OH-3029, part 1, David Haring, 4-11-2014, WY In Flight.mp3

JUNGE: [00:00:00] OK, we're cooking. I'll put an identifier on the front of this.

HARING: OK.

JUNGE: Today is April 11th, 2014. My name is Mark Junge and I'm in the administrative offices of the airport; specifically, a conference room I guess this is, Dave?

HARING: It is, this is our conference room.

JUNGE: Talking with Dave Haring, who is -- what is your title?

HARING: I'm the director of aviation.

JUNGE: Director of aviation at the airport.

HARING: At the airport.

JUNGE: OK. Today we're going to talk with Dave a little bit about his experience in -- oh here, Dave, let me pin -- put this on you.

HARING: (inaudible)

JUNGE: Let me see if I can do it. Oops!

HARING: You're -- I'm just going to move toward this.

JUNGE: OK. Perfect. Now, long as we don't touch him we're ok.

HARING: OK.

JUNGE: All right, so, anyway, today we're going to talk about the -- Dave's experiences in aviation and a little bit about the airport --

HARING: OK.

JUNGE: -- and its history, which you apparently have written a little bit about.

HARING: A little bit about.

JUNGE: And also some of the problems of the airport's going through. Now, I would say this right off the bat that [00:01:00] it may not -- this tape may not be listened to for a long time.

HARING: Sure.

JUNGE: It'll be put into the archives and Sue [Castaneda?], who started this project, is going to do an online museum if she can. So, we'll have: pictures of people that we interviewed, maybe small 30-second excerpts from their tape, pictures of artifacts, pictures of planes, any video that we might pick up, stuff like that.

HARING: OK, great.

JUNGE: So, is that fair?

HARING: Oh, absolutely.

JUNGE: OK, it all goes into the archives. You know, but I wanted to get into these problems a little bit today that the airport's suffering, but I don't think -- you know, I

don’t want you to consider that I’m going to go right down to the newspaper and say --

HARING: That’s good.

JUNGE: -- "Hey, guess what Dave told me." OK, good. That’s not my job. OK, first of all, give me your full name, Dave.

HARING: David Scott Haring.

JUNGE: And where and when were you born?

HARING: I was born on November 19th, 1975 in Columbus, Ohio.

JUNGE: So you are now, what?

HARING: Thirty-eight.

JUNGE: Thirty-eight, OK. How did you get from Columbus to here?

HARING: That’s a much longer [00:02:00] story, I actually moved kind of all around when I was a kid, my -- and funny story about that is that my book -- my grandfather was in the Air Force -- my dad’s dad -- was a lieutenant colonel in the Air Force and then my dad was in the Air Force. But, my mom did not want to move around her entire life, so gave my dad an ultimatum, saying "Well you can either have the Air Force or me, but not both," so Dad left the Air Force. And then we still moved around our entire lives. He ended up going into banking and got transferred one bank to another and after I moved around Ohio until I, you know,

lived in Cleveland and Poland and Boardman, Warren areas and whatnot, and was there until I was about, I guess, fifteen. And then, we moved to State College, Pennsylvania, and they've lived there ever since, they've lived there since 1990 so they finally settled down by the time I got to be a freshman in high school.

JUNGE: Is that Happy Valley?

HARING: It is Happy Valley, Bob, yeah our house is about five minutes from the stadium [00:03:00] on campus there, so...

JUNGE: Now you, you say your grandfather served as a Lieutenant Colonel?

HARING: He was a lieutenant colonel, that's correct.

JUNGE: In the Air Force.

HARING: In the Air Force.

JUNGE: OK, so this is before the Army Air Corps.

HARING: That's correct.

JUNGE: Or, if -- I assume he was in World War II, is that right?

HARING: He was, yep, he was on a -- he was a navigator on a B -- what is it, 17s then, I think? So he was a navigator on there, so yeah.

JUNGE: Did he ever tell you about his war experiences?

HARING: No, a matter of fact, the only thing I ever heard were just the transfer stories, you know, where they were living

and things like that, and did it because they were in (inaudible) for quite a bit. But no, he never did tell me any of them. Which is a bummer, because -- and dad, and I don't even think my dad has told me too many of them that dad -- that grandpa's talked about, so...

JUNGE: And your dad served where?

HARING: Vietnam, he was in Vietnam and he was a -- I forget what his rank was, I think he was a Staff Sergeant or something like that when he left, so...

JUNGE: Did he see a lot of action?

HARING: No, he was an English teacher (laughter) [00:04:00] so (laughter) --

JUNGE: I was hoping for a great story!

HARING: No, there's none, I don't have one on that side, so yeah, it's kind of a yeah real -- not boring I mean certainly nobody that serves in the military is boring or uneventful but he wasn't in the battles, if you will, so.

JUNGE: I guess the big question is if there is a choice between your mom and the Air Force, what happened?

HARING: Yeah (laughter) yeah he chose Mom! Yeah that's, uh --

JUNGE: And but he got both of them, right, he got travel too.

HARING: Yeah he got travel as well, but wasn't quite the extensive travel that he was -- but yeah you know he -- I think he loved Guam, he was in Guam with my grandfather

when he was younger, he loved it there, would have loved to have gone back, or even gone back to Ramstein, but he ended up being transferred all around Ohio.

JUNGE: So did those two -- your father, grandfather -- being in the service, in the Air Force, did that influence you in -- to get in to aviation?

HARING: Interestingly enough, no. And I can't, I saw the question when I looked on the sheet that how did I get inv- - get interested in aviation. And I think, [00:05:00] if I have to really go back to it, we lived, when we were in Columbus, we lived right off the end of the main runway of the Columbus airport. And I remember it as a kid at night being, you know, asleep in my room, you could see the beacon, you know the beacon on the tower going around, and occasionally you would hear the planes coming in. I think that was what it was, is that I was always intrigued when I would be outside, you'd see these planes fly over and what they were doing, and ever since then I remember every place we went I loved airports. As a kid I mean young kid, seven, eight years old, I could figure out how to get -- when my, when we had to go pick up relatives coming in -- I could come in, look at the gates, figure out where they are, go and do all of that as a young kid and could do it faster than either of my parents could, and it was just

always one of those things that I thoroughly enjoyed and so planes and airports, I mean I -- it was just always exciting to me so, but yeah interestingly enough they, because I had a feeling talking about the airports [and my grandfather?] didn't, I don't think, had anything to do with it. [00:06:00] My parents fostered it from a young age when they saw that we had a -- when we lived in Cl-- in outside of Cleveland our neighbor in Cleveland actually worked for NASA, at the Lewis Research Center. And he was you know, ki-- he was called my uncle, wasn't my uncle but it was my Uncle Tom and he would always bring back different things from the research center. I had those pictures like when Challenger exploded, I had the crew pictures, the actual eight by tens that they have of the crew, I had copies of each of those, the actual ones that they send out for the media kits and everything like that because he would bring those back and I have the actual crew patch from the Challenger. And so little things like that then spurred my interest in aviation and space flight and all of that.

JUNGE: When did you take your first flight?

HARING: Well as a pilot or as just on the plane in general?

JUNGE: On a plane in general.

HARING: We went to San Francisco to visit my uncle. That would have been -- I think I was about 11 or 12 when we did that, was the first time I was on a plane.

JUNGE: Was that a jet?

HARING: It was a jet, yep; I wasn't on a small plane. [00:07:00] I think the smallest plane that I went on before I started flight training was we had moved from Ohio to Pennsylvania but I still had friends in Ohio, and I was 15 at the time, and so once or twice after we moved I would fly back to Youngstown on small -- similar, probably like the Brasilia sizes that they have here. And that was really my first experience on the sort of the louder nature of a prop plane and it was different but it never bugged me it was always just -- every time there was a new plane or something new to do in aviation I enjoyed it.

JUNGE: So then you -- but you did get your pilot's license?

HARING: I did. I actually -- when I left colle-- when I left high school the first time I was kind of following the course that everybody thinks that you know, you'll be successful. You know, go get your business degree and you can go do this and whatnot. So, I was actually coming out of college -- or, coming out of high school I was an accounting and finance major at a university down in southern Pennsylvania and [00:08:00] didn't take me long to

figure out that I had absolutely no interest in doing accounting and finance for the rest of my life (laughter) and so I, you know, made the decision and I ended up dropping out of college and kind of did odd jobs for about three years, you know, everything from as a knife salesman, I was a bartender, I was a cook, I was, you know, working --

JUNGE: A knife salesman?

HARING: Yeah the Cutco knives, you know those? Yep! I sold the Cutco knives and realized I was not a very good salesman, but so I did a whole bunch of odd jobs and it was one night that I remember that I was working, I had three jobs at the time, and I was working as a cook in the back of a restaurant, and nice people and everything, but I remember that we were winding down for the night and things were starting to calm out and people were leaving and I looked around and realized that if I didn't start looking at changing what I was doing then this will -- this might be it, this might be as much as I could possibly be and within about eight months I was back in school but that process, the next eight months, was what did I want to do? Because I didn't want to go back and have the same issue I did [00:09:00] before where I was like, "Yeah, I don't want to do this," because I didn't have the motivation. And so,

I had narrowed it to two things. I narrowed it to either music education, because coming up through high school I was always very active in band, always loved music, my grandfather was a violin player -- my other grandfather, my mom's dad.

JUNGE: What did you play?

HARING: Played euphonium. Still play euphonium, actually.

JUNGE: What is a euphonium? I can't remember.

HARING: It's like a baritone, it w-- it is a baritone, is what it is. It's a small tuba, basically. And I've played that for 28 years now, I guess. And I was drum major of a marching -- of several marching bands, actually, and so just always loved it, always loved teaching it and I formed a tuba-euphonium group when I was in college the second time around.

JUNGE: A euphonium group?

HARING: A tuba and euphonium group. Yep, it was called The Northern Winds and we raised money once a year for the Toys for Tots program and --

JUNGE: Were you guys good?

HARING: We were; I thought we were. You know, maybe others didn't but, you know, I thought we were.

JUNGE: You never cut a de-- a CD though, did you?

HARING: No, no, we weren't that good. [00:10:00] But the thing with music education that I realized -- I had a lot of friends that went into it -- is that you kind of had to be inherently gifted, just kind of born with that, that -- either you can go through and you can play and perhaps have a career but the people that are really successful and really go far just have that inherent, born gift of music and understanding and pitch and all that, and I always had to work on mine. I was good, but I had to work at it and I didn't have that gift and --

JUNGE: What was the other subject?

HARING: The other subject was aviation, and that was where I kind of looked at all of the different options that could exist and I was unique because I loved all of aviation. I had, you know, friends that were very specific that "Well I want to be a pilot and this is the route I want to fly, and this is the plane I want to fly," and boy you just set yourself up for failure when you do that because if that doesn't happen then you didn't reach your goals. Me, I just wanted to be around planes. That was what I loved, that was what I did, and so thanks to my parents they signed me up for flying lessons in State College and started taking -- [00:11:00] and that was the second time -- a buddy of mine had gotten his fl-- pilot's license so I

had been in a Cessna at that time. But, that was only the second time that I had been in that kind of plane, that really small prop-driven plane and got -- went through there and got to my solo and went through my solo, and then in the midst of that decided that was the direction I wanted to go in my career and so I applied to several different universities. I think it was Oklahoma State, and Embry-Riddle, and the University of North Dakota.

JUNGE: Embry-Riddle?

HARING: Embry-Riddle, mm-hmm. They're a basically really aviation-focused school located in Daytona Beach, Florida and Prescott, Arizona. One of the -- probably one of the top three aviation schools, flying schools, in the country. And so applied to three of them, and then kind of called and got some information about all three of them as well and, interestingly enough, when all was said and done, I decided to go to Grand Forks, North Dakota and go to the University of North Dakota, just -- one of the reasons for it was that [00:12:00] even though I was going back for flying, and that's what I wanted to do was commercial aviation, I also wanted to continue to go towards, believe it or not, accounting, and finance, and business because I wanted to be more multifaceted than just a pilot in case, for some reason -- I mean, when you're a pilot you're at

the whim of medicals, there's all sorts of things that could change that could lead you to not be able to fly and I didn't want to be in that position where I had one choice. And so, I went to UND as a triple major, again, in commercial aviation, aviation management, and accounting. And, by about the second year I had dropped one of them. I had dropped the aviation management side of things and, interestingly enough, by the second year I also dropped commercial aviation and that was -- I was on a flight, I had gotten my private license, got it in May of 2008, so -- excuse me, May of '98. [00:13:00] Yeah, excuse me, May of '98 I got my private and surprised my parents with it, they didn't know that I had passed, but because they had done so much to get me there -- at UND when you get your private license you get a little set of wings; they're bronze wings for a private pilot -- and so I had a picture taken of me on the wing of the airplane I passed my private on, and then gave my wings and that picture to my parents. And so, the wings still sit at their house in State College. But I was on a flight, a cross-country flight in North Dakota, from Devil's Lake, Jamestown, and Grand Forks. Doing that triangle, and in the middle of that flight, I realized that I was always far more excited about seeing the next airport than I was actually making the flight itself. And, a bell

went off, realized that you know, I'm not sure that maybe flying is the career that I'm supposed to be in, and changed my major that next week, actually, to airport administration, still keeping an accounting focus as well.

JUNGE: I would have thought that one would be the one you'd drop.

HARING: Yeah, I kept it because I was doing well in it [00:14:00] (laughter) unlike before, and then my third year in college I ended up eventually dropping the accounting major. Part of it was because I got to the stage where I was one semester away from being able to leave with my airport management degree and it was going to take me another three semesters to finish that accounting; I already had three years of accounting, but I had some other things that I had to do. And so, one of the great things and one of the main reasons I chose UND is that when you leave with an airport administration degree you're a pilot, you have a bachelor of business administration focus, so you have all of the standard, core that you would have if you were and accounting major. And, then, I had three years of accounting on top of it, so I was pretty well rounded at the time that I came out, and so I grad--

JUNGE: Did you -- go ahead.

HARING: I graduated in ‘01 and with a BBA with a focus in airport administration --

JUNGE: BBA?

HARING: -- A bachelor of business administration --

JUNGE: Oh, OK.

HARING: -- a lot of people -- they -- it is a unique degree. Normally, it’s a bachelor of science, bachelor of arts, something like that. I’d never seen a BBA, [00:14:00] but --

JUNGE: I’ve heard of MBAs.

HARING: Yeah, and it’s basically the undergrad version of that same thing.

JUNGE: Let me ask you this, why did you realize, or why did you feel that it was more enjoyable to go to see different airports than it was to fly? It seems to me that, you know, I don’t know why, I don’t think that would be my interest.

HARING: And it’s not most. For me, it was -- I think it goes back to that memory when I was growing up. It’s that I always remember airports. And, it’s funny, because I was telling somebody; they said "What do you remember about them?" And I said there’s a smell, there’s an activity level, there’s an excitement. Both directions; there’s people that are kind of bummed, because they’re coming back

from trips, and there's people that are really excited because they're leaving on trips. The flying part of it, to me, it's not to say that it wasn't enjoyable, the flying part was almost more stressful for me, where -- I was terrible, for the most part I did OK with my ground school, I was able to navigate and whatnot -- but I had two [00:16:00] instances of flying where -- I was not very good at crosswind landings and that frustrated me -- but I had an instance the landing at one time where I came in on a crosswind and I shouldn't have, but I hadn't fully grasped yet that I could tell air traffic control "no" if I wasn't able to do it, and had a really strong crosswind hit the plane right as I was coming over the threshold and I don't remember landing that plane. I don't know how I landed, but I didn't do it, and that scared me. That was the first time that I had been -- it was actually -- and I did some things to correct that, the next week I took my instructor up. I said "We're just going to do crosswind landings for the next two hours until I'm not worried about this anymore," and, ironically, I felt pretty good about it when we got done, and then I stopped flying.

JUNGE: Well, what -- did you pile up the plane?

HARING: No, no, it landed fine, yeah I --

JUNGE: But you can't remember landing.

HARING: I don’t remember landing it.

JUNGE: You were that tense.

HARING: I was that nervous about what happened. I came in, my instructor saw me; she said "You look green," and she finally came around and talked to me and I said -- explained to her what happened, and on [00:17:00] the -- are you a pilot?

JUNGE: No.

HARING: OK, on the cross-- there’s something called a crosswind component of an airplane and that’s when it’s landing, ideally, you want to be landing into the wind. As the wind shifts around, the amount of crosswind that’s hitting the side of the plane is called your crosswind component. So, if you have a, say a 20-knot wind in front of you, as it comes around, your crosswind component increases. Now, it’s going to be -- if it’s all the way at the side it’s 20, over here it might be 14, and that’s the amount of wind that’s hitting the side of the airplane. At UND, student pilots were given a crosswind rating, saying that, OK, well you can land in a crosswind component not to exceed 10 knots, 20 knots, whatever it is. When I came in on that landing, it was 17 knots direct on the side of the plane, so it was coming out of the -- if I was going to the north it was coming out of the west, and I think my

crosswind ability was supposed to be, like, 12. And so, [00:18:00] it was just one of those deals where I just wasn't trained sufficiently for it but I didn't understand yet that I could say no, as the pilot in command of an airplane--

JUNGE: So, did you panic?

HARING: I flew it all the way to -- I believe I flew it all the way to the ground, because I remember thinking through, OK, I have to keep my speed up a little bit higher because of the wind on the side, I got to keep the speed up, you have to steer into the wind so your plane is actually coming in like this, it's coming sideways. I was doing all that, right at the end though you have to un-- you have to kick all that correction back out so that you -- because, unlike the big airliners that have their articulating wheels, they kind of spin when they're stay-- when they're on the ground, smaller airplanes obviously don't, so you can't land sideways, you have to land straight.

JUNGE: Or you'll tumble?

HARING: Yeah, it'll just catch. And so, I remember kicking it out and that's where I felt the gust hit, and I don't remember after that.

JUNGE: So, from that point on, you weren't too --

HARING: I was nervous.

JUNGE: Yeah, you weren’t too excited about flying after that.

HARING: I wasn’t too excited. I mean, to this day, I’d be interested in trying again, going back up, seeing, you know, [00:19:00] the -- after years have gone by; but I think it was more along the lines of, you know when you look at what’s happening in the aviation industry now, and there’s been a lot of press made about this, you don’t make a lot of money coming out of school as a pilot. You have to have a passion for it, you have to really have a love and a drive for it; and for flying, I didn’t have it. And so, it wasn’t going to make an effective career for me because it was going to become monotonous. You could see it, I mean it was just, "Man, I’m stressed out about this flight, I’m looking forward to the airport more, do I really want to do this as a career where I’m going to come out of school making 20,000 dollars a year," and --

JUNGE: But did you have the ability to do it, if you had wanted to?

HARING: I think I did. I mean, that was -- you’re talking about -- I have 100 hours and you’re talking about a flight that, at that time, was probably 3 hours out of 100 hours of flying. Everything else, yeah, when I passed my private exam -- I mean, the instructor and I even got into a debate with one another because I thought he was wrong; [00:20:00]

he wasn’t, but, you know, so I think I would have been fine. I’m a bit of a perfectionist and so I didn’t like how certain things (inaudible) doing were coming out. Doesn’t mean that they were wrong or that they were unsafe; that landing was, maybe it was safe I just can’t tell you, because I don’t remember it, but that was --

JUNGE: Did you have an instrument rating?

HARING: I didn’t. Nope, that was -- I was in the process of getting that when -- because it wasn’t required for my degree, I needed the money elsewhere, and so I stopped, probably about a quarter of the way into my instrument rating.

JUNGE: So then, you decided you didn’t want to be a pilot, then what happened?

HARING: That’s when I switched to airport administration, really started focusing on airports and their nuances; and from the minute that I started that, that was -- it was obvious that it was the right choice. As I started learning more about -- first of all, I mean it -- the sheer volume of things that happened in an airport and the things that you have to know, it’s one of the reasons I [was getting?] jobs and they were boring, is because [00:21:00] airports are, I mean, heck, I went to school to learn about airports, and so I learned about airports and learned about

their architectural, and I learned about the regulations, things like that. I would say actually dealing with the stuff that I did at school is about 10% of my job. And so, most of my job and most of what makes airports so unique is -- that is the property management aspect of it -- is that the aspect that's interesting, the dealing with the lights and the lengths and the pavement strengths and all that stuff, you maybe deal with that once a year; but I'm dealing with tenants, and they don't teach you about -- well and you're obv-- you're from the -- you've been in the community a while --

JUNGE: Oh yes, oh yeah.

HARING: OK. So, the trees.

JUNGE: Oh, yeah.

HARING: They don't teach you in school about, OK, well now if you do something like this, then --

JUNGE: Yeah, go ahead and explain that.

HARING: Yeah, here's something that happens with tree, you know, and -- you know, well, in that case that was obstructions pop up all around airports, whether you're DIA or Cheyenne, they pop up constantly. It can be water towers, it can be wind farms, [00:22:00] some people even put up houses in the wrong place and they can put something on top of them that causes problems. In a case of the --

in the case of the trees, there was a -- back when the airport -- we're the oldest airport in the state, and so we were formed in 1920 and at that time, there was no -- I mean, 1920s -- what, the Wright brothers' flight was in 1903 -- so 17 years after the Wright brothers' flight, nobody anywhere had any sort of consideration of "Well, you know we don't want to plant these here, we don't do this because that could potentially interfere with some random jet way that's going to happen in the future," nobody knew that that's where this was going to go. And so, just over time, as things have continued to evolve, that's the situation we encountered in the park is that we had all these trees that were popping up unfortunately right off the edge of the runway. And so, we went through, and we noted that it was pointed out to us by American, but we don't -- anything like that we don't take an air carrier's word for; we have to go through and do our own analysis, see if, in fact, what they're saying is true, [00:23:00] because there are different sets of regulations that govern carriers, and that govern airports. And so, we have to follow what our regulations are, not what theirs are. And when we did that, we found out that OK, yeah they somehow or another over time, and there -- we knew that they were issues in the past, we just kind of were able to get away

with it because Great Lakes wasn't having issues with it, the Guard had never conveyed issues about it. Had they, we probably would have had to deal with it, but if you remember over in the park there used to be poles on top of the trees with little red obstruction lights on them. Over time, those trees actually grew taller than the poles, and that became an issue. What that is basically us doing as an airport is we're acknowledging "Look, these are problems, they can cause height issues, but we're going to put a warning light here to try to let pilots know that be careful." And then we also have to put a notice out. So, when all this came to be, obviously we then said "OK, well we think we need to go through and take these trees down." I didn't know [00:24:00] -- I knew that trees are very passionate things, eventually I'd hear; until I got the phone call, though, I didn't know: A -- and I'm embarrassed about this -- I didn't know: A, the cottonwood was the state tree of Wyoming. That I found out, and then the guy that called me about it says, "Dave, I got some" -- he goes, "You know that list that you sent me of the trees we have to take down?" I said yeah, and there were 43 of them. And he goes, "Do you know what the breakdown is?" I said, "Well yeah," I said there were -- there's, like, 20 cottonwoods, and there's, like -- or, sorry, there was like

18 cottonwoods and there was 17 pines, there was, like, a weeping ash, and some like that. And he goes -- and, that's right -- he goes, "Do you know what the state tree of Wyoming is?" And I was like, "I have an eerie feeling it's not a pine," and he goes "No, it's cottonwood." And then he says, "Are you aware that there's a Cheyenne Cottonwood Society?" And, I said, "Nope, but I am now." And so, that was one of those days where they don't teach you that in school and you start formulating, OK, if I wasn't at an airport, I was just a member of the community, [00:25:00] and I start hearing these things, how would I want to be -- have it dealt with? And so, we set in motion, we immediately got in touch with the Cottonwood Society to start talking with them saying, "Look, here's what's going on, here's why we're doing it, what can we do that kind of helps both of us?"

JUNGE: Mitigates.

HARING: Yeah, mitigate some of it. I -- and I've been very honest with people, I say, "Look, we've taken care of what I think were the immediate concerns, there are a couple of other trees that are right in that same zone that are going to keep growing that I may have to deal with at some point." Realistically, there are 400 trees in that park that I have issues with. But I'm never, ever, going to go

after 400 trees. So what I did, and what I worked with the airline on, when I worked with the FAA, I said, "Look, I know that all of these things are over here you guys have issues with, because there's a -- coming off of a runway is -- there's a zone that's like a trapezoid, and so it gets wider as it goes farther out. That's where they would like to see no obstructions. So, no, we're not going to do that, because, if we do that, I'm going to be taking down tons and [00:26:00] tons of trees in the middle of this park." So, what we did is narrowed it as much as we could to a straight box that went straight out. And --

JUNGE: But how can -- how can you avoid the federal regulations?

HARING: The regulation doesn't prohibit; what it will do, and that's what I was telling people, the FAA has absolutely zero control on anything outside of the fence of a federally funded airport. They can't do anything; they can advise, they can strongly recommend, they can ask, but they cannot mandate, because they have no interest in it. They have no interest, none, no personal -- they have no vested -- they have no funding interest in it. So, what they can do, though, is they can say, "OK, you know what, take the trees down. Now, instead -- however, if you're not going to take the trees down, now that we know that they're

there, the approaches to those runways have to change. We need -- since you're not going to change the safety condition on the ground, we have to change the safety condition in the air." And, that can impact our airport significantly because it [00:27:00] takes an all-weather facility and makes it less of an all-weather facility. So, normally the way that they will change it is they will change a minimum decision height, sort of thing. So, when pilots are flying into a runway and they can't see, so they're flying on instruments, they get down to a certain altitude, and it's called minimum decision height, once they get to that altitude, if they can't see the airfield then they have to go around and try again. And, I forget what ours is right now, but it's g-- for the most part we can land 95% of the things that we need to during inclement weather. So, they can come down low enough, normally they're going to see it. If the trees are there, then what they have to do is take that height and raise it. So, now they can't come down as low so there isn't as good of a chance of them seeing the runway and they got to go around again, or potentially not even try, and leave. So, that's how the airport-- or, the FAA -- can really impact airports, is they can't come in. And that's one of the things I said when I was in front of the city council at

that public meeting that we had about the trees. [00:28:00] So many people wanted to keep going down the road of saying, "Well I've called the FAA, and the FAA said that 'we're not making you take them down,'" and I stood right back up, I said, "Of course they're not, they don't have to, and they won't. They can't tell a community, 'You have to take these trees down.' They just say, 'if you don't, this is what happens,' in the case of American." Or, carriers can do it, too; in the case of American, now all of a sudden, if our runway is this long, you know -- so this is the runway.

JUNGE: This piece of paper.

HARING: Yeah, this piece of heat paper here is the runway and you've got a tree that's, say, that's sitting right here.

JUNGE: Off to the left, and?

HARING: So, the FAA regulations may say, OK, so, if you're an air carrier, you have to be able to get off the ground by this point, let's say. So now, let's say the tree moves closer. Now, you've got to be off the ground by this point.

JUNGE: Which means you need a longer runway.

HARING: You need a longer runway, or a lighter plane, which is what American was saying; is that in order for us to meet our regulations, with what we're seeing on those

obstructions, we would have to, [00:29:00] basically, take out 20 feet where people couldn't sit on those seats and we couldn't have their bags, because we need to lighten the plane so it'll get off the ground sooner. And that's where the challenges lie, is that it's -- the FAA does not come in and regulate communities, they regulate airports and they regulate airspace, and --

JUNGE: What was the reaction of the community when you explained it?

HARING: Interestingly -- I mean, interestingly enough the people were very passionate about it, and I understand; I mean I, being from Pennsylvania, I see trees all the time and there aren't as many out here so I certainly understand it. And I told them, I said, "I would not have interest in doing this if I didn't feel that it was important to do for the longevity of the airport," because this is going to come back, they're obviously very passionate people that do not want them taken down. Which is one of the reasons that we did something that we did not have to do, which was spend $225,000 on replanting efforts to go back through -- the smaller trees that are there now, those are all ours that we helped fund as well as the plan that was put in place over there we helped fund. [00:30:00] That's not a requirement, that's a -- again something that's not taught

in school -- that's more of a good neighbor policy in our opinion, where, look, we understand that people don't want to see these taken down and we understand that us putting a small sapling back that's going to grow over the next 20, 30 years but not anywhere near the height of a cottonwood, isn't going to replace the shade of a cottonwood.

JUNGE: So, you just go do your vault and pull out $225,000 and say here?

HARING: We didn't say that, we were fairly specific on how it was going to work, we -- because they had a -- the first part of it, the first $50,000, I think it was the first $50,000, was specific towards a plan; it was going to go pay for a landscape architect to come in and give options of what could be done with the area where we were taking the trees out. I sat at several of those public meetings and they threw out all sorts of different options of things that could be done. One of them was replanting of cottonwoods, and I -- and they gave us -- it was a cool idea, they gave everybody little dots. [00:31:00] I don't know if you were at that meeting but it was -- they gave everybody little dots, they put up these 10 different options or whatever they were, and they were probably 50 of us in attendance, and they gave everybody these packages of little dots, red dots and green dots. And you were to go

around and put the green dot on the ones that you liked, you can put them all on one if you wanted to, and the red dots are the ones that you really didn’t like. I put every single red dot I had on the cottonwood one, and actually spoke on it, too. I said, "Guys, it makes no sense to plant cottonwoods again, just to go through this again, granted, in 50 or 60 years but who knows what’ll happen at that point."

JUNGE: Yeah, you could be an intergalactic space port.

HARING: Yeah, exactly. So, ultimately, what was interesting is that we got the approval to do it; there was a lot of issues at the time we got the approval. We took the trees down within a week after getting that approval, and five months after that people were still calling us asking when we were going to take the trees down. Because, what I was trying to explain to people, [00:32:00] that, you know, a lot of times you get into the -- and I understood it, when I opened up the phone lines here that first week that it came out, I was on the phone every day for about six hours a day for the entire week, because I would get that many calls. People wanted to talk about it. Not everybody was opposed to it, people just wanted to understand it; I said, the impression that everybody has that we’re clear-cutting the area, that we’re going to go in and we’re going to

bulldoze everything that is standing and then you're going to end up with this big void; I said, we're not doing that, I said, they are very specific trees that we are dealing with. I said, "Candidly, I would rather go in and clear cut, not because I want to take the trees down, but it causes me a lot less hassle later; but, we don't have to do that, and if we don't have to do it then we're not going to do that." And so, we can go in and specifically remove these trees. We tried to top the trees, but we couldn't do that, the city forestry wouldn't let us do that. Because, we said, "Well, look, we really don't need all the trees down, we just need that portion of them gone." And, apparently it weakens branch structures and can potentially lead to falling branches and, [00:33:00] I understood once he said it, I was like OK, I get that. So, we went in and specifically took out the trees and, yeah, if you really look at it they -- it thinned it out, it's kind of like when you thin your hair out, or, you know, the barbers have those little shears that cut, like, every fourth hair or something like that. That's basically what we did. And, people were still calling and saying "Well, when are you taking the trees down?" We said, "They've been gone for a month, we're done, they're out." And, the calls just completely fell off once we did that, and --

JUNGE: So what does the Cottonwood Society think about you now?

HARING: One thing I will say is I think they were very appreciative that we reached out, that because we didn't have to, we could have just dealt directly with the city and the city could have just said yep, we can go ahead and do it, go ahead and take them down. But, we wanted to try, we wanted to be the good neighbor, we wanted to see what we could do to, you know, I mean we've always looked at our airport as one of the visible aspects of the community, we're right in the center of it, and how can we do -- what can we do to help in any way, shape, or (overlapping speech; inaudible), so.

JUNGE: You know, what do you think about that, the location of this airport? [00:34:00] Because, there have been suggestions in the paper from time to time that the airport move itself outside the city.

HARING: There's been a ton, and there's -- we actually wrote a little bit of a paper on it, but it's -- as far as what I think about the location I love the location because from an airport's perspective, one of the things that's great about ours that a lot of people aren't aware of is that our airport is completely self-sustaining. Up until 2003, I think it was 2003, we received, very minor, but we received

an operating subsidy from the county, if I recall, it was the county or the city, and it was, like, $5,000 a year, and that was it. The only money now that we receive from out of the city or the county are the ones that are voted on by the voters; six-penny, fifth-penny funds, things like that. We do not receive any form of direct funding every year, just a check from the city or the county, and the only federal money that we get are project specific as well.

JUNGE: What happened?

HARING: We just became self-sustaining; we said don't need it anymore, we've been able to efficiently use the land and the property that we have to generate revenue internally, and so --

JUNGE: [00:35:00] Really!

HARING: -- we just didn't need it. And that's the goal of -- matter of fact, there's an assurance that you have to agree to accept federal money that you will establish a rates and fees charge structure that endeavors to make the airport as self-sustaining as possible. And, that's what every airport strives to do, and that's what we have striven to do -- striven, uh strived to do -- and have been successful. Before me, I've been here since '01, it was really [Jerry Olson?] that probably put the framework in

place to do all of the land development and whatnot, so, long story to get back to your original question, we have that, we have that ability to use the land and see some of the extra development because of where we're located. When you look around the airport you have -- you know, like, kind of just walking around, a lot of people don't know this, down where Office Depot and Culver's, and all of -- that's all on airport property. That's all a development on our property. The --

JUNGE: So they pay you rent.

HARING: Land rent. Yeah, we don't own any of those buildings we don't own. But, the Converse ball fields, [00:36:00] the compost pit, the -- what down -- FedEx, American Red Cross, all of those are airport property. The blood bank used to be airport property. That was sold in 1989, if I remember correctly.

JUNGE: So, it was airport property, it's no longer.

HARING: It is no longer. That land was actually sold to the blood bank, so that is not, that was sold back in '89.

JUNGE: I didn't know that an airport could sell its property.

HARING: It takes a tremendous amount of patience; the only time that we've done it since I've been here is, do you remember the Yellowstone realignment project that WYDOT did? There was the little, probably like 12,000 square foot

tract of right of way we needed to acquire around that corner. Tiny little thing, I mean you're talking -- it's 12,000 square feet, because it's long not because it's wide or anything. And, to sell airport property you have to first of all get the approval of the body, that would be us, then you have to get the approval of the FAA to say that, yeah we can see that that's never going to be needed for any form of aviation use. [00:37:00] It then has to be published in the Federal Register, because it takes a congressional action to sell land of a federally funded airport. So, it had to be published in the Federal Register for 90 days to allow for comment periods, and so I think it took us six months, potentially longer, to go through that process, and that's for a little tiny tract of land. If you were going to go down to like, the blood bank, I wasn't here when the blood bank was sold but I can only imagine that that was a very significant process, because it's a large tract of land, I mean, and that was -- and there's maps, we have some of the old maps here somewhere where you can still see where it was -- we didn't have the road splitting it like we do now. So, as far as the location goes, if we were to move -- A, moving the airport outside of town, fiscally makes zero sense. It will cost -- there's roughly, if I remember correctly, 175

million dollars worth of pavement alone; not anything else, not buildings, not infrastructure, not anything. Pavement, just sheer pavement.

JUNGE: [00:38:00] In a new airport.

HARING: In this airport.

JUNGE: Oh, in this airport.

HARING: One hundred and seventy-five million dollars for the pavement, roughly. The estimate that we've put together based upon that and building reconstruction, you know, just sort of all the things that have to go into the construction of a new airport, and not even counting acquisition of property, would be between half and three-quarters of a billion dollars to construct. The FAA, I actually called the FAA about it, you know, when I've talked to the community about it Jerry Olson was just famous at just going out and saying "Nope, this won't happen," and all that, but he was good at that. He could just make that statement; it could draw on years of experience. I am somebody that has to have backing, I like to go and call entities and find the documents and say, yep, here's where that's coming from. So, I contacted the FAA and I said, "Want to take a hypothetical, let's say the community as a whole decides, you know what, we don't think this is going to work here, we want to move the airfield.

What would your reaction be?" And, we talked about it a little bit but they said, "Well, the first thing is that we're not going to help fund it, at all, so we have no reason to." They said, "You're not moving because of a capacity issue, you're making a choice as a community, so it's not a [00:39:00] capacity issue, it's not a safety issue even though that's what people are concerned with, saying, well, it's a safety issue." My comment to that is every airport is located in proximity to a city, look at them. I mean, L.A., all the big ones, they're all right in the proximity to the cities. Denver's the only exception to that because it's the only airport -- big airport -- that's been built in the last two decades.

JUNGE: You should have seen the Hong Kong Airport before they changed then.

HARING: Oh, yeah. I've watched videos of just right on the top of high-rise apartments. You know, one of those things noses in, and, yeah it's -- so at any rate the FAA doesn't look at it the same way, they say it's not a safety issue, so there's no reason for us to fund it. There's another part of that; because they are sizably invested in the airfield, I mean in 2003 we did an $18 million project on a runway that was funded 90% by them --

JUNGE: The one off to the east? That extension to the east?

HARING: Yes, that one, that was one of the largest projects that the airport's ever done in the history of it. We just did a $7.5 million project on the other runway two or three years ago. Those are all projects that are [00:40:00] funded by the FAA and have, I think it's between a 20- and a 25-year useful life on it. So, if all of a sudden you take the pavement out, you have not met the useful life and you have two choices now, either first you have to take that money and put it right back into another airport, or you have to pay it back. So, the estimate that we have doesn't account for any of that. The land acquisition itself is a problem because, you know, one of the things that was thrown out to me was well, the city just has that -- the [big old?] property or the [archer?], you know, any, either of those. So I looked at it, and I said, OK, if we want to make sure that we put ourselves in a position where we can handle all the traffic we think we would have, not over-guessing, not building a four-mile runway, just a standard, you know, I think the number I threw out there was I said, we know that we have a military demand for larger aircraft we haven't been able to land them here because we have too short of a facility. And I said, so, said I think if we can get to -- we have a 9,540-foot-long runway right now [00:41:00] -- if we could get to somewhere

between 11,000 and 12,000 we would be able to land whatever we needed to land at this runway. On the end of a runway you also have a thousand feet of safety area that you're required to have by federal regulation. So, now what you have to find, if you can imagine this, is you have to find a, probably two to -- we have 1,066 acres on the airfield right now, you would probably need to find somewhere between 2,000 and 2,500 acres to make sure that you've -- you don't have the same problem; and that's what Denver did, they bought all their encroachment to make sure that wouldn't happen. So, 2,000 to 2,500 acres, and you have to find a tract of property that has a straight line distance of almost three miles. That is the hard part.

JUNGE: Why?

HARING: Because of the length of the runway. You have 15,000 feet; basically, you have a 12,000-foot runway, 1,000 feet on this end, 1,000 feet on this end, so there's 14,000 feet.

JUNGE: Well, you don't have a 1,000 on the east end, because there's a road right there, it's called Converse.

HARING: And what we've [00:42:00] done, you can't see it, the only way that we could do that is -- I just need to write on something.

JUNGE: OK, write on the back of your notes here.

HARING: So if here's our runway, and you're right; on this end we're ok, kind of, here, let's say this is the fence line here. So even though this is the runway end, this right here roughly is a denoted runway, and it's called a displaced threshold. And it basically artificially moves the end of the runway that pilots can use. So, when pilots come in and they're landing, they can't land here, they have to land beyond that line.

JUNGE: And what's it called? Displ--

HARING: It's called a displaced threshold, and that's because we don't have sufficient safety area on this side, and that's the challenge with being in the center of a city, is that we're, you know, we're landlocked now, I mean, the only way we can extend any runway in this airfield -- so you've got [00:43:00] this runway like this and you've got another runway that comes across like this. OK, well, I've got the Yellowstone (inaudible) Range Corridor here, and a golf course and a park and, well it's not a park, it's an open space, but there's no way that I could ever expand anything over that direction. Down this side, you have where the church property used to be, and then you've got another main road intersection, that won't work. There's two or three roads intersecting there. This won't work because there's a lake, and a significant road. If this

was to ever expand, this is the only direction it could go would be out over Converse. And, I've had a group of people ask me about doing that, saying we want to know what it would cost to expand -- I've got one state legislator that really thinks it's necessary, Senator [Berg?] was all about that this legislative session and I went over and talked to him, I said "Why are you thinking that that's so important?" And, he's right; he's heard from Global Strike one -- of the reasons that Global Strike didn't come here, there were several reasons that the airport specifically, [00:44:00] that they didn't come -- but several other missions have included, well we can't land there because of this lake. So, I did the same thing. Called my engineering firm, "Alright, just off your cuff, just, not doing any sort of time, because I don't want to pay you anything, tell me what it would cost if I said I need to bridge Converse," and it was $150-- $160 million if I remember correctly, because of the structure, because you -- if you're going to bridge Converse you also have to bring all that grade up on that side, so now you got to bring the grade up, fortify it, because you can't just throw dirt there, you've got to bring it up, solidify it, pack it down, make sure it's not going to go anywhere which is going to entail a lot of retaining walls. The bridge over

Converse itself, A, I’m not sure it’s legal anymore in FAA regulations, but -- because they don’t allow traditionally any more active roadways under active runways. But even if it was, you’d have to stress that to allow for the landing of the bigger aircraft [00:45:00] --

JUNGE: I think there’s one at DIA. Maybe I’m wrong, maybe --

HARING: There might be, there’s a couple places, some of the older airports specifically have had -- whether it’s Kansas City or somewhere they --

JUNGE: But it’s not something they’re going to look with favor on.

HARING: Not normally. Well, heck, we tried to put a golf course over there. Do you remember that? When we had proposals for a golf course over on that side of the runway? They actually had us -- I kid you not, this is, you know what -- it’s never boring. They actually had us when we proposed it, do a golf ball flight analysis. We had to contact -- we ended up -- we didn’t even know where to do it, so we contacted Titleist and said, "Here’s what they want to know, they want to know under a hypothetical situation, how high would these balls fly, could it impact a landing or departing aircraft?" And there was silence. They’re just like, "You’re serious?" Said, "Oh we are absolutely serious," and so they said, "I’ll get back to

you." And so, they came, they did it, and all sorts of disclaimers, as you can imagine, it's like, we're not taking any respons-- no one's ever asked us to do this, and we're not, [00:46:00] we're just golf ball makers. So, they said, "Under ideal situation, if you had somebody that teed the ball up really high and purposely hit under it, to get it to go as high as it possibly could, we think it could potentially go to maybe that height." OK, well we'll go with that one, then. And, so then we had to change holes around and just got to be, it was just too much at that point. We're like, OK --

JUNGE: What did they say? What was the height? Or do you remember?

HARING: I don't remember; I'm sure we have the study still but I don't remember off the top of my head what it was.

JUNGE: Now, Dave, what about the -- I've heard people say well there ought to be a tunnel under the airport so that we don't have to drive around this thing.

HARING: And there's the plan for it has it right here; the plan for it, the tunnel, has it coming up Airport Parkway here, boring under, and going to [Pownhouse?], basically, and the cost for that, when the analysis was done [00:47:00] 20 years ago, was $20 million. I can't imagine what that cost is right now. That has -- it's still on

books in random locations, I've never heard anybody bring it up realistically. I've been here 13 years so I've never heard anybody bring it up realistically in those 13 years.

JUNGE: There's no clamor for this thing?

HARING: People would love to have it, I mean, I even joke about it sometimes where I've got to get over there and I'm over here, so I go around and I'll get there and I'll say you know, whoever put an airport in the middle of the city -- it's a joke, everybody knows that. But, I understand that -- why people would say that is that yeah, it's -- we're right smack in the middle and it would make sense to have the one thoroughfare there but yeah, I -- people will mention it, realistically, I -- there's so many other things that we need to do from an airport perspective and other things that are on the city's priority lists, that we'll never see that.

JUNGE: Just curious, what -- were you here when [Dubroth?] crashed her plane?

HARING: I was not, I've watched -- I've watched the video, I think it was '96 --

JUNGE: Was it -- you got here 2001?

HARING: Correct. I've watched the video of what happened, [00:48:00] the gentleman who was the first person from the airport on scene was my supervisor when I was an intern,

and when I was hired; so he talked about it, he said, you know, I -- he doesn't talk specifically about what he saw, and I don't blame him, I wouldn't want to know I don't think, but --

JUNGE: Who is this person?

HARING: Marty [Lenz?].

JUNGE: Is he still here in town?

HARING: No, Marty is just -- took over as the executive director of the airport in Rochester, Minnesota. He was driving around or something like that and saw the plane crash and he drove over there right away and was, I think, the first person there. So, yeah, it was -- I've read all about it, I've talked to -- when Jerry Olson was alive, I've spoken with him about his experience during -- he was actually sick during it, he had the flu and they kept -- you know, he was on camera constantly because of what had happened and so... But yeah, it was --

JUNGE: What was the problem?

HARING: With that? Two things, there's -- as I understand it from what I read, weather wasn't great, a lot of other pilots had elected not to fly that morning, it was a little cold, there was condensation [00:49:00] in the air, which can cause icing challenges on the wings, any number of different things it can cause; the other thing that sounds

like happened is -- because, when the plane left, it didn't generate lift, that's basically what happened is it got, you know, normally you'd expect a plane, and you're already at a high altitude anyway so you're -- if you're not familiar with flying at high altitudes and you aren't paying attention to that, then your performance ability goes down on the aircraft. So, it didn't generate lift after it took off, and I think what probably fueled that is that, you know, the caution aspect of things, they probably should have waited, but I think because of the publicity that it had been getting, because of the, well, we want to get this done, we want to keep moving, sort of -- it's called "get-there-itis," the "get-there-itis syndrome" on flying, I think, fueled it as well. I forget when the report came out who they said was flying the aircraft at the time in the crash, I think the instructor was -- and I'm sure he would have taken over -- they didn't have much, I think [00:50:00] they were only in the air for a minute and a half, or something like that, so... so it's really fast.

JUNGE: OK, have you had any major accidents here since you've been here?

HARING: Not since I've been director, but since I've been at the airport, back in '03, '04, somewhere in there, we had a

[hankle?] crash. Old World War II plane crashed into the bus barn, do you remember that? Over -- it was over off of College, it's over by my house, over by Sun Valley.

JUNGE: I think I do remember that.

HARING: And it was an old World War II restored plane; my understanding is they lost an engine on approach, declared an emergency, and there's -- there would be some fairly sizeable torque on that airplane when they lost the other engine because it would have been pulling. And they ended up -- it sounds at some point they lost the other engine, ended up steering it away from residential and there were people that actually witnessed the crash. [00:51:00] There was a gentleman who was in the bus barn, actually, that we talked to that said he had heard some commotion, went outside, and said all he saw was this giant, glass dome coming at him; and he said he just started running the other way and he got about halfway through when it impacted, and he said the amount of heat that I felt was something I've never felt.

JUNGE: Oh, so it burst into flames.

HARING: Oh, yeah, it actually hit, cart wheeled through this fence, plowed into the bus barn, people described watching the pilots get ejected. It was a -- fortunately there were

only two people on the aircraft, but it was a horrendous crash for those that watched it.

JUNGE: Is this the most ideal place to have an airport, Cheyenne, Wyoming?

HARING: Ideal from -- in general?

JUNGE: Well the weather's bad here, for a number of months, this year in particular we've had six months of winter, you've got a, you know, an altitude of 6,100 feet, [00:52:00] approximately, you're in the middle of a city; it just seems to me like this might be a tough place to administer an airport.

HARING: I don't know that there's any place that's an ideal place to have an airport short of putting one, you know, out in the middle of the Mojave Desert, or something like that, but even then you have challenges. And it's like this regardless, I mean, for every -- for all the challenges that we can list in Cheyenne we can easily find another community that has different challenges but equally significant to overcome. You know, you look at some of the airports in Alaska, for crying out loud, that they have -- there's actually more plane crashes or deaths due to planes in Alaska than anywhere. Mainly, because it's their main mode of transportation, but here the high altitude, a lot of it just comes down to the fact that you can fly in any

sort of conditions; some of the accidents that happen in this form -- in this area of the country are done because people that perhaps learn how to fly, well, like me, I learned to fly in North Dakota, there's a significant difference [00:53:00] between flying at 1,100 feet in North Dakota and flying at 6,200 feet in Wyoming.

JUNGE: Did you have crosswinds?

HARING: In North Dakota? Oh, absolutely, they absolutely had crosswinds in North Dakota. And, but, nothing like here. The winds here are just different, they're just, they're mean and then they -- and they can scream at you, and so, but there are tons of pilots that land here and operate out of here every day. And so, I, you know, I -- the in the middle of the city is the thing that I continue to hear from people saying that, you know, having it in the middle of the city isn't an idea situation. Having it in the middle of the city, people will tell you that when they flew into Chicago, when --

JUNGE: O'Hare?

HARING: Meigs, no, when Meigs was still open --

JUNGE: Meigs Field.

HARING: Before Meigs closed, they loved flying into Meigs. The reason they loved flying into Meigs was because they would get off their flight, hop in a taxi, and be where

they were needing to go in 10 minutes; whereas when you go to O'Hare, it's going to take you an hour to get into the city from there, and so having [00:54:00] -- that's one of the unique benefits that our airport has, where being in the middle of the city is a benefit, where people fly in -- when the American guys came in, and they saw the way things were laid out, they were floored; not only were they floored they could park, like, 50 feet from the terminal building, but you could almost walk to the places that we've got to get to.

JUNGE: So, why aren't you having airlines come in here in droves (inaudible) and try and get in here?

HARING: Proximity to Denver is probably the biggest reason, our -- airlines want to be operating someplace where they have a population base that almost guarantees revenue or use. With Wyoming being the least-populated state in the United States and having only half a million people, roughly, half million to 600,000 in the entire state, and you're talking -- what is that, I mean I don't know what the population of Denver is off the top of my head, but in -- it's smaller than the entire state of -- I mean, excuse me, the state of Wyoming is smaller than the entire city of Denver. That [00:55:00] population density is what -- that's why for a long time as I've heard about it, because

it wasn’t when I was here, for years and years and years, I understood that people kept trying to get Southwest here. And, logically, that made potential sense, prior to them going to Denver, because Southwest liked operating at a secondary airport, where they could draw people from other catch man areas, or from other -- excuse me -- from other markets areas to be able to operate on that flight. As soon as they went into Denver, they weren’t going to come here, because their business plan I think dictates they want at least a million people in the immediate market area. And --

JUNGE: Yeah, it’s you wanted to take a pl-- you wanted to get out down to Denver you’d have to spend two -- an hour and a half to two hours to drive down from here. So why have any kind of a hub here, wouldn’t make sense, would it?

HARING: It would, now, and it’s -- and the drive time has only gotten better. Now, I think that’s going to change over time, but as 470 came in and things like that the drive time shrunk. When I got here in ‘01, you [00:56:00] needed to plan on a solid two hours to get to Denver, because you’d have to take 104th, or you’d have to take 70 or wherever you had to go, and it was a solid two hours if you were lucky. Ever since 470’s gone in, I’ve heard people, I mean, one person told me he got there in an hour, I said,

"you were not driving legally if that was the case," but, an hour and a half is kind of your -- hour and 25, hour and 30 minutes, it's kind of your peak, I mean you can make it there fairly easily if you're having an early morning flight, you'd almost definitely make it there in an hour and a half.

JUNGE: OK, let's talk a little bit about Great Lakes, because you're -- in yesterday's paper, I believe it was yesterday, Thursday's paper, it mentions that -- OK, his work is in the conceptual -- Dave Haring, director of aviation at the airport, well you know what this is about. OK. Great Lakes apparently has not enough enplanements to make their operation profitable here. Is that [00:57:00] basically the problem with all of Wyoming airports?

HARING: It is certainly the biggest challenge. When you go out and attempt to recruit an air carrier and they come in and they say, well you know, you've got 56,000 people in Cheyenne, or, you know, this many thousand people here, you know, and it's going to cost us this to fly to there, then, yeah, it is -- it is certainly just not make for it to be attractive. Also, Great Lakes' business model is predominantly set around the EAS subsidy concept. Are you familiar with the EAS?

JUNGE: Is that the federal subsidy?

HARING: Yes, the Essential Air Service program.

JUNGE: Oh, OK.

HARING: And that program in itself is antiquated that the concept of that program was that when deregulation happened in 1978. They basically took a look at OK, well where are all of the airports that have sufficient service first of all, and then where are the airports that we feel it's important that service remain, [00:58:00] even after this deregulation occurs, because we don't think they'll -- that carriers will stay there without it. Cheyenne doesn't qualify for EAS because at the time of deregulation we had abundant service, we had service on Continental, we had service on Frontier, we had service on United, tons and tons of service in 1978. There are -- there were five EAS markets in the state of Wyoming. So, about half of our commercial service airports. [Sheridan?] was in it, [Riverton?] was in it, or, Sheridan [Worlund?], Laramie, Cody, and --

JUNGE: [Riveton-Lander?]?

HARING: No, Lander's not commercial -- Riverton might have been the other one. There was a change in -- couple years ago, three or four years ago, one of the bills that went through Congress was that if you were not presently receiving EAS subsidies, you're no longer going to be

eligible for them, so that eliminated Sheridan. Right now, Laramie, Worlund, and Cody are the [00:59:00] only three that receive a subsidy.

JUNGE: You guys don't? I thought you did?

HARING: We don't qualify, because we had so much service -- '78, we don't qualify as an EAS market.

JUNGE: Yeah, but it says something about your --

HARING: The million?

JUNGE: -- subsidy. Yeah, yeah, you have a million dollar subsidy.

HARING: That's different, that is the EAS was a -- is a completely different program and much more controversial because it's antiquated. The $1 million subsidy, any -- they're called primary service airports -- any airport that enplanes more than 10,000 people in a year is entitled to $1 million in federal capital improvement funds. And what they are aimed at doing is maintaining the airspace system; basically, they are used for runway upkeep, tax way upkeep, lighting, things like that. That's all that they can be used for.

JUNGE: And you budget this? You budget for that million?

HARING: We -- not only do we budget for it, we have to plan 5 to 10 years out for it, because the only way that we can get that money -- there was a [01:00:00] misconception last

year where I had a great talk with a community member that came in, they thought, when we were talking about that $1 million, that in essence on January 1st the Federal Government just wrote us a check for $1 million and it was a free-for-all, we could do what we wanted with it -- I said, no, no, no, no, we have a 10 -- a 10 to 20 year capital plan that takes into account those million dollar funds and looks at them and says, OK well here in two years we want to do this runway construction and we think that's going to be -- we've gotten, we've based upon the bids and the engineers estimate we think that's going to be a $5 million project. So, we know that, OK, we can hold money for a couple years so we'll use $2 million of the entitlement funding, and then we need another $3 million and sometimes we'll get discretionary funding which is an additional source of capital funds, or sometimes we have to find more locally. But, that money is planned out for the next five to 10 years.

JUNGE: But you can't get more than $1 million in a year.

HARING: You can't get more than a million in entitlement funding, you can get discretionary funding. And discretionary funding [01:01:00] is a very hotly competed for -- the $18 million project that we did in '03, that the expansion like you talked about, that had sizeable

discretionary dollars in it, where we took our, you know, one or two years, or three years of entitlement money, then we also had, I think, 12 or 14 million dollars worth of discretionary money that we used. And so, discretionary money, you can program for it. For example, the term-- the new -- the terminal construction is actually a good example of that. The terminal construction that we're planning on doing has $3 million of entitlement funding tied to it and then -- or is it $2 million, $2 million of entitlement funding tied to it and then $3 million of discretionary funding tied to it. And the discretionary funding is going to construct the ramp, or the paved area where the planes will be. But that's still competed for. If something pops up that's an emergency situation at some other airport, [01:02:00] terminal ramp is not a high priority project. We're programmed for it but we're not high priority, we'll be -- sort of towards the end of the funding cycle when everything else has been funded.

JUNGE: OK, so it's the capital city.

HARING: You know, I looked something up the other day, I looked up the number of capitals in the United States that don't have air service, thinking that there probably wouldn't be that many, and there aren't, but there are

some. A lot of them are in New England areas, some of the smaller states --

JUNGE: Like Montpellier, or something?

HARING: Yeah, I think that's one of them, yeah, I think that's actually one of them, things like that. And so, the capital city aspect of it is something that I've often thought as well, saying, you know, you'd think as a capital city that there would always be a need for service and from what I've heard from other carriers, I mean there's a market for service to Denver here, and there's not going to be a jet service market for service to Denver here, but at -- even as recently as '01, I think it was '01, [01:03:00] I mean we had 18,000 people flying out of here. When American was here we had 24,000 people flying out of Cheyenne. The people will use the service if it exists, the biggest challenges that we have right now is that with the struggle that Great Lakes is having and the fact that people can't necessarily rely on the fact that they're going to buy a ticket for an eight a.m. flight and go at 8 a.m., it's very difficult to sell that or to have a person say yeah, that's what I want to try to do.

JUNGE: I was wondering about that when I read the article. Why can't you depend on an airline -- and I know this has been on NPR, National Public Radio lately, which airlines

are the worst, you know, they rank them and United is one of the worst for big airlines. Why can't an airplane get off on time?

HARING: A lot of it's, you know, Great Lakes it's kind of -- we've asked that question numerous times when our board of directors has met. One of the key questions that I keep going back to is OK, we get that as the day goes on, there's all sorts of domino things that can happen that can cause [01:04:00] setbacks in the flights.

JUNGE: Weather.

HARING: Weather can be one; you can have one flight that was scheduled to go somewhere else comes in late from somewhere else, so now it's late on the outbound lag so you kind of get this domino effect that happens. But, interestingly enough, [Peto?] is on our board of directors and Pete says, "OK, I get that. Why can the six a.m. flight that you know all night, is going to leave at six a.m., why can it not get out of the gate at six a.m.?" And as it's been explained to us the reason that Cheyenne -- we don't have it now, because of the cutbacks -- but when I got here in '01 we had 11 flights a day to Denver. Huge amount of flights a day to Denver, all from Great Lakes.

JUNGE: What do we have now?

HARING: Four.

JUNGE: OK.

HARING: The reason that exists is all because of the maintenance base. All of the planes that come in here, for the most part, need to have maintenance done on them. Some of them are basically just status check, some of them could be an overhaul [01:05:00], where they get to their significant hour checks, where they've got to take it apart and look at it and put it back together. So, every single plane that comes in here has to go through maintenance. So then, when in essence happened, the flight that comes in at 9 o'clock is the flight that's going back out at 6 a.m., so it comes in, and it's got the scheduled maintenance it has to do -- have done. Then something happens in the middle of the night. Two a.m., whatever, they find something as they're doing the maintenance. So now, all of a sudden, they've got to change the directions that they've got and now work on that. That, in many cases, is what's caused -- what used to cause a lot of the late stuff. Right now, all bets are off. I mean most of the cancellations and delays are being caused as a result of no crew.

JUNGE: And why's that?

HARING: That is a result -- you probably heard or read a lot about but the respect to the 1,500-hour rule, and there's really -- the 1,500-hour rule is getting the most press

right now. There've been several articles, there was one in USA Today, there was one [01:06:00] of the post, was it Washington Post or something like that, where they started talking about the fact that this winter has been especially bad with respect to weather all across the country, and that delays are unprecedented, what we've seen in the last 30 years. Two things that work there. One, the 1,500-hour things first.

JUNGE: What is that, by the way? Can you --

HARING: The way that the process used to work is that everybody came -- you know, me, I came out -- I'll come out of UND and want to go to work for an air carrier isn't the course I'm going to take. And what it used to be is I would come out, the minimum that a small, regional carrier like Great Lakes, or SkyWest, or Masab-- well, probably not Masaba,[Mesa?], things like those. The minimum hours that I had to have as a pilot in command of an aircraft would be 500. I'd have to have 500 hours pilot in command of an aircraft before I could be hired on at one of the small, regional carriers.

JUNGE: Is that reasonable?

HARING: Interestingly enough, I think it's reasonable but in talking to officials over at Great Lakes they said we never hired 500-hour [01:07:00] pilots. He goes, most of them

were 750 to 850, 500 just seems, you don't want to hire at the bare minimum if you can get away with it. So, I think when you hear -- that kind of reading is saying OK, well that's the minimum, most of them weren't doing that. So, any rate, I would get my 750 hours in this case, and I'd go fly for Great Lakes and I would fly for Great Lakes or whatnot until I had 1,500, 2,000 hours and then I'd put my application in to go fly for a major. Kind of worked, went through the process. Now what the federal government has said is no, no, we feel that the hour requirement should be the same across the board. So, any carrier, regardless of size or qualification or size of aircraft, every pilot has to have 1,500 hours.

JUNGE: Where did the pressure for that come from?

HARING: That came out of the Colgan air crash. Which is an interesting -- the Colgan air families, in the wake of the Colgan air crash in -- so n-- if I remember correctly and it was in Tennessee if I remember correctly.

JUNGE: Co-- now how do spell that?

HARING: Colgan. C-O-L-G-A-N.

JUNGE: Oh, OK.

HARING: [01:08:00] There were -- and I can't remember the situation of the crash exactly, but in the wake of the

crash the victims' families put significant pressure on the FAA to change -- to take an action, to do something.

JUNGE: Was the cause of the crash a lack of hours?

HARING: And see that's the thing, it's interesting. Both of the pilots on the Colgan air crash had more than 1,500 hours. So, it wasn't a lack of -- I mean, it doesn't change what that was. So, several times what -- once this 1,500 hour rule came out and people started actually seeing that -- the industry had been warning peop-- the FAA and the legislators about this is what's going to happen, and here's why. And, there was more pressure from the families and so it moved forward. Now --

JUNGE: You mean the airlines were saying you're going to have more accidents unless you get more experienced pilots?

HARING: No, no, they were talking about the shortage, they were saying, here's what's going to happen, we are not going to have the pool to draw from. And so, but you don't see that until you put it in play, and now, all of a sudden, we're starting to hear about the pilot shortages and it's going and going... so they tried to relax, [01:09:00] they've come back and said, you know, hey can we relax it? As soon as there's even remote discussion about relaxing the hours, the Colgan families are right -- they said, there was a discussion about it as recently as two

months ago, saying, "Look, guys, this is causing the shortage," -- we, and we did -- Colgan air families were in the halls of Congress saying you will not come down off that 1,500 hours.

JUNGE: Well if these guys had more than 1,500 hours, what was their beef? I don't understand.

HARING: And, I don't either. I think it's just that they want action of some kind, and I don't know that the training was inadequate. And I had to go back and really look at the situation of the crash. There were some questions about training, but I don't know if it was ever cited as an exact.

JUNGE: Well then, how does the 1,500 hour requirement affect Great Lakes? Is it actually, you know, they're going to lose pilots?

HARING: Absolutely, they are -- and the reason for that is that you -- nobody goes through school dreaming of flying for Great Lakes in the 1,900 running between Cheyenne and Denver. Nobody. I mean, I -- maybe that's [01:10:00] going out on a limb because I don't know that for sure --

JUNGE: Why (inaudible) the prestige, you mean?

HARING: Yeah, exactly.

JUNGE: The money? What?

HARING: But, no one has that as their dream. Their dream is to fly the bigger aircraft whether it be international routes, or in their home area, wherever. So now, because you've put all these carriers in the same playing field because of the hours, Great Lakes just has nothing to compete with, they've got no way to stand up to the Frontier, United, and things like that, with any sort of carrot, and say, yeah here's what we're going to do for you. They have started, and I kind of knew this was coming, but you've seen it a little bit now in the press that they have, in several markets, are converting some of their aircraft to smaller number of seats, lower number of seats. They're doing that because a 500-hour pilot can still fly an aircraft that has nine seats or less. And so -- and it actually, you know it actually kind of works, what they're looking at doing is, [01:11:00] OK, we can kind of create a farm, almost if you will, and get them in and once we get this pooled up then we can maybe roll the pilots over and get them into our aircrafts. So, they're finding ways to potentially make it work, but no, the small carriers are going to be the ones that are hurt the most. That being said, all of them are being hurt. American -- what was the stat that they told me -- American Eagle or American, I think it was American actually, had to -- had a

class for pilots -- well, and it might have been American Eagle so we're still a regional carrier, obviously though American Eagle is a slightly different prestige level than Great Lakes, because they're flying jets, yeah. But, American Eagle had a class of pilots that were supposed to have back in early January, and so they had the class, the class was supposed to be 40 people, and 4 showed up. And, they basically -- American said, OK, and so they cancelled [01:12:00] the class and parked 27 aircraft.

JUNGE: And why did only four show up?

HARING: They just -- they don't qualify, they -- because the way these carriers work is they schedule a class, assuming that people will just, will come to it, I mean, you don't wait until you have people, you schedule the class. Well, only four people showed up because those are the only people that had 1,500 hours, and so --

JUNGE: How do you get the hours?

HARING: It used to be -- and that's the other challenge -- it used to be that the standards show that you would go through, you would, like, a UND. Let's say that you went through -- military was the first one, military pilots are drying up because those hours have been going down. So the next one was the university flying, like what I did. Normally the process there is you go through, you get your

private, commercial, multi-engine, instrumental, all that stuff, and then you flight instruct for the new pilots coming in for *x* amount of time you build up your hours and you move on. The estimate right now for someone to go through, like, a UND, for someone to go through a UND and get their pilot's license and meet the hour requirements to go on and get hired by Great Lakes, paying very little, is over [01:13:00] $200,000. No one's going to do that, because you're not going to go pay $200,000, get your flying license to come out making $20,000.

JUNGE: Where does the cost of $200,000 come in? In what, renting the plane to go out and fly?

HARING: Yeah, I spent, just for me to get my private when I did it, between my private license that I took in State College and then the lessons I had to take at UND, I was over $10,000 by the time I got done.

JUNGE: So it would cost these pilots to -- some of these pilots who fly currently for Great Lakes Aviation, 200 grand just to get their 1,500 hours.

HARING: That's starting from zero.

JUNGE: Oh.

HARING: That's starting from zero. Some of the people that perhaps, let's say, let's say Great Lakes had a pilot on staff and they had 1,200 hours, so they need another 200

hours. They can go flight instruct, they can perhaps go fly a charter, they -- there's a couple things they could do. That wouldn't be $200,000.

JUNGE: OK, so, and this is not for the paper or anything, but how many pilots will they lose because they don't meet that?

HARING: [01:14:00] They put -- is the stat in there about how many they used to have and how many they have now? Because that is the scary stat, and I heard it, and I couldn't believe what I heard.

JUNGE: I didn't see that in there, I just saw at lot of the figures about enplanements.

HARING: I don't, I don't see --

JUNGE: It was towards the end of the article, there's something about number -- explains --

HARING: Yeah, and I don't' see it either. The number that I heard, to put in perspective, is that last year, in their system, they had 100 -- and don't, obviously don't quote me on this or anything -- but I think they had like 120, somewhere there, 120 pilots.

JUNGE: In the total Great Lakes --

HARING: Great Lakes system, not here in Cheyenne, just, all across. I think that's right. This year they had 35.

JUNGE: Throughout the system?

HARING: It's horrible. Yeah, you don't even have enough for 15 planes.

JUNGE: So it, it [01:15:00] -- all right, let me read this, it says --

HARING: And I wish I had that exact number because I had to --

JUNGE: -- a consultant hired by the Cheyenne Regional Airport board, this is yesterday's paper, Wyoming Tribune Eagle, is continuing his efforts to find another air carrier here. What that tells me if I'm just a casual reader of the paper is that Great Lakes is going under.

HARING: Yeah, and I don't know that I -- and I would say that they're going under --

JUNGE: Well, they're going to get out of here.

HARING: Yeah, and not even that. What you are seeing is me -- who when we did that, when we made a decision to do that, is the realization that Great Lakes is not going to help us meet the 10,000 requirement for us to maintain the federal funding coming in on things that we already have planned, mind you. And so the only way for us to deal with that is to try to find another carrier. We are not trying to kick Great Lakes out, and I hope they don't go anywhere because, from our [01:16:00] perspective, you know, when Laramie made the decision to go with SkyWest as opposed to Great Lakes and the EAS bid, they had a luxury with them being

able to do that. In our case, because Great Lakes is not only our service provider, but also a tenant, and a sizeable tenant, if they were to leave the community, or let's say, leave the airport, the change that the next shift on our side, revenue-wise -- forget about their service for a second, would be about a $300,000 shift.

JUNGE: Per year.

HARING: Yeah, and on a budget that is -- I mean, you're talking roughly 20% of our budget would be gone, and --

JUNGE: And this comes from just leasing them the buildings, the property, and what have you.

HARING: You got it. And so, we're in a much worse position if they were to close up shop. I don't see that happening, in the meetings that we've had with them I don't think that they're in a position where they're going to have to declare bankruptcy or pull out, or leave or anything like that. [01:17:00] I do think that there is going to be sizeable drawbacks; I think that the potential of seeing those nine-seat aircraft at some point here is a very real possibility.

JUNGE: Why is -- are the enplanements down, they mention how 10 years ago there were a lot more people flying. What's the biggest reason for there not being as many people aboard planes flying?

HARING: Well, even, you know like I said, we've gone down over the last couple of years, Great Lakes -- the change of a sched-- the change in Great Lakes' schedule, 11 flights a day compared to four, five, six, I mean -- there's an exponential shift when you have a drop in frequency.

JUNGE: Number of flights.

HARING: Right. So it's -- you know we were talking about the other day that the way that -- it's a big secret on ever single carrier, but the way that carriers handle revenue management on pricing of seats with an aircraft, if, let's say right now, we'll say we're planning, traditionally, nine people on every 19-seat aircraft that goes out, and all of a sudden we get the nine-seat aircraft, well that doesn't suddenly [01:18:00] mean that we're going to be filling up 100% of the 9-seat aircraft. Because, now, when you -- if you've ever bought an airplane ticket, that you might pay $300 for your airplane ticket but the guy beside you paid $500 for his ticket and the guy over on the other side of the aisle paid $100. That same thing happens now in the 9-seat aircraft. On a 19-seat aircraft, you might have five tickets that are this price and three tickets that are that price, another six that are this price. On a 9-seat aircraft, now all of a sudden the cheapest ticket that you can possibly get is one seat, and then it's gone,

and so now as opposed to putting nine people on a 9-seat aircraft, you're putting four people on a 9-seat aircraft. So, every time you change that frequency those pricing -- the pricing changes and the number of people go down. The reverse impact happens when it goes up, is that if the frequency goes up, you get a proportionate shift upwards of people getting on your airplane. This one, the easiest thing to point to right now -- I got asked a question by the paper and it was the first time, [01:19:00] I never thought of it, and it was the first thing that made me raise my eyebrows and go, oh. And they said, "When was the last time that we've ever enplaned less than 500 people in a month?" And we've been tracking, we have data that goes back to 1985, and we've never enplaned less than 500 people in a month. Not only that, but knowing what I know about the way that the market used to be, all the way from the 1940s, '50s, '60s, all the way up to the Reagan '78, I'd be -- venture a guess that we never, in the 94 year history of the airport, enplaned less than 500 people in a month.

JUNGE: Oh, really, even going back to those early days?

HARING: We were, in the 1930s and 1940s, so the airport was build -- was formed in 1920, we probably got commercial air service starting in 19-- because commercial air service started taking hold in the early 1930s after sort of the

air mail kick died down a little bit -- and at its peak in the late 1930s, 1940s here in Cheyenne, we were at [01:20:00] 24 daily arrivals and departures a day on your DC-3 type aircraft.

JUNGE: Total, or 24 each?

HARING: That's each, arrivals and dep-- so 24 in and out.

JUNGE: But did I -- this is what puzzles me, Dave, is what's the reason for that, has -- is it money? Have the prices of tickets gone up to the point where people can't afford to fly?

HARING: At the time, that -- at that time in the 1930s, 1940s we were not a hub-and-spoke system. We -- do you understand what I mean by that?

JUNGE: Yeah, Cheyenne wasn't the center of the universe.

HARING: Well --

JUNGE: Or, the center of this region, maybe.

HARING: -- any of them weren't. Right now, it wasn't until -- matter of fact, it wasn't until deregulation. When deregulation hit in the '70s, the way that carriers became successful, profitable, that's the purpose of dereg, was like, OK we're going to turn it into private market, then -- law of supply and demand and we're -- they're going to be successful that way. So, in the -- when dereg hit in '78, was when we started seeing hubs getting formed. Ok, well

we’re going to consolidate all of our -- main part of our operations in [01:21:00] Chicago, or in San Francisco --

JUNGE: Or Atlanta, yeah.

HARING: In Atlanta. And then we’re going to funnel out to the small communities, bring them all back to the hub, and then send them all back out again because we can consolidate our operations. That didn’t occur until dereg. Prior to dereg, everything was point to point. So, you know, people here say all right, well, there might have been -- and it sounds ridiculous now, but in the 1940s we might have had four flights a day to Omaha. You know, and so it’s --

JUNGE: So this hub and spoke system is more efficient?

HARING: It is according to the carriers but it’s disproportionately -- it, the carriers began to realize that rather than them spending the fuel to get to a community, the community would spend the fuel to get to the hub so they can get on a plane to go somewhere else. And so, they -- as that evolved, the small communities became impacted by it. Whether they be state capitols or not the small communities that didn’t have that population base where they would generate a hub type [01:22:00] activity, then started seeing their enplanements go down as the costs went up to serve the smaller communities.

JUNGE: OK. OK, I see, but it seems to me like a private entrepreneur, private company, like United, Continental, you know Western, whatever it was at the time, would have done that same thing for efficiency reasons before dereg.

HARING: Except that they didn't -- prior to dereg they were getting paid, they didn't care. They were getting paid for it. It was federally subsidized.

JUNGE: I thought deregulation was just a -- it wasn't a subsidization program, it was just go ahead and do --

HARING: Oh, do what you want? No, because it was -- prior to that, there were a lot of federal aspects to the air carriers who were providing service, they basically didn't open up for a bid, if you will. And so then dereg came around and said we're just going to let the private markets take over on all these services and here's -- that's why EAS was a funded subsidy, is because it was, look, we still think this is important so we're going to continue to fund those markets. [01:23:00] So yeah, and it's not to say that a small community can't be successful, that's why when you look at a lot of the small communities now in the existing market, what they're doing is they're trying to find the niche that doesn't exist, and the large hub. And I say large hub because not every state has a large hub, you know, North Dakota, the biggest airport in the state of

North Dakota is Fargo, I wouldn't call Fargo a hub but it's the biggest airport in the state. But you see a lot of the smaller airports now approaching things like the Allegiants and the [Sun Countries?], and things like that of the world. Because, they can potentially provide a service that isn't provide elsewhere and potentially find ways to funnel new money into the region.

JUNGE: Does Great Lakes have the problem of overbooking like other airlines? Bigger airlines?

HARING: Because the -- I would say -- my gut tells me no, I think they probably follow the similar practices [01:24:00] that the other airlines follow but when you have load factors that are about 25%, 35% of the aircraft is full and that's it, you don't really have an overbooking problem.

JUNGE: You really worry about that. OK, let's see, what time do you have to leave?

HARING: I'm good.

JUNGE: Are you?

HARING: Yeah.

JUNGE: Now, this is really educational for me, I mean, I had a lot of questions about airports and you've answered a lot of them.

HARING: Well, I have a passion for them, so, I mean it's like I never mind talking about airports, so...

JUNGE: Well, you've obviously done your research. So, this new task force, the task force that they mention in the paper that's trying to determine, they're trying to determine what? Who could come in here -- looking for companies to come in here? Is that what the task force is all about?

HARING: well yeah we're -- kind of, you know, at this point we're kind of looking for opportunities costs, so -- is the best way to put it is, OK, look we know that -- we know what's worked in the past, we know what hasn't worked in the past, and what I'm really focused on is you know, when we brought in American [01:25:00] a couple of years ago, it was a luxury, and the reason I say it was a luxury was at that time, even without American, we were enplaning 13,000 annually. And then American came in and just increased that so that was great, it was a luxury for us to have, and it was nice. Now, because we're in the process of trying to find a carrier that can augment our enplanements and get us back to 10,000, it's a little bit different, it's not a luxury anymore, we have got to find something --

JUNGE: A necessity.

HARING: Exactly, it's a necessity and we've got to try to find something that's sustainable long term, not just let's try this, let's see if it works -- and we weren't doing that we

were just educat-- there was educated analysis with American, too. The reason for that one was that Dallas was our top market at the time, if you can believe it, and so there was educated analysis with that, too. So what we're really trying to do this time is say -- and it's exactly what I told the task force when we sat down the first time, is I said, my words to them exactly, to a *t*, were, "We cannot afford to swing and miss." I said, "This has to be an [01:26:00] out-of-the-park home run." And so, it's one of the reasons that we started this process in January, we have started the next phase of it, which is we met with the task force, we identified some areas that we think are potential areas that could be successful in the long run, I mean you -- we're never going to be able to compete with Denver-type service, and there's some history in the region when you look at -- you look at Fort Collins as an example, what Fort Collins did and their success, there's some past experiences that we can draw on and say look, we think there's some model there that we might be able to tap into.

JUNGE: I understand Allegiant dropped their service there from Fort Collins to Vegas because they didn't have a tower or something.

HARING: That's correct. That's at least one of the reasons that we've heard, Allegiant is fairly quiet when they drop

a market as far as why they dropped a market. But, the rumor that keeps coming back is that they didn't have a tower.

JUNGE: So we still want to model ourselves on [01:27:00] Fort Collins.

HARING: The success that Fort Collins had for a small airport was fairly sizeable. When you figure -- well, and just to put in perspective, we knew about the Fort Collins drop about two months, well, month and a half before it actually happened. And, I firmly believe that if our runway -- same thing we talked about earlier in the conversation -- if the runway were a little bit longer or had been a little lower, then I think we would have been in a position that almost overnight I think we would have gone from Great Lakes service to Denver to having service to Denver, Phoenix, Vegas, and potentially down the road Los Angeles.

JUNGE: If the runway was a little longer.

HARING: Yeah, because Allegiant actually reached out to me, they called me and said he we're -- we need to find some place to put our aircraft, they didn't say that we're pulling out of Fort Collins. I got the call and the call was odd, Allegiant doesn't call people, because they don't have to. [01:28:00] And I saw it -- actually I got an email first, and saw the email, and thought it was an ad.

And, read the email and got in touch with them. And, he was sounded very urgent, we'd like to figure this out, we're really interested in Cheyenne, and can you fill -- we had some forms we had to fill out to try and start the analysis process of it, and I got off the phone and I called -- I've actually -- the gentleman who was the air service coordinator for us now used to work for the state as well as an air service coordinator, and I emailed him and texted him and I said, "Why would Allegiant Airlines be aggressive and in a hurry to figure out if they could locate aircraft in Cheyenne?" And I put dot, dot, dot, could they be leaving Fort Collins? And sure enough, and that's what it was and unfortunately we got just partway through the conversation where what we found out was year-round -- and it's a combination of things. Yes, the runway and [01:29:00] the altitude have some issues, they're also flying MD-80s, and MD-80s are not performance efficient. They're not made for high altitude airports, they're not made -- there are aircraft that are. But they're not one of them.

JUNGE: Why are they flying them?

HARING: That's because they are easily accessible, and so they -- it's the same thing as a 727 it's the same way, there

are still a few 727s flying here and there, but they're not as efficient in the high altitude regions.

JUNGE: So, Allegiant wanted to, what, make this a hub for Vegas and a few other places?

HARING: I think, they never said that, but based on what I heard I think that was -- that was what they -- basically just take the operations out of Fort Collins and move it here.

JUNGE: And they couldn't do it because your runway wasn't long enough?

HARING: The impacts that they would have as a result of the aircraft that they have they would have an impact on their total seats year-round, I think during the months of -- the cold months, which is least of impacts, [01:30:00] I think there would be like 19, 18 or 19 seats potentially that they could not fill because of weight restrictions.

JUNGE: And at that point your profit --

HARING: It goes down.

JUNGE: It goes down.

HARING: Eighteen is probably overcome-able, but during the summer, at the -- August at -- a hot August day at three in the afternoon, so peak, worst performance, they were probably at 41 seats that they could not put on a 166-seat aircraft.

JUNGE: Well then, if they knew this, why did they even contact you --

HARING: They didn’t, it wasn’t until we started doing the analysis together where we were talking about runway lengths and where the thresholds were that they came back and said we were all very frustrated because we couldn’t get by it. It doesn’t mean that working with them isn’t out of the equation, they have brought on Airbus 319s into their fleet, which are, I don’t know if -- but they’re like 737s, basically. They’re not altitude restricted, they can operate here. They don’t have many of them, [01:31:00] which is one of the challenges, but we’ve actually stayed in contact with Allegiant ever since that first meeting, I mean I probably talk to him every two months or so saying hey, we’d still like to have a 319 up here --

JUNGE: Let me give you an example of how somebody like myself, for example, might think if I like to go to Vegas. And a friend of mine, Rich and I go to Vegas once a year, whether we want to or not.

HARING: You go, that’s right.

JUNGE: We go to support the local economy.

HARING: There you go. It’s nice to do.

JUNGE: Yeah, I think so. And one time we even had to drive to Colorado Springs for some reason and I can’t remember if

it was cheaper or what, but we had to drive 100 and -- what is it, 170 miles to Colorado Springs? But normally, at first we were flying out of Denver and as soon as we heard Allegiant was flying to Vegas, at the time of the year we wanted to go which was in the coldest months of the year, January, after Christmas when the population was a little bit scattered and the prices were better, we decided, [01:32:00] you know, we were just going to save expenses by going down to Fort Collins and taking Allegiant. And I would think, Dave, that people from Fort Collins and [Lublin?] would be thinking the same thing by coming up to Cheyenne.

HARING: They absolutely would. There's no question about it, that's -- and that's one of the reasons that I have heard -- it's funny, Mark, because the number of people that have talked to me about air service don't talk about well, we really would like you to get American, like you to get Delta, a lot of them don't even say we'd like you to get Allegiant, they're like, are you going to get Vegas service? The people -- I mean, it's obvious and you have the ability -- we know that when we went down -- we went down to Fort Collins when they had Allegiant because we wanted to see what -- when we were getting American, we wanted to go down and see how they handled the over

capacity that they experienced when Allegiant came in. so, we went down and looked at their hold area, you've been in ours, that's modeled after it, that's why, is we said OK how does this work. When we were down there we talked about their other stuff that they were doing. I also I said I had to go for a second. [01:33:00] I also walked the parking lot, and I counted two county plates, and I'd say, half the parking lot were county two or Wyoming plates.

JUNGE: Laramie County, Wyoming plates.

HARING: You got it, and so, you're exactly right, we've always said, the road goes both ways. And, the people in Fort Collins were not happy when the Vegas service stopped. And if by some stretch of the -- I mean whether it's Allegiant or there's actually five carriers that provide similar, not necessarily identical, but similar type services; you have Sun Country, Allegiant, Vision, Extra, and Miami, or something like that.

JUNGE: They don't fly to Fort Collins, though, do they?

HARING: None of them do but they provide a similar service which means that that's the sort of thing we could be looking at, to bring in here, and then, all of a sudden, if we're able to get Vegas service back, then we could potentially go down to Fort Collins and say hey, we got Vegas service, come on up --

JUNGE: Yeah, and you've got and I would think you've got a bunch of snow birds here that would like to fly to Phoenix.

HARING: We absolutely do. And, we haven't -- and yeah, this I do ask this kind of stay, [01:34:00] we haven't disclosed this much of it in the paper, but you're kind of honing in on the direction we're going. Because, the mainline carrier stuff that's going on right now leads me to believe that I don't know that I want to be recruiting mainline carrier at this time, because you've got -- and by mainline carrier I mean your Uniteds, or your Deltas or your Americans or any of those -- they are in a state of transition I think is what's going on with the industry. When we're seeing -- I mean, even with Great Lakes, Great Lakes, they no longer make any 19-seat aircraft, so for the longest time people were saying oh, that's why you're going to get to 40- and 50-seat RJs. Well, now they're parking all of those, too, all the 40- and 50-seat RJs are being parked and you're looking at 90- and 100-seat RJs. Well, the bigger the aircraft gets, the less attractive small markets become. Because, they want to put 100% of the people on the aircraft. Well, we can fill, there's enough people in Cheyenne, realistically, that if we had a decent service with realistic service [01:35:00] and you had 19-seat aircraft you should be able to fill 70, 80% of those

seats. If somebody comes in and says our business model says that we do three flights a day on a 100-seat aircraft, I don't know if we can support it. I don't know that we can. And so --

JUNGE: Not unless the price was really good.

HARING: Yeah, and it's -- jets are more expensive to operate, I've seen some proposals from some other communities in Wyoming, looking at twice -- is it twice a day jet service to -- on a mainline type carrier, and you're talking about a guarantee of between $2-2.4 million in one year. The guarantee that we had with American was $2.4 million over two years.

JUNGE: Didn't American, the big American airliners land here just for practice? Wasn't it a touch and go operation for a while?

HARING: We've had Boeing land here, Boeing does -- has done a lot of their testing of their new aircraft here, and they've [01:36:00] landed here. And it's interesting because we've had an Antonov land here before, which is one of the biggest aircraft in the world --

JUNGE: What is it?

HARING: It's an Antonov, it's a Russian Antonov and it's basically a similar size to like a C-5.

JUNGE: Jesus, that's huge.

HARING: Yeah, and they land here. But, they're designed to land on short fields and whatnot.

JUNGE: Like the C-130s are.

HARING: We've had a seven-- I don't know if you remember a couple years ago, we had a military homecoming and Northwest flew in on a 747. And, we had to shut down the only way that we could handle it and not get us into trouble is we had to shut down the main runway, they landed and came down here and then we closed the runway so that we could get them -- get the people off the plane and then they left again, because that was the only way we could handle it, but we've done it, it's just it takes some -- the only plane that we would not be able to handle is the 380.

JUNGE: So, can you summarize for me [01:37:00] the reason for the chronic problems in the airline industry here in Cheyenne? I mean, you have had one carrier after another and anybody I've ever talked to about air service in Cheyenne always said yeah, they'll be here five years then they'll be out of here.

HARING: The biggest one, at least right now that I see, is the proximity to Denver. That's the first one. Proximity to Denver and the fact that as time has gone by the drive to Denver has gotten easier and not harder. That's the first

thing. Second, is that we are in a market now, much different than we were even 10 years ago, and by that I mean price was always important but was never the overriding factor that people utilized when they would book tickets. As the industry has changed, and removed perks, all across the board, whether it be the elimination of bags for free or food on aircraft or you have to pay for specific seats now. As that has shifted, [01:38:00] as the perks have gone away cost has become the number one priority people have when they are flying, and people will drive up to five hours from what I have seen, if they think they can save $100 on a ticket.

JUNGE: Whereas before, they were thinking, "Gee, you know, this flight’s going to be great; I’m going to have a meal, I’m going to have coffee and drinks, I’m going to have this, I’m going to have that. And, they’re thinking now this is the starvation flight, this is a bare-bones flight and I might as well just drive.

HARING: That’s right. And you know, I’m going to do what I need to do to save -- or, bag fees, they’re paying more now to fly on a -- because they got a check-in, they pay their fare in Denver, let’s say, they pay their fare in Denver and it’s $200, let’s say it’s $300. But, they also are checking a bag, well that’s another $50, and well, I had to

upgrade my seat because I wanted to be over by the window, that's another $40, well heck, there goes my $100 that I would have spent to fly out of Cheyenne, and so -- as that dynamic has shifted [01:39:00] people are just not as interested. We're -- and we were never a leisure market and we never will be -- taking an Allegiant model aside, if by some stretch imagination we're as successful getting that sort of model, then, it's inherently a leisure market. But, the markets where we're going to hubs whether it be a Dallas or a Denver, are always going to be the business market, we're always going to -- that's the, that's going to be our bread and butter and who we're trying to find for those markets, because, those are the people that can afford, but the only way that's effective is if the flight leaves on time. Because business people aren't as concerned about money, they're concerned about time.

JUNGE: Well, this maintenance problem you were describing, isn't that something that all planes have to do? Why should that interfere with the schedule?

HARING: Well, but what's interesting about that is that people use small airports completely differently than they use big airports. I have had people here where they've been delayed or cancelled or whatnot call me to complain about the fact that they're delayed. And that's fine, [01:40:00]

we talk, I listen, but yet, how many of those same people, if they go down to Denver, and they're scheduled to fly out on a United flight to Chicago, and that flight is two hours late, call the airport director in Denver and bitch about it? Doesn't happen. And that's because there's a completely different mentality, small airports people want to park 50 feet from the building and walk to their building. In Denver, nobody would think a second about parking in the economy parking lot and walking for 15, 20 minutes before they get to the terminal.

JUNGE: Or, in an outlying...

HARING: Or, in an outlying lot and taking a shuttle, you won't think at all about it. In Denver, an hour-and-a-half cancellation, while annoying, isn't enough to have that person say, well I'm never going to fly this carrier again, or I'm never going to fly the airline again. In Cheyenne, if you're delayed for an hour and a half, which potentially causes you to miss your connection, now all of a sudden I'm never going to fly out of Cheyenne again.

JUNGE: Interesting. It's expectations.

HARING: So, the expectations are amplified at the small airport. And so, as soon as you have a slight hiccup, not saying this is slight by any [01:41:00] means, because we're now experiencing cancellations at a rate of about 60%

of all of our flights that leave are cancelled -- I think that will get better, but that's what's happened since December it's just gradually gone up. And prior to that maybe we're talking 15%, 20% sometimes, maybe, but 60%, more than half of our flights are cancelled right now because they don't have the crews to fly them. They're trying to right size the schedule to make sure that they are scheduling flights they can fly.

JUNGE: So, your task force, if I'm a member of your task force, what do you tell me as the airport director? Do you just say, look, get on the horn and start calling some of these guys and see if they're interested in coming here.

HARING: That's where the consultant is, that's what we're telling the consultant is OK, here's the course that we've identified, we think this has the best chance for success, we think this is the direction we want to proceed. Here are the carriers that we think could potentially help us fit that course, let's go see if they're interested. That's the phase we're in right now. The task force is going to come back when we are closing in on a potential [01:42:00] agreement, because what I'm going to need at that point -- I mean, candidly, right now, let's say that we're successful in getting somebody like an Allegiant or a Sun Country. Lots of bigger aircraft. I have a parking

problem. That's one of the main reasons for the construction of a new terminal. Well, you and I just -- I just talked to you about the fact that people want to park 50 feet from the building, but I don't have enough parking in there to handle -- let's say we get two 737 flights a week. So now all of a sudden, that's where my task force -- I'm going to be working with them saying all right guys, here's where I know the issues are, we're going to potentially do satellite parking. How are people going to react to that? And so --

JUNGE: Is the task force paid?

HARING: No, no.

JUNGE: These are all volunteers?

HARING: They are, yep, and they're basically -- I've working with them before, it's a lot of the same guys we worked with to get American here in the first place when we did that. So, (inaudible) you've got chamber representatives because we want to business community, air service draws, economic development, so [Randy Bruns?] is involved in it as well. Convention and Visitors Bureau, obviously involved in it, and then I don't know if you know him but [01:43:00] Phil [Van Horn?] with [Align?].

JUNGE: He was associated with [Frontierdees?] for a while.

HARING: Yeah he was for a little bit, but Phil's always just been a very good sounding board and is actually one of our tenants but has been involved with a lot of different things in the community so I have him sitting on it as well and just -- it's more of a --

JUNGE: Labor of love?

HARING: -- yeah, a sounding board sort of thing, is OK, you know, all of us, there's a very large amount of collective knowledge in this room, it's one of those times where I'm smart enough to say I don't know everything. And so, the more people that are sharing ideas, and thoughts, and opinions, maybe there's a way that we can come out of there with something that'll work.

JUNGE: Well it sounds like you are a very open person and that you're open to new ideas.

HARING: You have to be in a community like this thinking outside the box is what leads you to the successes. I mean, it was interesting when I was in front of the city council, when we brought American in -- I had a resident stand up -- I had about five residents stand up, and talk about the fact that they didn't want American here, why would anybody ever want to go to Dallas, we don't want these foreigners coming in, things like that. Literally were talking about that, and I got up and I said, "I

extremely [01:44:00] understand your concerns, but what we're focusing on is all of the 'well what will happen when they pull out' scenarios. Let me ask you a question. Have any of you thought what happens if they're successful?" I said, "What happens if we connect the two communities of Cheyenne and Dallas and realize there's some pipe there that we didn't know about, and all of a sudden we're seeing people coming in here on three flights a day on regional jets..." I said, "Forget about the airport, you're now connecting two states with heavy mineral rights, heavy ranching families, and, by the way, one of the biggest rodeos is here, and you're coming from a fairly sizeable rodeo state then." I said, "What happens if it's successful?" That was my thought. It wasn't, obviously. But that was where my focus was.

JUNGE: Yeah, you're thinking optimistically. You're thinking positively.

HARING: Yeah, you have to.

JUNGE: Yeah, OK. Let me see, I think we're just about there. Oh, I was going to ask you, what do you think the future [01:45:00] is for this airport, number one; and two, Wyoming? A future for air services, what do you see happening?

HARING: There is the potential for this airport from the perspective of what you see happening with the growth from Denver northward. The biggest concern that I felt for the longest time that I thought was in our way, was Fort Collins, actually, because we're kind of in a race right now, if Fort Collins is ever successful at getting additional air service before we are, they have fairly effectively blocked us, because no one's going to come and provide dual service for airports that are 30 miles apart. If we are able to achieve that first I think we have probably effectively blocked Fort Collins. As you see that -- do they call, what do -- the creep? Isn't that what it's called if I remember correctly? And you just keep seeing it, you see it every year, it just keeping getting farther, and farther, and farther, and farther; as that continues to happen, and as you continue to see what's been going on with the Microsoft development the data centers, [01:46:00] what economic development has been doing here and you watch our census and the numbers grow, we're going to become stronger. We already are, believe it or not even though we have among the smallest enplanements in the state of Wyoming, we have the largest potential market with which to draw from. The bigger challenge we have is Denver. That's why I would love to see I-25 get immensely crowded,

because that is the next thing, as that creep happens as the people get farther and farther north, as I-25 becomes less of a pleasurable drive to get down to DIA, the more attractive flying out of Cheyenne looks, and the more that we can retain. Right now we retain about 90 -- or excuse me, we retain only about 6% of our potential traffic.

JUNGE: You're going to be in deep trouble if they do a monorail between Tridida, Colorado and Cheyenne (overlapping dialogue; inaudible).

HARING: Yeah, exactly. So, I mean, there is some potential there, and I like the growth that I see and I certainly don't think that, I mean, the state capitol does have something to do with it, it's one of the reasons when I talk to the community I said if we as a [01:47:00] community decide that we want to continue to have commercial air service, that was my whole reason for doing the terminal. The terminal has nothing to do with size. The terminal has nothing to do with providing a sufficient space for Great Lakes; it has everything to do with the fact that the way that the industry is going and if we go after the Allegiants or the Sun Countries things like that, I have a parking problem, I have a size -- I have some constraints in the existing terminal. And, it's approaching 60 years old. And so, because of that, you

can’t wait until it falls down to put another one up, you have to say, yep we want commercial air service, that’s what we want to continue to focus on, then we need a terminal. If the community as whole said we don’t want commercial air service, we’re happy driving to Denver, we’re good with that.

JUNGE: Do you ever sit in your easy chair at home at night, after you’re off work, and think, "Gosh, what’s going on in the world of aviation, is there going to be some kind of a technological advancement that would allow us to survive?"

HARING: Oh, yeah. The Wyoming question is interesting. [01:48:00] Wyoming has 10 commercial service airports, and I’ve not been popular when I’ve said this, but I know that there are other airports that -- they’re aware of it, too -- and the state, I don’t think they need 10 commercial service airports. For a state that has 500,000 people, I don’t think you need 10 commercial service airports. The problem is that not a single one of those communities, since they’ve had or have -- actually all of them have presently -- want to give commercial air service, because they understand the value of it, they understand the value from an economic perspective, and whatnot. But you start rattling off, you know Worland, Wyoming, which is EAS, at one point was employing like, 800 people a year, I mean you

compare that to Jackson which employs 135,000 or however many they employ. And you look at the -- Cheyenne and Laramie are actually a really good example of that. Cheyenne and Laramie are 45 miles apart -- or 45 minutes apart, do we really need two airports, one in each community? Not that I'm advocating getting rid of either of them, [01:49:00] but you have that in several different locations. You look at some of them, you could probably, if we were starting today, here's Wyoming. Where should we put airports? You would probably do the four corners and one in the center. That's probably what you would do, because that makes sense. You're capturing the four corners, and Casper catches everybody in the center. But, that's not what we have. That's five. There's now twice that many that exist within the state because you've got Riverton, you've got Worland, you've got Rocks -- sorry, I know Rock Springs is one of the corner ones --

JUNGE: Evanston?

HARING: No.

JUNGE: Cody?

HARING: No -- yeah, and Cody would be one you'd probably keep too.

JUNGE: Gillette?

HARING: Yeah, and Gillette is there as well. So you got that northern area where you've got a lot of mineral rights and, but on [San Mat?] the way that the enplanements now work in the state, Worland enplanes the fewest number of people in the state. We are not far ahead of them. We're never going to get down to that level, we're never going to be employing only 800 people, we're on pace right now with the revived projections that we have based upon what we think is going to happen [01:50:00] with the equipment for about 4,000 people this year. That represents a shift of -- it's about one third of what we had last year.

JUNGE: So you lose your subsidy.

HARING: There is a possibility that because a lot of the challenges that have been happening this year are federally caused, not all of them, but a lot of them are federally caused, and a lot of small communities are struggling with this exact same thing; there has been a consideration or a discussion about potential of putting a temporary waiver in place for the 10,000. Last time that happened was in the wake of September 11th, we actually didn't need it in the wake of September 11th, we continued to enplane over 10,000 during it, but because of all of the -- combination of the delays and the cancellations and the pilot shortage, and all that, there has been a consideration that because this

is not something where people just don't exist anymore, but because they can't use the service effectively, then maybe FAA would consider a temporary waiver of a year or two [01:51:00] for a smaller airport to try to --

JUNGE: Do you have your -- this Wyoming delegation working on that?

HARING: I have -- what I have, I have the, you know the City of Cheyenne has a lobbyist, I have him attempting to find out where that came from, because I heard the rumor that it was happening, but until I can figure out who's floating that and where it's coming from, I need to put our delegation in a direction, I can't just say I heard this, go find out, they're busy enough (inaudible) do that.

JUNGE: Is [P. Delaway?] the lobbyist?

HARING: No, [J.R. Ruskovic?] I don't know if you know J.R., J.R. actually works for the Cheyenne -- the city of -- or chamber, Cheyenne chamber, and P. Delaway's on our board, and Pete has worked with J.R. before so it's -- but I need to figure out is that coming from a congressman, is that coming from the FAA, where is that idea coming from so that I can put them in a direction to kind of do that. But then, once I find that out, it won't just be me. Sheridan is in the same boat as we are, Riverton is in the same boat as we are, we all need to get on board and write letters

and say [01:52:00] we'd really appreciate this, because, I mean, that's where I was explaining to Becky earlier when we did that article the other day, is the catch, the kind of double-edged sword to this is that if we lose that subsidy, we're now all of a sudden in a position where we're going to struggle to try to maintain our facilities. Well if we can't maintain our facilities commercial air service isn't going to work here anyway because we don't have facilities that are up to snuff for the FAA standards. So, it's this, just this vicious cycle if we can't fix it.

JUNGE: Does the state support -- does the legislature support you at all?

HARING: Oh, yeah. I mean, the state has been great to work with, they -- when we've had issues in the past, not necessarily this size of an issue -- but when we've had shortfalls in the past or we've had an extra project that's come up or we've already gone through the entitlement of our money for the year to try to fix something, they've been great they can find extra money within their budget for the year that maybe wasn't allocated or isn't --

JUNGE: Through the (inaudible).

HARING: Correct, they've been there -- they've put a lot of things in place that really make the system itself work very well as a whole, because they've put -- [01:53:00]

they created a pavement maintenance program a couple of years ago. That was about eight to 10 years ago now. Where, prior to that, what we would do is just kind of go out and say, well we think this year we should do some cracks handling, or maybe this year we should do some, you know, whatever. They not have everybody on a rotating basis in different groups around the state where depending upon your group each year they will bid a project as whole for all of the airports, and if you want to contribute to it you'll realize the economy of scales, as they're bidding it on that whole state perspective, and they kind of keep everybody on their -- focused on saying, look, we all understand that if we can continue to maintain the pavement, make sure that the cracks don't get out of control, make sure that the pavement will last longer, ultimately being a cheaper alternative for all of us in the future. They put that all in place and administered it and have done a phenomenal job on that, but it's little things like that that they've done over the last 8 to 10 years. There's just a phenomenal amount of support -- I mean, I can't talk with any sort of experience coming from other states; [01:54:00] though, from what I've heard from people that have come from other states the level of support and

commitment and partnership, if you will, the aeronautics in this state exhibits over other states far and away better.

JUNGE: Well, it's a small state, I would think that the -- is it true to say -- would it be true to say that the Aeronautics Commission is not just a regulatory agency, or is it a regulatory agency, it's a lobbying, you know, it's an advocacy group.

HARING: Yeah I mean they -- it's a little bit of a regulatory agency but you're absolutely right, they are there to do what is not -- they're there to do what's in the best interest of the airport, not what's in the best interest of the legislator. And so they will go out of their way to come out and learn about the challenges that people have at airports, and reach out and find out about things.

JUNGE: And they lobby the legislature?

HARING: They do.

JUNGE: Yeah, OK. One last thing. Historic preservation is what I was in. You've got a lot of history here.

HARING: A ton. And I love it, yeah.

JUNGE: [01:55:00] Do you?

HARING: Yeah, I a big history fan, so.

JUNGE: Well, you also have a problem in maintaining historic structures, don't you? Are you on the national -- are we on the National Register here, the airport?

HARING: Three things are, they found the original terminal building and the hangar behind it are all on the National Register. Some people have asked me about putting the existing terminal on the register. I struggle with that one because if you look at -- and that's one of the things I'm fond of saying -- if you walk through -- the hangar to a lesser extent, but that terminal the building was built in 1930, I'm not sure a tornado is going to take that down.

JUNGE: That brick building.

HARING: It was built so well, it is one of our most solid buildings, and we've done everything we can to maintain it, there's some roof issues now we've got to fix but that's really minor compared to everything else. I mean, the only thing that we've done to it, that we had to get approval to do, was we put in some opening windows in it. That was done, none of us wanted to do it, it was done because the building is sealed so well [01:56:00] that when we have had an HVAC failure if we can't fix it immediately the building has just skyrocketed in temperature, and I said, we can't -- I said, there's the health and welfare issue there, so we strategically put in several windows to get cross ventilation in the event of a failure. The terminal building, I've had an idea for that I don't know if you've heard the idea of the museum concept that I've threw out to

people as I said. And this actually ties in with kind of what you're doing, I don't know that it would work, and I said I don't know that I could even -- we couldn't be the champion of it, we've got to find somebody else to be the champion. We get support but we couldn't be the champion, I said there is a possibility on that building that because of the fact that it's a unique facility and is one of the, as I understand it's one of the last examples of that form architecture, it was a [Gwee?] style or something like that, is what the form of architecture is.

JUNGE: Sixties, wasn't it '50s or '60s?

HARING: Late, I think it was 1960 it was constructed so... [01:57:00] The state of Wyoming, and then you're kind of working on it, the state of Wyoming does not have a state aviation museum. And there's history in all four corners of the state. And, one of the possibilities exists, I said, what we could do, and again, cost wise museums don't make money, I'm not looking at this from a money perspective, I'm looking at this because I love aviation and I love history, and so, I said you, theoretically, could, once we get a new terminal up, gut the inside of that building, strip it down completely, anything that's moveable that you can remove, move it to get it down to the shell. And then figure out, OK, we now have a ramp behind

it that we can utilize for roving displays, we've got a building with unique architecture that has a history to it, and we turn it into the state aviation museum. We collect things from all four corners of the state, we can work on archives and pictures and things like that, perhaps there's even different areas of the building that represent the different parts of the state, something like that.

JUNGE: What was the -- how did they receive that idea?

HARING: It was loved; [01:58:00] I brought it up the day [Sean Allen?] was here the day I brought it up and Sean loved the idea --

JUNGE: Who is Sean Allen?

HARING: Oh, Sean Allen is the city councilman, [Pete Labram?] was here at the time, Pete liked it, the board liked it, and I stress -- I said guys, that's -- before everybody really says that they like it understand starting museums, running museums, is not easy. And this is not -- it was just me talking out loud more than anything else.

JUNGE: What about help through the FAA? Don't they -- do they have -- I know that in San Francisco, their airport, what's the name of it, San -- The San Francisco International Airport, they are the only airport I think in this country that is accredited as a museum by the American Museums Association.

HARING: Oh, I didn't know that.

JUNGE: Yeah, and they have more than one display, they have groups of things and more than one room, let's put it that way, but they're really displays out on the, in the, what do you call the court --

HARING: [01:59:00] The concourses.

JUNGE: Yes, on the concourses. Yeah, they're the only one that's actually certified as a museum, but it would seem like they must -- I would look to them for ideas, and I would wonder --

HARING: I may have to, yeah.

JUNGE: -- how do you get the money for this?

HARING: Yeah, well, how do you get the money, who -- because I've said if we could find -- normally my guess is what you would probably do is form some sort of foundation and then they would be the ones that run it, because, I said, our donation in that is you bottom everything out, you basically say, yeah, we'll give you the entire facility and all the land and everything for, like, a dollar a year. Have at it. And I'd have to justify that with the FAA but I think I could.

JUNGE: You'd probably have to find some rich philanthropists who are very interested in aviation.

HARING: They've got to exist, because aviation, if you think about it, in order to be in aviation you almost have to be

wealthy, I mean, not everybody, there's some people that are -- but, if you've been in aviation a lot of those exist. It's just -- where do you, I mean, you know, look at someone like Richard Branson, [02:00:00] who just obviously has a passion for it and more money than he knows what to do with.

JUNGE: Who is Richard Branson, I can't remember?

HARING: Richard Branson is the, Sir Richard Branson formed Virgin and Atlantic Airways and, so, it's just, I mean, it was an idea that was floated because, outside of that, I don't know what's going to h-- and people have asked, they've said, well, we want to guarantee that we can protect that terminal and I said, it's one of the few buildings on this airport that I can't guarantee wouldn't ever be recommended to be taken down. Just because, structurally, and that's my other concern with the museum concept is this, that, guys, one of the reasons that we decided to build a new terminal is while it is not now a safety concern, we've already seen the building -- or, the roof collapse once, when it was in the '80s when that happened, I said we know that there are starting to be structural challenges within the facility, not, like I said that immediate safety concern just things that we see starting. [02:01:00] The other challenge to it is, because

of the way that it's built with that '60s split-level design you have a partial basement with no utility corridors, and you've got no drop ceilings in parts of the building, so you don't have the ability -- that's why it's not air conditioned --

JUNGE: You have to walk up to get to the restaurant.

HARING: Yeah, you got to walk up to get to the restaurant, so there's challenges, I've always been the sort that says nothing's impossible. And, obviously, if you somehow find a huge endowment you can do a lot of things with money, but --

JUNGE: Do you think you've got enough history here?

HARING: In Cheyenne by itself? No. Not for an entire museum. Well let me back up, yes, I actually think that there could be, because, if you look at the history of the Guard, if you look at the formation of United Airlines when they were her, you talk about the US Air Mail service, I mean those three things, on their own, are sizeable, substantial, and you could do a lot of different things with that. But, I've never looked at that idea as just Cheyenne. I've looked at that idea as there [02:02:00] are, heck when you came in there's a beacon out here, I don't know if you saw it when you came in, that beacon is one of the original beacons; it still has the US Airway symbol on the top of

it, and what they are, are most of them have fallen into disrepair because people shot them with bbs, things like that. What they were, was that every 20 miles -- it was original form of navigation. They were placed every 20 miles in specific airways and they were lit up like you wouldn't believe, and that's how they navigated, they would just follow all of the beacons, and that's one of them. And, that's why it's here. Somebody brought it in years ago, and we said, that does not leave this office, because, I've seen them just destroyed.

JUNGE: It's amazing how this stuff will just come, if you build a museum the stuff will come to it.

HARING: Yeah, and that's one of the things that I would -- that's the only time I would take it out of this office is to put it in a permanent display there so that people could see it. We put -- I mean we have the glass in it, we put much lower powered bulbs in it, but we, you know, we put red and green bulbs in it at Christmas, it lights up right now, we've got bulbs in it, [02:03:00] so, I get jazzed about history so to me seeing something like that, and I talk about the history of the airport every -- I go and talk to Leadership Cheyenne every year and my presentation is called Past, President, and Future, and I'd say probably around half of my presentation is on the history of the

airport and how it got to be what it is. People don't know it, the -- I don't know what percentage that is but the people that I tell the story to almost the entire group comes up afterwards and says, "I had no idea."

JUNGE: That's exactly -- almost exactly what [John Goss?] tells me at the Wyoming Veteran's Memorial Museum in Casper, have you been there?

HARING: I have not been there.

JUNGE: Oh, you've got to go, you've got to go. It's right on the Casper airport grounds and there's, like, 90 buildings left from the period of time in which it was the Army Air Base in Casper. There were like 400 buildings at one time, they gradually knocked them down or moved them or whatever, to -- it's down to 90 buildings. But, one of the buildings is the museum building and it [02:04:00] is the enlisted man's -- what do you call it --

HARING: Is it a club? Like a club?

JUNGE: -- yeah, the Enlisted Man's Club. And there are murals, World War II murals painted on the walls, and when he gave his talk to people how came into the museum, I was just amazed, because he was like you, he was bubbly, enthusiastic, and he stressed the important of the base, things that I had never realized even as a historian having studied a little bit of it, I didn't know these things, I

mean, it was very, very uncommon to have the kind of base you had there and why was it established there? Because of the crosswinds, because of the altitude, because of the wide open area, they had plenty of room for runways, they had bombing ranges, they had shooting ranges, you know, and it was one of five bases like that in the whole country. And, there's a long story about how the Chamber of Commerce and the leading citizens went to Washington [02:05:00] to make their pitch for a base in Casper, and when they did, all of a sudden that part of the state changed. A lot of people came to it; there were a lot of air crashes. But, it seems to me that you're right, that I don't think a lot of people understand about the air mail route. What that fountain over there means, what that brick building means, what that hangar means.

HARING: And people haven't taken the -- the fountain is incredible -- people have not taken the time to go look at the fountain. Every time I talk to a class I say there's a fountain out front, it was a gift to the city of Cheyenne from (inaudible) airlines in early 1940s, it was mid-1940s if I remember correctly. But they're like, oh yeah, we see it, I'm like, OK, stop and go look at it, because the stone work that is on that fountain, the inlaid mural with the clouds and the aircraft and the use of the mosaic tile and

all that is incredible, and I said and -- it's been one of the things that has been -- because, the original plan I had for that fountain, and I talked to historic preservation [02:06:00] about it, is what I wanted to do was in the new terminal I wanted a rotunda and I wanted to relocate that fountain from there in to the rotunda of the new terminal, redo it, and preserve it. Historic preservation didn't say no, but they cringed a little bit and they said they loved the idea but the fact of the matter is that the location is what makes it historic. And --

JUNGE: But the location has been compromised by the road construction.

HARING: Well, not only that, but its location is what also -- one of the reasons it doesn't run anymore is we used to get it to run for like 10 days during Frontier Days just to get it on, and that was all that we could get it to do. Kids, when it was running, and because, like you said, because of the roadways there, they'd come by and throw boxes of soap in it, or whatnot that they would go by, that stuff gets in and corrodes the pipes or they dump soda in it, or they, you know, whatever, and so because -- not to say that that wouldn't happen if it was inside the terminal, still, a little bit easy -- a little [02:07:00] less of an access

and we can put a camera above it, for crying out loud, if we really wanted to try to see who was doing it, but --

JUNGE: Did you -- you knew, of course, I'm sure, being acquainted with the history you new this is the city where United Airlines was formed.

HARING: Yep, absolutely. And that it was actually -- talk about it in the history a little bit -- where it was a lot of people don't know that it was originally a subsidiary of the Boeing Transport Company, or the Boeing -- I forget what the exact name is, but that was formed out of the Boeing spinoff, almost. He talks about it in here, where did I see it, it was -- OK, so the Air Mail route -- yeah it was the Boeing Airplane Company and the Boeing Transport Company took over the Chicago-San Francisco route, and then down here there, it goes, changing the name to the United Aircraft and Transport Company, and then it gradually merged from there to United Airlines, so it's interesting because I've told people, I said we've actually had a long agreement with United, [02:08:00] but, you know, to a certain extent, we've had a long agreement with Boeing, too, because they kind of had that start at the Air Mail route here and it's fun talking about the Air Mail route, too -- I think there was an obscene number that said 80% of all pilots started on the Air Mail route died. And, it was

a huge number, and I remember seeing that, I was like, 80%? --

JUNGE: Wait a minute, they eventually all died, but you're talking about during the time they were serving the Air Mail route?

HARING: During duty, yeah. On duty. And I have to go find it, I don't remember where I saw it, I was reading a book the other day and during the initial phases, I think the average, I think the life expectancy upon an Air Mail pilot taking on the Air Mail routes, was something like a year and a half. Or, two years. The -- just, incredibly dangerous --

JUNGE: Worse than Pony Express, right?

HARING: Yeah, well, and then I talked about one of the papers in one of the -- to me it's still -- everybody talks about great achievements in aviation history and I -- everybody has their own opinion, to me the single greatest [02:09:00] achievement in aviation in history has always been the Lindbergh crossing of the Atlantic. I've always thought that, I will continue to think that, just because of the lack of technology, the navigating that it took, the ability to stay awake, the ability to fight your senses, just everything that went on with that, I've just -- and everybody has different opinions on it, but Lindbergh was

an Air Mail pilot, and for him to not only beat the odds and do the Atlantic crossing, but lived through being an Air Mail pilot; I mean, just, wow, it was just -- all that's such an incredible feat.

JUNGE: Have you ever, Dave, have you ever counted the number of airports that are remaining on this trans-continental letter route?

HARING: That's and interesting question, I haven't, and I have a map -- here, come with me for a second.

JUNGE: Wait, wait.

HARING: Oh, sorry, I wanted to show you -- tell you what, I'll show you on the back.

JUNGE: All right, all right.

HARING: I've got an old, wooden map that somebody brought me that's in our back -- it's in the frame, wooden, the Air Mail route on a wooden carve-out.

JUNGE: Did you know what -- there's a few excited in Medicine Bow hoping to restore that airport? Have you seen that? Medicine Bow [02:10:00] is probably the last airport of its type in the country, along the Air Mail route.

HARING: Is that right?

JUNGE: You have to go out there and look at it.

HARING: Yeah, I -- well and I've been trying to find, you've seen the stories have been floating around about these

arrows, the Jetway arrows -- I never knew anything about those, that was one thing that --

JUNGE: You mean the directional arrows?

HARING: That are on the ground?

JUNGE: Yeah.

HARING: I knew nothing about those, and somebody sent me the first article on it, and said have you ever heard of this? And I hadn't and started reading about it, and just fascinated me -- yep, it all makes sense; I said, my guess, is they were in proximity to those beacons, so --

JUNGE: Yeah, I think they were, there's one in Medicine Bow --

HARING: Is there really?

JUNGE: -- a concrete in place -- what do you call it -- an arrow, a directional arrow, what do you call them?

HARING: They're Jetway arrows is what they are. It's because they used to identify the Jetway routes.

JUNGE: OK, well this is not obviously not a Jetway arrow --

HARING: Same concept.

JUNGE: -- it's a concrete arrow that you can see from the air and it's next to the beacon on the tower, still there. Anyway, OK, well listen, we've got everything done that we have [02:11:00] to. Thank you so much.

HARING: Oh, no problem.

JUNGE: This has been a delightful interview --

HARING: And I can --

JUNGE: -- I appreciate it.

HARING: -- I'll charge through this here. And -- let me go see, let's go see the thing in the back real quick and then I'll --

JUNGE: OK.

END OF AUDIO FILE PART 1

OH-3029, part 2, David Haring, 4-11-2014, WY In Flight

JUNGE: [00:00:00] OK, Dave, as we're walking back to the room to have you show me that map of the trans-continental air route, you said a couple things about aviation. You said Wyoming was unique and then it wasn't unique, can you explain that?

HARING: You know, one of the things that we as a society always praise are the advancements of technology, it's led to a lot of great achievements, but the -- Cheyenne was at the time, the reason that we were successful was we were in the late 1930s and late 19-- or, in early 1940s, was because aircraft were constrained a little bit by ceiling,

a service ceiling where they couldn't fly above a certain level and so in order for the them to make it, to continue to -- the Air Mail route was from Chicago, actually it was from New York to San Francisco, but Chicago to San Francisco, leg of it came through Cheyenne, they have to fly the mountain passes, and so they would land in Cheyenne prior to doing that, refuel, you know, get some food and whatnot and then they'd head to the passes. When the DC-4 came out, it was praised [00:01:00] as a technological advancement because all of a sudden it had a ceiling of 18,000 feet, and that ceiling meant that it didn't have to stop anymore, it could just fly over the mountains as opposed to having to fly through them and so, ever since the DC-4 came out it really -- that was the beginning of the end for Cheyenne's prominence as an aviation center.

JUNGE: Its prominence was how significant?

HARING: It was very significant, I think it would be easy to, you know, at the time of United Airlines location here, United was the biggest airline in the world at the time, and so, not only was Cheyenne one of the centers of aviation in the United States at that time, but I think an argument could easily be made that it was one of the world aviation centers, simply because of how significant the activities were that were going on there.

JUNGE: You’d make a good museum curator. OK, thanks.

END OF AUDIO FILE