leased from United and I took the stewardesses, most of them, for their first airplane ride.

JUNGE: They married local guys, a lot of them, didn't they?

ORRISON: Oh, a lot of them. A lot of them could -- barely graduated from school. Married local lawyers and doctors and never went to work. There's a lot of (inaudible). They call themselves the "Clipped Wings." [00:42:00] There's a lot of them there in Cheyenne now.

JUNGE: Oh, is that right?

ORRISON: They're all -- they're a lot older now. They're all in their seventies and eighties now.

JUNGE: You know, I was going to try to talk to a few. Do you know any that are still living in Cheyenne?

ORRISON: No, I don't. I really don't.

JUNGE: OK. Well, United Airlines, then, got a start when you were in Cheyenne? Or before?

ORRISON: No, it got its start before. I think it was around '43, '44 -- '42, '43, somewhere in there.

JUNGE: I think Ruby Mercer was connected with --

ORRISON: Ruby Mercer owned one of the little airlines that became part of United.

JUNGE: Yeah, on the west coast. Inland -- was it Inland?

ORRISON: Inland, yeah.

JUNGE: Yeah. And I'm sorry, you know, before she passed away, I did an interview with her 20, 25 years ago, and I'm sorry I didn't ask her more about the airline business because she could have --

ORRISON: Ruby was a good old gal.

JUNGE: Yeah. Yeah. She was. We had, you know, I had interviewed her because I saw this picture of her in [00:43:00] Richard Avedon's book of photographs. He did a book called *In the American West* and he just went around and took some pretty candid shots and he saw people in the crowd and he made his assistant run over there and say, "Pick that one," and so he picked Ruby out because she wore some glitzy Frontier Days outfits, I guess, and she had a hat and all the baubles and the bangles and so he picked her out. And she never did like the picture. She didn't even had it hanging in her house. She had it hidden in the closet. She didn't like it. Because it kind of showed her steely side, sort of like, almost a phony, a phony cowgirl side, and she did not care for that at all. But I wish I would've talked to her more about the airline business. OK. So, you get on the Aeronautics Commission. I'd like to know your opinion of flying in Wyoming. The difficulties and --

ORRISON: If you can fly in Wyoming, you can fly any place in the world, because of the wind and the altitude. You almost always [00:44:00] have a crosswind. We're taking off at 6,000 feet. A lot of people never get to 6,000 feet in other parts of the country. That's where we're taking off at. And the altitude and the wind makes the flying in Wyoming difficult. You read about these guys from the east coast, they hit the mountains because they don't realize how to fly in Wyoming. I, at one time, taught mountain flying for the AOPA. They had a -- once a year, they'd have a school in either Colorado Springs or Denver or Cheyenne and people'd come from all over the country to go to the mountain-flying school, and I was one of the instructors.

JUNGE: What was the AOPA?

ORRISON: American --

JUNGE: Pilot's Association or something?

ORRISON: American Pilots --

JUNGE: American Organization of Pilots?

ORRISON: AOPA, yeah. I still belong to it. [00:45:00]

JUNGE: Do you?

ORRISON: Yeah. I retired when I was 80 years old, five years ago, but I still belong.

JUNGE: Do you still fly?

ORRISON: No. I retired on my eightieth birthday.

JUNGE: Why?

ORRISON: Sold my last airplane. I didn't -- I'd been flying very sophisticated airplanes and I decided I just wasn't -- didn't want to continue. I didn't want to go back down to sophisticated airplanes, so --

JUNGE: You didn't like those, what they call tail-draggers?

ORRISON: Yeah, I wanted pressurization, full instrumentation, full deice, airliner equipment.

JUNGE: That's interesting. Why wouldn't you want to be closer to the ground in a little single-engine Cessna, or -
-

ORRISON: Because they bounce around. I want to be up at 20, 22,000 feet where it's calm and smooth. Put the autopilot on and set the feet on the floor and look around -- look out the window. Just like the airline captains do. One of them reads the paper and the other looks out the window.

JUNGE: What is [00:46:00] the problem in Wyoming besides -- OK. Can you give an example of how it was tough flying for you in this state somewhere? I mean, the conditions were such that you worried about getting back? Near misses, things like that.

ORRISON: The real problem was the in -- people's inexperience in high altitudes. Back in the old days, airplanes weren't

powerful enough to fly into these mountains. In fact, we just lost one here a couple years ago up by Jackson. Four people on board. The airplane was a perfectly good airplane for someplace back east. Couldn't get enough altitude to get across the mountains. I think he came from Kentucky.

JUNGE: And crashed into the Tetons?

ORRISON: Yeah.

JUNGE: Well, there was a guy from Cheyenne by the name of Reed, I think --

ORRISON: Bob Reed.

JUNGE: Bob Reed. Did you know him?

ORRISON: Oh, yeah. Real well. Bob was flying at [00:47:00] 310 and he -- pilot error. He flew into Jackson on instrument conditions. On the approach into Jackson, he came in from the north and the approach brings you down to the runway. Well, he was flying back out and going up the approach. And he forgot to turn the bezel on his direction finder.

JUNGE: The what? The benzel? Oh, a bezel? A little bezel?

ORRISON: Yeah. He forgot to turn it. And he kept -- the needle kept saying turn left, turn left. When -- after he turned it, it would've said turn right, turn right, turn right. But he went back up the instrument flight and flew

right into the mountain. And he had a full colonel, full command Army National -- Air National Guard pilot sitting in the right seat. But, of course, he wasn't acting as co-pilot so he wasn't paying any attention. [00:48:00] If he'd have turned his -- the instrument around, the direction of gyro, he'd have been all right. But he didn't turn it around. He had it still landing instead of taking off.

JUNGE: It was an oversight.

ORRISON: Yeah.

JUNGE: Isn't the thing called pre-flight, where you check all the stuff?

ORRISON: Yeah. He just didn't do it.

JUNGE: What was his name, J. O. -- no, it wasn't J. O.

ORRISON: Jim Reed.

JUNGE: J. O. Reed, is that what -

ORRISON: Yeah.

JUNGE: And he and how many others got killed?

ORRISON: He had three. He had the -- McKay and three kids.

The colonel from the guard and three kids. Five of them on the airplane.

JUNGE: He had three kids?

ORRISON: McKay's two and one of his.

JUNGE: That was a big, big -- that was headline news, I think, in Cheyenne.

ORRISON: Yeah. I took off about two and a half, three hours ahead of him.

JUNGE: From the air-- [00:49:00] from Jackson?

ORRISON: In the same conditions.

JUNGE: And didn't have a problem.

ORRISON: No. Because I did what I was supposed to do. Set it up for flying up the glide slope instead of down it.

JUNGE: Did you have any close calls, Carrol?

ORRISON: Never had any wrecks. Scared myself a couple of times.

JUNGE: Tell me about those.

ORRISON: Well, I run off the runway in a Cessna 180 tail-dragger down to Cheyenne one time. Crosswind. They had to come out -- two guys had to come out, one guy on each wing, and hold the wings -- hold on the wings so I could taxi. The wind was blowing that hard. Keep it from flying while I was on the ground with no power on. They'd fly at 50 miles an hour and the wind was 70 miles an hour.

[00:50:00]

JUNGE: Why did you even think about flying?

ORRISON: Well, I had to land. I was coming home.

JUNGE: Oh.

ORRISON: I ferried -- I got a lot of my hours ferrying new airplanes for Lou Domenico at Sky Harbor and oh -- the guy that had the Mooneys -- John Black. I was ferrying Mooneys from Midland, Texas back when they were selling a lot of Mooneys. You could buy a Mooney for \$22,000 then. I was flying Cessna 180s and 182s for Domenico from Wichita back to Cheyenne. Any way you get into an airplane where I didn't have to buy the gas.

JUNGE: It wasn't as expensive in those days, though, was it?

ORRISON: Oh, no. 70, 80 cents a gallon.

JUNGE: For av fuel. And now, it's what?

ORRISON: \$4.50. My last airplane I flew burned 20 gallons of fuel an hour [00:51:00] on a single engine Piper Malibu.

JUNGE: How many per hour?

ORRISON: Twenty. \$80 an hour was the gasoline.

JUNGE: I didn't realize they burned that much gas.

ORRISON: Yeah. But it flew at 350 miles an hour, too. My King Air burned 60 gallons an hour. Of Kerosene. 30 a side.

JUNGE: What was the distance you could go in that King Air?

ORRISON: It had 1,500 mile range.

JUNGE: Did you ever fly a jet?

ORRISON: No. No, I flew co-pilot two times on a jet. Sat a co-pilot seat twice on a jet. And you didn't have to have

a jet rating to fly co-pilot on jet then. You do now, but you didn't then.

JUNGE: So, now are you talking about a big airliner?

ORRISON: No, a Learjet.

JUNGE: A Learjet.

ORRISON: Yeah.

JUNGE: Well, it seems like if you liked calm air and looking around at 15, 20,000 feet, that you would've [00:52:00] loved to have had a Learjet.

ORRISON: Couldn't afford one.

JUNGE: How much were they?

ORRISON: Oh, well, hell, thirty years ago they were \$1,000,000. They're seven, eight, ten million now. That plane that Earl Holding used to come into Cheyenne with before he died was a \$38,000,000 airplane. He had a nurse, a pilot and a co-pilot. And a stewardess.

JUNGE: He didn't die all that long ago, did he?

ORRISON: No, about a year and a half, two years ago.

JUNGE: Did you know him?

ORRISON: Oh, yeah. I worked with him with his building, Little America, in Cheyenne.

JUNGE: Wasn't -- I tried to get an interview with him one time. It seems like he was a pretty private person.

ORRISON: Yeah, he was. Really was. Yeah, he and Carol started out -- he was pumping gasoline. She was waiting tables down at Little America, [00:53:00] Wyoming.

JUNGE: In Granger, or outside of Granger.

ORRISON: Yeah. And they -- when the old man died that owned it, the kids were worthless and Earl started buying stock. Buying kids out until he wound up owning it. And then after Little America, Wyoming, they come to Cheyenne and built that one in Cheyenne. Then they built one in Flagstaff, then he bought the big one in Salt Lake City, then he bought the real big one in San Diego.

JUNGE: Yeah, yeah.

ORRISON: He used to get in the Lincoln and drive from Cheyenne to Flagstaff, Flagstaff to San Diego, San Diego to Salt Lake City, back to Cheyenne. And I told him, "Earl," I said, "Let me take you in an airplane. Let me show you how you should be doing this." I got him to take me in my big twin-engine airplane. I got him to go with me one time. [00:54:00] And three years later, he owned three airplanes. (laughs)

JUNGE: He had a good experience in that airplane.

ORRISON: Yeah. He found out that you could go 400 mile an hour and 350 mile an hour to 70 mile an hour.

JUNGE: Was he just going to business meetings?

ORRISON: Yeah, when the three of them owned properties. Earl would -- made a point to be in every one of his locations at least once a month, to meet with the managers and check on how everything was going.

JUNGE: Would you call that attention to detail or control freak?

ORRISON: Attention to detail. In any course, once he bought Sinclair Refining Company, he turned over all the hotels and everything to his kids. See, he owned Sinclair.

JUNGE: I didn't know he had bought Sinclair.

ORRISON: Oh, yeah. Yeah.

JUNGE: So, he owned the refinery out at Sinclair, at the town of Sin--

ORRISON: Four refineries and a hundred -- a thousand and some service stations. [00:55:00]

JUNGE: What was the name brand of the station, or what --

ORRISON: Sinclair.

JUNGE: Oh, they were Sinclair stations.

ORRISON: Yeah.

JUNGE: Used to be [Parko?], but then Harry Sinclair, I guess, bought them up. Did you ever meet him?

ORRISON: No. Earl, or --

JUNGE: Well, no, Harry Sinclair.

ORRISON: No.

JUNGE: That was before your time.

ORRISON: Yeah.

JUNGE: I found it interesting in history. Harry Sinclair was not accused of bribery in that Teapot Dome scandal.

ORRISON: But the Secretary of Interior went to prison.

JUNGE: (laughs) Yeah.

ORRISON: They built a pipeline from right out here at Teapot Dome to Parko and stole millions and millions of gallons of oil and refined it into gasoline.

JUNGE: So the guy that got bribed went to jail, but the guy that did the bribing --

ORRISON: Didn't.

JUNGE: Got off.

ORRISON: He's city manager of Lander, Wyoming.

JUNGE: Who was?

ORRISON: Sinclair.

JUNGE: Was he?

ORRISON: That's where he come from.

JUNGE: No kidding.

ORRISON: Yeah. [00:56:00]

JUNGE: He was the city manager?

ORRISON: Yeah.

JUNGE: I didn't realize that.

ORRISON: Yeah.

JUNGE: And it was Albert B. Fall who went to prison.

ORRISON: Right.

JUNGE: And Sinclair got off. I couldn't believe that. And then there was a guy named [Dohini?] involved in that California thing.

ORRISON: Well, Sinclair had a lot of political friends that he'd given a lot of money to.

JUNGE: Yeah. Did you ever read the whole story of that?

ORRISON: No.

JUNGE: There's been a book out recently on it. Real good. Well, OK. So, you mentioned, going back a step or two, you mentioned that you had had difficulty landing in Cheyenne in a crosswind. Was there any other situation that ever, sort of, befuddled you or gave you a hard time?

ORRISON: No, not really. Like I said, I rode off the runway one time. And then I had several time where -- landing in high winds. You get on the ground [00:57:00] and then call for help.

JUNGE: Why was it that you never had a serious accident?

ORRISON: Just never -- just a better pilot.

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

ORRISON: Well, you pay attention. It's a -- it's 100% concentration. When you break out at 200 feet, half a mile distance from the end of the runway, you're 200 feet above

the ground and the runway's a half mile out there and you don't see anything until right then, when you break out, the rest of the time you're looking at the gauges on the panel of the airplane, looking inside the airplane, looking at the gauges, and when you reach 200 feet, you look up, and if you don't see the runway, you go.

JUNGE: You mean you land or you don't land?

ORRISON: You don't land. You go. If you see the runway, you land. At 200 feet, and my minimum's -- I use 400 myself, personally. Cheyenne's airport's 200 and a quarter. Quarter mile visibility, [00:58:00] 200 feet. Well, a quarter mile, 200 feet, you don't have a whole lot of room for error. I've landed there several times at a quarter mile, 200.

JUNGE: Well, why wouldn't you trust your instruments?

ORRISON: Well, you do. You got to trust your instruments.

JUNGE: But you said if you can't see --

ORRISON: Once you look up, when you hit the quarter mile and the 200 feet, the instruments tell you that, you look up you don't see the runway, you do a go around.

JUNGE: That's the rule?

ORRISON: Yeah. Yeah, that's the minimum. You can't go below that.

JUNGE: I'll be darned. So, why didn't you go one way or the other? Why didn't you go fully into the beverage business or fully into the airline business?

ORRISON: I was making a lot of money in the beverage business and losing a lot of it in the airline business. (laughs)

JUNGE: That's good. OK. So, you had how many planes at one time?

ORRISON: Five of them.

JUNGE: What did you have?

ORRISON: Three Senecas, [00:59:00] twin-engine Pipers. We'd send them out in the morning up to the north part of the state and then in the afternoon, after the banks closed, they'd hit every town coming back, bringing the paper checks back to Cheyenne. Then we'd put the paper checks into another airplane and fly them to Denver. And then they'd go from Denver to Kansas City in the Learjet.

JUNGE: What checks are you talking about?

ORRISON: Paper checks. That's when banking was all done on paper.

JUNGE: So you did this for the banks?

ORRISON: Yeah.

JUNGE: Oh.

ORRISON: We hauled checks and we had that contract for about five years. And when we lost the contract, then I sold all

the Senecas because I didn't need them anymore. When I lost -- my King Air was leased to the state of Wyoming, United States Marshals Service, United States Forest Service, and then I used it, of course, in my own charter service, and president took the Marshal Service away from me. [01:00:00] Then the Forest Service went away. And in the State of Wyoming, I'm on the Appropriations Committee and I snuck a bill through the legislature, let them buy their own King Air. So I took my King -- they took that away from me. They still used my King Air a lot because mine had a bar in it. Several of the department heads would use my King Air rather than the state's King Air because mine had a bar in it. And Governor Geringer put a spot to that.

JUNGE: Why?

ORRISON: He ordered them to quit using my airplane.

JUNGE: Why?

ORRISON: Well, state airplane was sitting on the ground while they were paying me big (inaudible) to use my airplane.

JUNGE: And your law had to do with what? I don't understand what the law that you tried to get into the -- or, that you snuck through the legislature, what was that?

ORRISON: It allowed them to buy their own airplane.

JUNGE: Yeah. Well, why would you do that?

ORRISON: Well, they had -- they were flying very poor airplanes with the governor on board. [01:01:00] And I was flying co-pilot, or pilot, one or the other, in those very poor airplanes, with the governor on board.

JUNGE: So you were basically saying, "I don't want to be in your business. I don't want to be flying you guys around."

ORRISON: Well, no, I just thought it was best that the state get their own airplane, a good airplane. We had a twin Beech. You're familiar with a twin tail-dragger Beech? The bomber trainers? The Navy gave us one. R4D, it was called. It was a bomber trainer. And we painted it all up, brown and gold, put the horse on the tail, and all that. Hathaway come in and sit down in the right seat, right behind me. Me, I'm in the co-pilot seat. Pilot -- state's pilot's in the left seat. Marv Stevenson. Marv says, "You ready to go, Carrol?" "Yes, sir. Yes, sir." "Page one, how to start engines." Hathaway tried to get out of the airplane. (laughs) [01:02:00] We used to do a lot of that.

JUNGE: Is he still around, Marv Stevenson?

ORRISON: No, no, he passed away several years ago. Don [Laughler?] was one of the pilots, state's pilots. George -- I almost got his last name -- but when he quit, Marv went up to the director, and they heard a kid named Don

Laughler, who was a hell of a good pilot, as a safety officer. And Don and I flew a lot of times together.

JUNGE: Is he still around?

ORRISON: He owns a whole lot of McDonald's stores out in California.

JUNGE: But he was a pilot?

ORRISON: Yeah. Yeah. Real good one. And I employed a whole bunch of retired lieutenant colonels, majors, captains, in my charter service.

JUNGE: They were [01:03:00] trained by the -- in the military.

ORRISON: Yeah, most of them.

JUNGE: Is that the way things normally were?

ORRISON: Yeah.

JUNGE: You've got a pilot who was trained, but he was trained by the military?

ORRISON: Yeah. Problem now is, the military's not training any pilots.

JUNGE: Why not?

ORRISON: They don't have any pilots. Very few military airplanes anymore. They're all National Guard or Army Reserve. Airlines are having a hell of a time getting pilots.

JUNGE: And I guess just recently, didn't the federal government increase the number of hours that you had to be able to --

ORRISON: From 250 to 1,500.

JUNGE: Experience. In the air. Hours. Flying hours.

ORRISON: Flying hours.

JUNGE: Under instrument rating, or any rating, or --

ORRISON: You had to have the instrument, commercial instrument rating, and 1,500 hours.

JUNGE: So anybody that's been flying that didn't -- doesn't have that amount, that number of hours, they're cut off?

ORRISON: No, they're grandfathered. But most people that have been flying for the airlines have that by now. You go to work for an [01:04:00] outfit like the one in Cheyenne.

JUNGE: Great Lakes?

ORRISON: And you have 250 -- you go to school at Florida, get 250 hours, get all your ratings, and go work for them, and build your time. And then when you get about 1,000 hours, you can go to work for a bigger airline. Well, now it's mandatory. You can't even go to work for Great Lakes without 1,500 hours.

JUNGE: How do you get the experience?

ORRISON: That costs you \$50,000, \$60,000. Maybe \$100,000.

JUNGE: Who lobbied for that, the National Transportation --

ORRISON: FAA. They had two or three wrecks, pilots with less than what they thought was qualified time, in these small airlines.

JUNGE: So, what you're saying is that, these pilots, because they need so much more to apply even for a small outfit like Great Lakes, have to pay to get that training.

ORRISON: Oh, yeah. It'd take you four years and 60, 70, [01:05:00] \$80,000 to get 1,500 hours.

JUNGE: Who could afford it?

ORRISON: That's it. That's what the problem is. You won't see Great Lakes much longer. They don't have -- they won't be able to get pilots.

JUNGE: That's what I understand. That -- go ahead.

ORRISON: You'll have to excuse me for a minute. I have a physical problem. I have to go to the bathroom.

JUNGE: That's fine. Let me put this on pause here.

ORRISON: I have to go -- I have to go to the bathroom.

END OF AUDIO FILE