is the year to paint the building, or maybe it's the year to put in new downspouts, or maybe it's the year to pave where the trailer sits under his boats? Whatever."

"Oh, you can't do that," said the engineers. "They'll all pine-panel their offices."

"Well, they're only going to pine-panel them once. And they're not going to pine-panel them every year. I don't believe they're going to do that anyway. Some of them may not like pine paneling. But you can come up with a cost-reporting system that determines and reports a variance. You can say to them, 'Here's your pot of money. We think you ought to split it in about these proportions for maintenance and replacements and utilities—categories of things.' And then you can look at the report and see how they decided to use their money. If somebody's got a huge variance on a portion that you think ought to have been 20% devoted to fixing up the interior spaces and some guy spent 90%, then you may want to go check and see if he pine-paneled everything. But you won't need to do that very often, and I bet you're not going to have a problem."

The engineers really were opposed to it, because they had always reviewed everything that a unit did. It was the culture. That's not an anti-engineers statement. It was just the way it was done and always had been. ECV, Civil Engineering, looked at the buildings. ENE, Naval Engineering, looked at the ships. But I sold the idea. The Commandant bought it, and we put into place.

The end result, of course, is that it turned out that units had more money than they thought they had, and they did things with it that really needed to be done. And, yeah, they pine-paneled a couple of offices, and they pine-paneled some rec rooms, and the troops loved it and were very happy. And I was saying, "Hey, what price are you going to pay for happy troops? Too bad we didn't think of pine-paneling the rec room a long time ago, but the chief knew, didn't he? So come on."

Paul Stillwell: Just letting people be able to control their own destiny is so important.

Admiral Gracey: Well, it made them cost and value and priority conscious. It made them focus on what *they* saw was needed most. Nowadays we would call it empowerment, I guess. But the OG-30 move was a huge change at the time I'm talking about—a truly major revolution in how Coast Guard operating funds were spent. It was a

case of saying, "Yeah, we trust you." I would say, "You trust this guy to order his troops out in a blinding snowstorm and risk their lives to go save somebody, but you don't trust him to decide whether he ought to put new windows in the rec room? Come on. Come on." Anyway, we did it, and I think it's extant. It's still there.

Family housing was a big problem. The Coast Guard didn't have housing. At some of our units like lighthouses, there would be a keeper's quarters and that sort of thing, but we didn't have family housing as a rule. Governors Island had it when we got there, of course. And some of the stuff that I saw and learned on Governors Island was now spinning off, because I was into this CPA job after my Governors Island tour. We incidentally got money for a new public works shop and an industrial center at Governors Island after I got to CPA, because I knew what we could do with it.

Somewhere in here—I can't believe this is really true because it is so common now—but I really believe in my heart that I coined the phrase "People are our most important resource." I don't remember hearing it ahead of time, but I wrote it in the Commandant's statement to the Congress that I drafted in 1969. I used to bang away at it, and he said it publicly, and it was reported in the press.

Now, whether other people picked up on it, or maybe I'd heard it from someone else, I don't know. Anyway, I beat the poor man to death with it: "We've got to take care of our troops and their families. We're sticking them out in the middle of nowhere. They're in resort areas or isolated areas. They're trying to find a place to live. And they're on horrendous hours. If we could get the families somewhere near to where they work, then these guys could go home for lunch. They could whatever. They could have some semblance of family life, and the families would be a part of what was going on." All the arguments for why, especially in our smaller units. So we had some success with housing, and gradually every year it would be a part of our AC&I program, and it got accepted by DoT and Congress as something we were going to do every year—buy/build some housing.

Then we went into a rental program, where we would rent houses for people in certain areas where we couldn't afford to buy. And then we went into looking at buying development houses instead of contracting to build ourselves. Somebody would build them, we would buy them, not on a contract for us, but there would be a developer, and

he was building some houses, and we wanted to house some people. We would buy a section of it. But we would try to avoid buying all together. We didn't want, all down one street to be Coast Guard families. That would be Coast Guard Street. We had the houses we owned spread around in the development so that our people got mixed in with the public, and they had some semblance of normal living. We wanted our families and their kids to mix. The public got to know us, and we got to know them.

This had been part of my experience on Governors Island, where I'd had the famous bus episode because our kids who came in the gull-gray bus were treated different than the kids who walked to school in Manhattan. No, no, no. We don't need that.

Oh, a role for women. It took off more and more later on, but I really believed that there was a role for women in the Coast Guard. I just really believed that we ought to have women doing everything they could. We weren't bound by the rules of the law that the DoD agencies were about women in combat, and I just thought that we ought to get women active in the Coast Guard. And we ought to get them so that, ultimately, they could do anything anybody else could do. I pushed hard for that.

It seemed like the first reaction of everyone was what we called the bathroom/bedroom syndrome. "Where will they sleep? Where will they go to the bathroom?" Oh, come on. We'll figure it out, and if there's no possible solution to that problem we won't put women there. Or maybe we'll put women there and no men."

Oh, that was, "Oh, no, no, no. You can't do that."

And then there was the Coast Guard Reserve. We needed to put them into realistic training and helping with our peacetime work. This started toward the end of Admiral Smith's watch. Vice Admiral Paul Trimble led the charge.* There was a press by Congress to get rid of the Coast Guard Reserve. "Why do you guys need a Reserve?" said Congress. And the administration was into it also, "Do away with the Coast Guard Reserve. You don't need it. The war is over."

Admiral Trimble came up with the idea, "Well, we really do need them because we need help, and we'll put them to work instead of doing drills." The congressional

* Vice Admiral Paul E. Trimble, USCG, served as Assistant Commandant of the Coast Guard, 1966-70.

think it paid dividends. We got a lot done. The kinds of things our people accomplished over the four-year period were amazing. They had done a lot before, and they've done a lot since, but I was just dazzled at the kinds of things that these people managed to do. They were proud of themselves about it. They felt good and they cared about each other.

Paul Stillwell: Did you have any kind of an ombudsman organization to field complaints and what have you?

Admiral Gracey: Yeah. We created the Family Advocacy Program. It started with a small organization at Coast Guard Headquarters called "The Family Advocacy Section." Then throughout the Coast Guard, starting in the bigger commands, we had ombudsmen. We got Coast Guard spouses who volunteered to act as ombudsmen and work with the senior master chiefs who had been designated Command Enlisted Advisors. Now we call them the Command Master Chief Petty Officer, a much better term.

Those CEAs got into it big time. They really latched onto the Family Advocacy Program and the ombudsman bit. We brought them to CG Headquarters two or three times a year, so they could interface with the Program Directors, etc., and have some joint time with the Master Chief Petty Officer of the Coast Guard and me. I would spend three or four hours with them talking about all of what was going on. That Family Advocacy Program got started early on. It was really rolling by the second year or so. It started more or less informally, where various commands developed ideas that worked for them. Later we formalized it.

My wife Randy worked big time with some other people in putting out a book called *Charting Your Life in the Coast Guard.* And it became the model for the other services, at least the Navy. There's a woman named Kathleen O'Beirne who had been working on this sort of thing for the Navy. She glommed onto this book of ours. She and I were on the USO World Board of Governors together. She had heard about "Charting Your Life ...", so I got her a copy. She said, "Oh, wow, this is wonderful." My understanding is they copied it—using Navy terms, of course. It was really plain talk, what it's like to be a Coast Guard person in a Coast Guard family, about moving, and all that sort of thing.

These ideas were not all original with us. The other services were doing things like this too. I know CNO Jim Watkins did a lot of talking about this sort of thing.

We set up a sponsor program so each family or individual being transferred to a unit had somebody there who was designated as their "sponsor." The sponsor would show them where to go shopping and help them get settled in, find a place to live, answer their letters ahead of time as to what kind of clothes they should bring, what schools were like, etc. You know, just provide information back and forth. My understanding was it worked very well. It should have worked very well. There may have been times when it was hard to find somebody who had the time or willingness to be a sponsor, but my understanding was that people were designated. Some, I'm sure, did it better than others. But that was part of our program.

Paul Stillwell: Was spouse abuse folded into this human relations policy also?

Admiral Gracey: Yes, though I can't remember whether there is specific language, but I would talk about the subject when I was with the CG people. But I can remember telling, in one forum or another, about there having been spouse abuse at Governors Island, where we had, literally, one-sixth of the Coast Guard living in that one small place. Early on, when I looked at the "blotter" of our Governors Island Coast Guard police force, I was amazed at what I saw. So I would say, "If you think it can't happen here, folks, you're wrong. It does happen here. We do have spouse abuse and it's wrong." The kind of people that would engage in that sort of stuff are not the kind of people that we wanted in our "Coast Guard Family." I know things happen that cause rifts between partners and so forth. And there are ways to cope with that.

We started the Coast Guard Chaplain program. The Chief of Coast Guard Chaplains was assigned to report directly to the Commandant. The first one came early on my watch. I don't know whether Jack Hayes had set that up or had talked to then Navy Chief of Chaplains, Rear Admiral Ross Trower, about it or not. I know the man that started it out for us was picked by Ross Trower after he found out who was going to be the Commandant. I had known Ross from when we were setting up the chapels and religious programs in New York and a variety of other ways.

about what was going on, what kinds of things were available for help and so forth. It was all a part of walking the talk of the "Human Relations Statement.

I kept banging away on the subject of abuse—the same kind of approach I used on the sexual harassment problem. "If you think it can't happen here, folks, you're wrong. It can and it does—and we're going to stop it." And the same approach went on with smoking and drinking, particularly overdrinking. I thought that was a big problem.

And drug abuse. I'm convinced that we had about a 10% problem with drug abuse when I got to be the Commandant. I could see it in the field. I knew it was happening. That was an advantage I had from my seven years of commands as a flag officer in the field. The previous regime didn't really accept that it was true about the size of our drug abuse problem. They had a program to address it, but in their program an offender got two chances. If you got one hit, then you got another chance, etc., etc. There was a program of testing and so forth. Very early, almost from the get-go, I said, "That's it, folks. One hit and you're out. We're not going to have any of this stuff. It's unfair to the people who are going to sea with you, who are flying airplanes with you, who are working in the shop with you, who are cooking with you or who are doing anything else. It's unfair. It's wrong. It's illegal. And we're supposed to be the pillars of virtue in all of this. So—one hit and you're gone. And we're going to do random tests on a regular, ongoing basis."

Shortly after taking over as the Commandant I went down to Coast Guard Base, Portsmouth, Virginia. I had a meeting with all the Coast Guard troops and their families in the gymnasium, probably about 400 people there. The Master Chief Petty Officer of the Coast Guard, Carl Constantine, and Randy, my wife, and I sat in three chairs out in the middle of the gym floor with a microphone.* Carl talked a little bit, and I talked a little bit, and then we asked for questions. Right off the bat, a young man stood up and said, "I want to ask about your drug policy. It seems to me it's an invasion of my privacy, and it's an infringement of my rights, and I want to know what you're going to do about it." There was dead silence in the room.

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* On 1 August 1981 Admiral J. B. Hayes, Commandant, appointed Chief Radioman Carl W. Constantine as the fourth Master Chief Petty Officer of the Coast Guard. Constantine served in the billet to April 1986.

I said, "It's undoubtedly an invasion of your privacy. When somebody stands and watches you urinate into a bottle, that's an invasion of your privacy, no doubt about that. But, an infringement of your rights? I'm not sure whether it is or it isn't. But I don't care. We're going to do it anyway."

To the absolute amazement of Randy and Carl and me, the other 399 people in that room stood up and cheered. It brings tears to my eyes to tell you about it. I looked at Randy and Carl, and I said, "I can't believe it." I really could believe it, but it was just so awesome. There was BOOM and right up just like you pushed a button and jumped them all up. They'd been waiting to hear this. They didn't want to have this drug abuse stuff going on around them. I guess they also wanted to hear somebody say, "No, by God. There will be none. I don't care about your legalities. We're going to do it anyway."

Whatever it was, it struck a chord. I wasn't shooting for effect. It just came out that way, but it certainly showed. And, of course, then as we went around the Coast Guard we had that behind us, and we got a similar response everywhere. It was a good tack to take. To avoid the problem of tests being challenged as false positives, we set a level that was higher than the other services set. If someone was taking a test and it was positive, there was no way one could ever claim—in a court martial or whatever action followed—that he got to that level because somebody in the room was smoking, or she didn't know it was there or you were at a party and you just inhaled it. There was no way. That defense was gone. We had good results and very few challenges.

Our level wasn't a lot different, but the other services had set a very tight level with the idea of excluding abuse by the mere fact that the "okay" level was so low. But it wasn't working because it could get beaten legally. Ours never got beaten. And in the course of a year our experience—I hope I've got the numbers right. I'll probably exaggerate because I love them, but they went from somewhere around a 10% hit rate to 1% or less. I mean, it went right off the table.

Paul Stillwell: The Navy had a similar result when Admiral Hayward spoke out very stridently against drugs.*

* See Admiral Hayward's Naval Institute oral history.

110 audits going on at once. They were auditing places like our procurement shop and things like that and then saying, "How come you guys don't work harder?"

My answer was, "How can we work harder? We're trying to answer all your questions all the time. Go away and leave us alone and we'll fix it." It was a time when we had a lot of that. For some reason we were not trusted in some of the halls of government, although where it really mattered—among other law enforcement agencies, at the Pentagon, and so forth—we were. But there was this constant kind of a pressure.

One process that gave us fits was the A76 program, which was designed to analyze whether you can do it better, government civilians can do it better, or the private sector can do it better. It was a special program that was in vogue at the time. Everybody was supposed to go through a certain process and analyze it to death. If it came out that the private sector was to do it better, well, okay, you farmed it out to the private sector. That was acceptable for mess halls and things like that. It wasn't a great idea for some of the operating services. Nobody was suggesting that the private sector run the United States Navy, but there were people who were seriously and doggedly suggesting that the private sector run the Coast Guard.

Paul Stillwell: Well, to some extent parts of the Navy shore activities have been privatized.

Admiral Gracey: Have been, that's right, and selected parts of the Navy. I was thinking about the operating part. Some logistics matters have been privatized, and it is not all illogical. The point I'm trying to make is that much of my watch was a time when all of this was hitting the fan, as the old saying goes. When I said earlier I was dazzled by how much Coast Guard people accomplished in my time, I was referring in part to the fact that they did it despite the outside distractions, distrust, and heel nipping.

I was reading through my final "State of the Coast Guard" speech the other night—kind of my going-away song. That Admiral Yost was to relieve me had been announced. One of the questions I was asked in the Q&A session after the speech was, "What kinds of things do you see the new Commandant has to do?"

My answer was, "We don't have a new Commandant. I'm the Commandant, and I'm going to be the Commandant until Admiral Yost relieves me. What we have is the next Commandant, and I'll tell you about the next Commandant, but we don't have a new one yet. The day after he swears in then you'll have a new Commandant."

In that speech I wanted to kind of wrap up where we'd been and so forth. The opening couple of paragraphs I think encapsulated what the four years had been about. I said, in the spring of 1986, "There's an ancient Chinese blessing that says, 'May you live in interesting times.' And there can be no doubt that we've been living in interesting times. But let me give you an overview of what I see as the last four years. For starters we've been in a very bright spotlight. We've been studied, audited, probed and soothed." As an aside we were soothed on two or three major shipbuilding cases that made us change course, and that seemed to be in vogue.

I went on: "We've been lauded, applauded, supported, squeezed. We've been pushed, pulled, blocked, and backed. We've been capitalized, criticized, cut, and cosseted. There have been suggestions that we should civilianize, privatize, militarize, reorganize. We should economize, aggrandize, publicize, and above all proselytize. Within The Family [and I referred to the Coast Guard as "The Family"] we have planned, puzzled, philosophized, and pondered. We have simplified, stretched, raged, and rejoiced. We endured, enjoyed, dreamed, and schemed. We have been pinched, prodded, chafed, and championed. We've gloated, floated, soared, and roared. We've scowled, growled, preened, and beamed. We've arrived, derived, high-fived, and survived. We've paraded, berated, saluted, and high-faluted. But, above all, we stood tall and we've been proud—and properly so." And then I went on to other things.

Paul Stillwell: I've never heard a paragraph with such a high percentage of verbs. [Laughter]

Admiral Gracey: Probably so, and a little bit of alliteration and poetry besides. I worked hard on that paragraph, but as I read it, skimmed through it yesterday to kind of refresh my memory, it summarized what the four years were like. All that stuff was in there, and

styles. After our Change of Command I just said, "I'm out of your hair for a year, Paul. I'll let you know when I'm back."

And he was great. He offered me an office at Coast Guard Headquarters to come over there and use to get going with the rest of my life. I didn't use it, but it was a very thoughtful offer.

Paul Stillwell: Please tell me about your retirement ceremony.

Discusses Wife

Admiral Gracey: Well, the retirement ceremony was wonderful. It was at the Navy Yard waterfront. There was the usual collection of officers from the other Services. I was pleased to see the Joint Chiefs were there or represented. The Chairman was there, the Secretary of course, and it was a good collection of people.* And we had a contingent of our Needham High School buddies from all over. It was a nice day, and the crowd was warm and receptive. After the ceremony Randy and I walked to the reception at the Navy Museum. It took us past all the people in the audience and they applauded. That's a very nice feeling.

I made a speech, and *I* think it was a bell-ringer. I thought it was a hell of a speech. Still do. In fact, I had several people ask me for copies. One man with whom I had worked a lot when he was the Navy League's local Coast Guard rep said he wanted a copy for his son, because he wanted his son to read about my life. I had talked about my life in the Coast Guard as an adventure. I talked about things that we'd seen as we did the Coast Guard's business around the world—sampans in Kowloon, whatever, wherever—and I talked mostly about Coast Guard people and what Coast Guard people do. I probably talked too long, but *you* know I always do that anyway. I have several speeches I'm proud of, but the one I made coming in as the Commandant and the one I made going out were my best—darned good speeches. They say how I felt and the messages I wanted to send to the Coast Guard and its people. I was pleased with it. One thing I regret is that I didn't press to have Randy given an award at the retirement ceremony. If there was ever a person who deserved the Distinguished Public Service

* Admiral William J. Crowe, Jr., USN, served as Chairman of the Joint Chiefs of Staff from 1 October 1985 to 30 September 1989.

Award, it was my wife. What that woman did and is still doing for the United States Coast Guard and the people in it most people will never know.

Paul Stillwell: Well, this is your chance to tell that.

Admiral Gracey: Well, she just reached out at every opportunity to help set a tone, to create a warmth, to make juniors as well as seniors feel comfortable and welcome. She on a couple of occasions filled in for me on official business. I had a situation in the Great Lakes where I simply couldn't leave Cleveland, nor could any of the people that I would have wanted to go to make this appearance on a radio show in Muskegon, Michigan. I knew Randy knew the subject matter, knew what it was all about; it had to do with water quality and related issues.

I asked the radio station people if it would be okay with them if my wife filled in. Because we had all this other business going on, would it be okay with them if my wife came up and spoke for us. They welcomed her with open arms, and she did a magnificent job. Then she got involved with a scientific project in Cleveland afterwards, involving discussions of water quality.

Randy was instrumental in putting together the "Charting Your Life" book and in communication with families wherever we went. She was a regular contributor to a communiqué we called "The Green Sheet" that went out to Coast Guard spouses for a long time. And she developed a training program for the quarters managers. On Governors Island Randy was into everything. When we were there as "Pioneers" and when we first started up, it was us bringing in the Coast Guard families. I was up to my ears, you know 7:00 in the morning till 7:00 at night and then all night long, too, trying to do the things that had to be done to make this come off right with the Army and otherwise. She was picking up on a lot of the pieces in between time and raising a family besides.

She reached out to the community. My Lady is one of the greatest Coast Guard cheerleaders there ever was in the world. She always, I think probably to this day, carries a copy of "Semper Paratus" in her purse, and if somebody doesn't happen to know it she'll rip it out and invite them to sing right along. You'd never guess it because she

comes on kind of low key, but she makes things happen. She's a world-class representative, communicator, and person who cares. She listened to "Family" people we met and heard them,

She just did so many things to be supportive of my role in the Coast Guard. Drove me down to pick up my ship that got called up the Hudson River when I was home for a weekend. They got suddenly called up the river from New York City, and so she drove me with the kids down to meet the ship at the end of a dock near the Tappan Zee Bridge. We were on the way up river to break ice. There was a tanker stuck in the ice upriver, and Albany was about to have a brownout. Meanwhile, unbeknownst to me, Randy and the kids got stuck in the snow on the dock. We sailed away, and there she was stuck in the snow with the three little kids in their bare feet and their pajamas. She likened as to how she was going to go throw her body down in front of a taxicab or something, but she somehow managed to get the car out of the snow and drove back home to New London.

That's not unique. I mean, military families do those kinds of things. But she just seemed to have always been there. It was her idea to say about our Quarters Managers and their families, "Look, they take good care of us all year long. In the Christmas season let's have them come to dinner, and I'll cook and you serve." Wonderful idea. I loved it and we did it and they seemed to be pleased and astounded. And, of course, there was the chance to put into practice the things she'd been teaching them. That was over 20 years ago, and we still are in touch with them. Christmas cards for these people. That kind of thing.

She created the Executive Development lecture program for Spouse Week in the Capstone Program for new flags and generals of all the Services. She has been running it for 16 years. The new flag spouses get a couple "forum" sessions in which they learn from My Lady. You shouldn't have gotten me started. Dorcas Gracey should have received an Award from the Secretary of Transportation. Jim Gracey should have insured it and not left it as "certain." I felt wounded then, and I still feel wounded about that.

Randy and I worked at getting retirees involved in things wherever we were. We entertained a lot. In San Francisco we had the retirees regularly to the house as well as

other Coast Guard groups. Here in D.C. we had a special Retiree Christmas Party at our Quarters in Kenwood. We would have as many retirees as we could jam into the place come and get inside the house and see what it looked like, get reacquainted with old friends—and us—and share the fun of the Season.

As with the Salute to Spring I talked about, we had some Coast Guard Honor Guard people come out to help with cars, etc. At the end, after the guests had gone I'd say, "Come on in. Would you like to eat up the party leftovers?" Well, you know, is a frog watertight? You've got 19-year-old kids that have been standing out in the cold for a few hours. They ate with gusto. Not only that, but they wanted us to autograph napkins and have pictures taken with us and all that sort of thing.

So after the first year we got smart, and Randy planned ahead with our folks in the kitchen. "This is what we need for the party, and this is what we need to have you prepare for the Honor Guard. Those are labeled L for leftovers." [Laughter] "Those are to be 'leftovers.' You just keep them right there. Your timing is important. We're going to have the Honor Guard people come in, and your job is you've got to go put the 'leftovers' around and make it look like they're still all left on the plate. But they have to be warm too" [Laughter] And they did that. Everywhere we went we were blessed with Quarters Managers with imagination and willingness to go an extra mile to enhance the fun.

You know, this is all off the top of my head. There are things upon things my Lady got into and ideas she contributed, etc. We had an in-house award called "The Golden Swivel Shot," and we gave Randy that. The idea was created by Jack Hayes, and we revamped it. I really have always felt badly that I didn't see that Randy got a proper award. I thought it would come from DoT like mine. Naïve. Incidentally, Randy would be—and has been—the first to downplay the whole idea of an award for her. But that's Randy. Just the opportunity for the doing was enough to give her joy.

Paul Stillwell: How much did she serve as a sounding board while you were Commandant?

Admiral Gracey: A lot, as she always has and still does. We talked about a lot of things, and, of course, she was with the other wives, and she was active in the group, so she was hearing things. People talked to her, knowing full well that they were coming to me but also they were talking to her. I'm sure she heard lots of things that were in confidence, and she just kept them to herself and did what she could to cope with them. But I've always bent the poor woman's ear about what's going on at work and in my life. But she kept informed. She was aware, and she had a sensitivity for what would be a good way to go about coping with this particular situation or that. She's a great helpmate, and, as I say, her own life story would be an interesting one. I'm trying to get somebody to write it for her as a matter of fact, but she doesn't want any part of that.

Paul Stillwell: What was the emotional reaction for you when you took off the uniform after 41 years? Was there a sense of letdown?

Admiral Gracey: No. No "letdown" really. Well, what's a good word? Homesick. The first time I've ever thought of that word was in reading to prepare for this wrap-up last night. I read my final "State of the Coast Guard" speech. In it I kind of summed up how I felt about Coast Guard people and my four years as their Commandant. Somebody asked me about the four years, and I bubbled up with all those words—the ones you said set a record for verbs in one paragraph. That and all the preparation I've done for talking to you, Paul, about as much as I have, has all brought a lot back, and there's still more that I haven't even looked at.

People ask, "How do you like retirement?"

I say, "Oh, it's okay, but I really miss the people. Really miss Coast Guard people." The Master Chief of the Coast Guard, Master Chief Patton, has parties periodically at his quarters. They're not very far away. If the Command Master Chiefs are in town or something like that, he'll invite us to come over and participate.

Well, I always come out of those parties nine feet tall and up in the sky, because just talking to those people about, "I remember when," is great. And they'll poke fun at me. "Yeah, yeah, but do you remember the time you promised, you did this, and dah-dah. And you stumbled and you dropped your coffee," or whatever. I mean, it could be