

Interview with Brian Langley, Restaurant Owner

Date: May 12, 2004

Time: 2:43 p.m.

Location: EHS Library

Interviewers: Matt Homich, Student

Rick Trombley, Student

Zac Lutz, Student

Mrs. Macbeth, Librarian

BL: Let's start with some questions that you have.

MH: First, we're just going to go over some information. We're interviewing Brian Langley. He's a culinary arts teacher at HCTC and he also owns a restaurant called the Union River Lobster Pot. The date is Wednesday, May 12, 2004. Time is 2:43 p.m. We are in the EHS Library and the people who are going to be conducting the interview are Matt Homich, Rick Trombley and Zac Lutz. To start things off, why did you go into the restaurant business?

BL: Born into it I guess. My dad was chef. I remember getting off the bus as a little kid after school, peeling shrimp and cleaning toilets and stuff. It's just one of those things that I learned how to do at a young age. What happened to me when I got into high school I took a culinary program like I teach. Found that at a young age I could make more money doing that than I could....I did try one year to get out and go into construction. But you start at the bottom when you start a new career. And by the time I was 18 or 19 I had already had eight or nine years experience in the kitchen so that's where I ended up. Ever since I was about six I have wanted to be a chef. So that's basically starting out that's what my dad did. And the teaching job just kind of fell in my lap. I heard one day that there was a job opening went and applied for it. That was 23 years ago.

ZL: Why did you choose to run a seafood-centered restaurant?

BL: Well I told this story at the NOAA dinner that we did. And it's a hard lesson for anybody to learn that's in business. I'll tell you the story and then tell you what it means. My wife and I work together and we had a restaurant. My training was what's called classical training. I worked for two Swiss chefs and an Italian chef. Worked with lots of butter, with veal, and beef and sauces and that kind of stuff. So I opened my restaurant,

which was Oak Point Lobster Pound. I tried to bring some of my training into that. The kinds of food that I liked to eat. Veal Oscar, Beef Wellington, just a lot of sort of traditional classical dishes. I'd make them for a special and they wouldn't sell very well. And they were wonderful, wonderfully done, wonderfully prepared. And then one day my wife and I were having an argument. And her middle name is Elizabeth and she hates it. The special that night was Soule Elizabeth. She was working in the dining room and I did it just to crank her up. As she was seating people, she would have to tell people what the special was. I knew it was just going to get under her skin a little bit. And we sold out. We sold every last order that I had prepared. What I realized is not so much is it what you want to sell but you have to sell what people want to buy. Long way around, when people come to Maine, they want lobster, blueberry pie, water view; I've done some research on this. Maine seafood, it's some of the best in the world. That's sort of the long way around in that story. You've got to sell what people want to buy and that is what they want to buy.

MH: What kind of fish do people like to eat most at your restaurant?

BL: Locals like haddock. Locals like fried clams. Fried clams are not something you can do very easily at home. They are great. If you've ever had a good order of fried clams around here you can't really duplicate it at home. Locals will order that. Locals like lobster rolls where we pick the meat out of the lobster, toss it with mayonnaise and crabmeat rolls. Those are things that are hard to do at home. You can buy crabmeat in the store but it is fairly expensive so locals like that. People from outside of Maine, lobster is the number one thing they like. They come up here, get it fresh out of the ocean, get it served, prepared with butter, steamers, corn. That's what they know Maine is so that is what they come to eat. I serve a lot of other fish. I serve salmon, trout, catfish, swordfish, tuna, I'll buy and try to prepare whatever the fish people I deal with say they have - something really nice and fresh. That's what I look for first is how fresh it is. What I do is sort of something different. I saw it in a restaurant in Hawaii actually. And I'll have four or five different fish and you'll see that on a blackboard as you come in and then you look in your menu and you can have it prepared one of four ways. So if you like teriyaki and tuna you can put those together. And you salmon, then I've got one with a maple, mustard glaze and herbs and baked. And if you like salmon you can have it that way. I sell a lot of different fish. But I would say my top sellers are salmon, halibut, scallops, shrimp, clams, that kind of stuff.

MH: How long have you owned your restaurant?

BL: Here in Ellsworth, going on nine years. And then in Trenton, I had a place for ten years before that. So pretty near 20 years. And then I worked another five or six years in Bar Harbor before I did that. It's been since about...I've been in Maine since 1978 before you guys were born.

RT: What is your daily schedule like?

BL: At the restaurant, it's up about 8 o'clock in the morning. Hit the shower, down there at the restaurant about 9. My baker's already been there. My lunch cook will be there. I come in the back door and check the invoice of the deliveries that have come to make sure that we have everything that was supposed to be delivered at the right time. From that I'll probably start doing inventory to make sure that we have enough in the house for that next day and that night. Scheduling on one day of the week, payroll on another day of the week. So mostly in the morning, I'm trying to take care of some of the management aspects of the business. I might get an ad over to the newspaper for that week's paper. Salesmen will be coming in, salesmen will be calling. Wine salesmen come in Monday's, Tuesday's - food salesmen come in, paper salesmen. A lot of work on the phone. In the morning, I'll go look at my lobster tank see what I need for the day. I'll call in my lobster order that will get delivered in a couple hours. Check in my seafood delivery to make sure everything's fresh. So from about 9 to about 1:30 or so that's what I do. Around 2 o'clock I put on my chef's coat and start prep for the night. I'll fabricate my fish, I'll filet my salmon, and steak out halibut. Prepare whatever the fish is going to be. Get my station set up. Four o'clock we switch, lunch duty goes off, and dinner duty comes on. That's usually when I'm actively working behind the stoves. From about 4 to about 9:30 or 10. I get off the line there. And usually at the end of the day when dishwashers are cleaning up, I'll be doing paperwork. Checking over invoices, getting them ready to be paid, getting schedules printed out, getting payroll numbers double checked.. About every night there is some paperwork to do. That goes to about midnight. About midnight, I usually get to go home, watch an hour of TV, and then we do it all over again the next day.

MH: That's a long day.

BL: Yes, that is a long day. Seven days a week. In Maine, summer season...I'm open about fourteen weeks. Summer season is traditionally Memorial Day to Columbus Day. Memorial Day being the end of May and Columbus Day being in the middle of October. But for me I take a smaller chunk of that. I'm open the middle of June until the third week of September because of my teaching schedule.

MH: Do people ever bring in fish and ask you to cook it for them?

BL: Let me think, that's happened more than once. Somebody's caught a striper out there in the river and asks that. And we do a little bit of that. We clean it up for them. I've had people buy lobsters and not know how to cook them. And then they ask us to do that for them. I had somebody call me once from Burlington, Vermont. They had just bought lobsters in Maine, they didn't buy them from me. They had bought them from a store somewhere. They had eaten dinner with me so they had my card. And they wanted to make sure that they didn't die so they filled up their bath tub with water and put them in there. Can you figure out what was wrong with that picture? Most of us around here would just kind of chuckle but they had no idea that they lived in salt water.

MM: Did that kill them?

BL: Yes it did. And they would have been alright if they had cooked them immediately. They would've been fine. So I told them to go down to see the chef at the restaurant that they were staying at and ask him if they would cook them up for them. But they spent a lot of money and just kind of slipped.

RT: What kind of equipment do you use?

BL: Well, standard sort of restaurant equipment. Lot of refrigeration, stoves, ovens, steam tables. But what I have that probably most restaurants don't have is a thousand pound lobster tank. And that can hold a thousand pounds of lobster in it at a time. And that's its own environment, a self-contained little ecosystem which has to be monitored daily. I trained somebody to do it but you have to have a science background. You have to be able to measure the specific gravity of the water to make sure that it isn't too salty. I have a little hydrometer that does that. And you also have to measure for pH, ammonia, nitrites, and nitrates. So there's a little test kit that you use to make sure those lobsters aren't dying. Underneath where the people can see into the tank is about 900 pounds of what I call sand but they are more like pebbles. And what lives underneath that is a bacteria that we put into this tank that lives on the rocks and as the lobsters clean themselves, the bacteria eat the lobsters' by-product. And that keeps the water very clean, it filters the water. So it's its own little system in there. I have some lobsters in there that produce ammonia and the bacteria eat that. So that's sort of a specialized piece of equipment. And then outside the restaurant I have a lobster cooker. We cook everything outside. And you see those that are not new. You go down through Trenton and you see the smoke pouring out of those so that's not new. And you don't see those, well you see them in Trenton but you won't see them Bangor, you know what I mean. It's kind of local thing to this area. You might see them in Boothbay, you might see them in Rockland somewhere in that area. We're kind of known for that up here. Those are the two major pieces.

MM: So this is like a local Ellsworth, Trenton thing?

BL: You know, I think so. The lobster pound thing. Everywhere else I've gone, I've seen them cooked inside. But there's a couple places.

MB: Do you put the water in the tank or do you get sea water to put in the tank?

BL: What I do is, that we cook with or in the lobster tank?

MM: In the big lobster tank.

BL: The lobster tank is sea water and I truck it. I have a 150 gallon container in the back of my pickup truck with a pump. I go over to Surry, over to Catherine Long's dad's place. Perry Long's got a pier out on the Newberry Neck road. I back out onto the pier in high tide, throw my thing over the side, pump the water in, take the ocean water to my tank, pump it back in.

MH: How often do you have to do that?

BL: Well, I fill it up at the beginning of the year and then through evaporation I lose some every day that way. Then I might go back and top it off every couple of weeks. Or I keep a mixture of aquarium salt so I have the ability of making salt water by putting it in and adding water declorinating it and then measuring the specific gravity of it to make sure that it is the right salt solution and then putting it into the tank. And a reason that I don't think a lot of other people do this is because it's quite a bit to maintain this. So if you don't have somebody right on top of this you could lose a lot of money on lobster.

MH: Do you buy your fish from local fisherman or do you get it from a big company?

BL: I get stuff from almost every possible way to get fish. Mussels for example, come from Hancock. Frenchman Bay Fisheries is the name of that company, Heath Hudson and Lee Hudson. Heath was a student of mine sometimes in the 90's somewhere I don't remember exactly where. And his dad was a mussel dragger. And I've been buying mussels from his family for practically 20 years. So they're a small operation, they go out, high-quality product, very well done. So that's where I get mussels. Clams, however, I used to buy directly from clam diggers, but because of the liability of somebody going and digging in a polluted area, I have to put a layer of protection between myself and any kind of a lawsuit. So I only buy them from a licensed dealer which is like Maine Shellfish. They're downtown. Now I pay more money for that but if something were to happen and those were to come from a polluted flat, they sold them to me and they are a little bit more responsible, they have deeper pockets than I do. But I'm not so much on the hook for that. Fresh crabmeat, I will try to get locally from somebody who picks. Let me think...we pick our own lobster meat. Fresh fish comes both from Maine Shellfish and sometimes there's a couple local companies that get stuff off the boat. So you really have to kind of get some from everywhere.

MM: I can ask questions too. I am part of your interview as well. I wondered, mussels you only get them from rocks, you don't get the kind on ropes?

BL: No, I don't get them. The mussels that we get are dragged. The rope grown ones, they're in Blue Hill, there's a company over there that grows them. They are very thin-shelled and they're really quite good but they cost as much as clams do. So the price is a little bit too high for me.

MM: When those people that sell them to you, do they look at like...sometimes when I gotten them, they have the little pearls I them. You wouldn't want that in the restaurant business. Do they check for that?

BL: Nope. What they do is the ones that have pearls in them probably came above the low water mark. So what that means is that when the tide went out, they dug them up and they have pearls in them. But they drag them, and when they come off the bottom they're not too big so it's a size thing. If they're totally black, and don't have streaks of

blue or silver in them, generally there is not going to be a pearl in them. So you can take a look at them that way.

MM: And a question about the fish, does Maine Shellfish mostly buy from this area?

BL: They buy from everywhere. Canada, Boston, Portland. Their company goes from Canada down to Maryland or so. They have a couple branches, they go east, they go west. So they'll go Chilean, salmon, they'll get... a lot of times they just have to have product. And there is not enough supply locally. And when it is here, they sell it, and when it's gone, they have to find it somewhere else.

MM: By dealing with them, you have enough products to run your restaurant.

BL: Right. That's what you have to do.

RT: Why do you run a seafood-centered restaurant? It has seafood instead of other stuff.

MH: We already asked that one. That was the last one.

BL: You've got to sell what they want to buy.

RT: When is the busiest time of the year?

BL: July 17-August 21. That's our busiest time. It used to be, well July 4th is busy and Memorial Day is busy. But if you're talking about...well when is the hardest time for you to drive around town. That's the same time period.

MM: What was the end date?

BL: Well August 21st is the peak. Actually our busiest days are around the first week of August. And about the 21st it starts to slide down. Everybody is going home, kids are getting ready to go back to school. And fall is usually just steady. And there are different crowds throughout the year. August tends to be a lot of families, a lot of families, a lot of kids, a lot of hectic schedules. I see a lot of tourists that come here and try to do everything in a week. They leave more tired than when they came. Real hectic schedules, they're just real tense about it. September we see a different crowd. They're called the leaf-peepers, the newlyweds and the nearly deads. No kids usually involved, they're young couples newly married. And older couples, not quite nearly dead but that's some of the nicknames for them. It rhymes. And they tend to be on a less hectic schedule. So they're more relaxed, they come in and want to spend some time, they are not going to rush.

BL:: So we tend to cater to a lot of different groups.

MH: Do you have a lot of people in your restaurant that like to eat cod?

BL: You know, it's funny, here in Ellsworth, cod is more expensive to buy than haddock. Believe it or not it didn't used to be that way. But here in this area, the locals like haddock better than they do cod. Cod cooks up a little bit different. It falls apart easier than haddock does, so if you fry it, it flakes, it comes off in bigger pieces than cod does. It's got quite a bit of more moisture in it. So the closest version of that that I use is haddock.

MM: I'll interject that Mr. Langley served Cod chowder at our dinner and most people expected it to be haddock but when he announced that it was cod they went oh, and they really liked it.

MH: Is there a big difference between haddock and cod?

BL: Cod, like I said flakes apart but flavor wise there is not a tremendous amount. But cod has gotten a bad rap in a sense. When you take a look at the history and as you will when you read that cod is so plentiful and was around all the time. It was kind of considered like hot dogs, you know. Hot dogs and beans on Saturday or what ever. Just something that the public ate nothing fancy. Lobsters were like that years and years ago. Look at some of the old history of lobster at 25 cents a pound, they used it for fertilizer. It was so plentiful. That's what you used to feed the help.

MM: There used to be a law not to feed endangered servant lobster every day because they were served it every day and they were sick to death of it.

BL: So I think that's why haddock is more popular than cod. I think that if I were to fry up two pieces - one haddock and one cod right next to each other, not a lot of people could tell me which one they were eating. Enough people around here could but the traveling tourist would never know.

MH: Really.

RT: Does it cost a lot to buy cod for your restaurant?

BL: Well, that market always fluctuates; the fish market is almost a daily market. If you look in the Bangor Daily and you see the fish landings from the Portland Fish Market, The Portland Fish Auction, you can look and see what the price went for the day before. That is what the processors paid for it, then they fillet it, then they package it up, then they sell it. On average last year probably you are looking at five dollars per pound. Sounds like a lot. Swordfish is probably \$7.95, tuna can be anywhere from \$8.95 to \$12.95 per pound, crabmeat is \$12.00 per pound. If you were to buy picked lobster meat it would be about \$24.00 dollars per pound. So on, the scallops about \$6.00 somewhere a pound depending on the catch between \$5.00 and \$7.00 dollars for scallops. It tends to be at the lower end of the scale. So that's why you see it - fish fries and fish sandwiches for relatively less money than some of these other things. What do you have for questions?

ZL: You said that you have a lot of the tourists coming up. Now do tourists make up most of your business or do the locals?

BL: Again, that's the time of the year. When I open in June, we'll do mostly locals. Our business is comprised of three groups: local people, summer people, now summer people are people who that have maybe summered in Maine for 40 or 50 years, their family has done it, many generations, they have a campsite somewhere, a home somewhere, there are a lot of those people floating around here. And then there are the traveling tourists who are here for about a week or less. On any given night, I look out into the parking lot and see what we have for license plates. And most of the time it is about half and half, half Maine plates, half out of state plates. But again in the spring, it mostly will be Maine plates and in the fall mostly Maine plates. Then in the summer, July and August, we'll see those other two groups. And we have a lot of people who will come in in September for their last lobster before they go back home to wherever they're from. People are in Connecticut, Florida, a lot of these people...and what's very interesting about this group of people, a lot of them grew up in Maine, got their education here, left Maine to work 20-30 years ago, came back and retired on some family property and winter somewhere else. For instance down on Oak Point, on the Bayside Road in Trenton, there's a little community of people that you would never know that their families have been there generations and generations. Unfortunately, they had a tough time making a living in Maine and they go out of the state, make it and come back so they can retire. They had another life somewhere else. Maybe they worked for 30 years in Connecticut. So they kind of go back and forth between both places.

MH: What advice would you give to someone who wants to open a restaurant like yours?

BL: You know I give advice almost on a daily basis to those people who call me. And what I've found is that people don't want advice, they want someone to agree with them. And I'll give you two examples of something that has happened real recently. I've had two in the past couple months. One guy was 57 years old, he was in the health care field, retired, and so he was taking his retirement savings and opening up a restaurant here locally. So he was looking for some help that's why he called me. So I asked him a few questions. He was planning on being open year round, he's on the island which is not a good idea.

BL: I asked him a couple questions about how he was going to organize his business. He said that he had been cooking, cooking in his family for a long time, he had recipes that were family recipes. So he was not planning on hiring a chef to work in the kitchen he was just going to hire some cooks and tell them what to do. And I gave him some advice to take a look around and see what other people do. If they're not staying open all winter and it's a business that has been 20 or 30 years, take it as a hint that you shouldn't stay open that long. Another guy came to see me and he was taking over a restaurant. He had been in the power business, like Bangor Hydro, retired, taken his savings. There is a lure, a lure that you're going to make a lot of money. Look at what you see on television today. "The Restaurant", for instance on NBC, and "Emeril" and all of these

places. There's a real lure that you're going to make a lot of money and get to stand out front and talk to all the customers, you know, and have a great time. But if you don't have your production or you don't know what you're doing behind there you are going to get taken to the cleaners. But this guy was going to come in, and this was a breakfast place he was going to take over. He was going to do breakfast, lunch and dinner, and expand it. And I told him to go in and do what the people had done before and just see what happens. Don't invest a lot of money in expanding...he didn't last a summer. He probably lost his life savings. Advice, I'd say you go to school, and you work, so you go to some sort of culinary school and then you get a lot of experience on somebody else's nickel. By that I mean you go to work and you make mistakes while somebody else is paying. Then work your way up, change your jobs every now and then so you get more experience, I'd say it probably takes 10 years to do that. By the time you get out of high school you are looking at 27 or 28 years old you're ready to begin an adventure. Know your market, know who you're selling to and what they want to buy. Pay attention to the people who have been doing it a long time.

MH: Do you eat cod?

BL: Sure. There is nothing really better I think than two things, a really well done fish chowder and also I like a fish sandwich made with cod, fried with tartar sauce on a bun.

MM: I was wondering, lobster is your biggest seller, would you say that chowder is your next?

BL: It is. 42% of what we sell is lobster. We sell a lot of chowder in conjunction with it. We sell a few thousand orders of that. Last year I think I fed about 22,000 people over the summer in those 14 weeks we were open. We might have sold a couple thousand clam chowder orders, 1500 fish chowder orders, we go through a lot of fish, a lot of fish.

ZL: Where do you keep the cod before you cook it, in a special tank like the lobster tank?

BL: It comes in filleted. The only fish that I sell that I have that are alive are lobsters, clams, and mussels. Those are all living when we cook them. Haddock and all of the other fish are processed at cutting houses, that's what they call them. They'll bring them in off the ship, fillet them, candle them, candle means to run them over a table that is lit from underneath. What they are looking for is parasites. They live out in the ocean and there are parasites. Sometimes you'll see a piece of fish that has a little worm sticking out of the flesh. And probably, you don't know, you may have eaten a few of those in your time.

MM: They're pretty much the same color, they're clear aren't they?

BL: They're hard to see, very to see. So quality is real important and that's why the people I buy from I find very few, once in a while I'll see some but very rarely. And they

come in ten pound boxes, fish boxes, fish tubs are white with a snap lid on them. But it's very important to keep everything on ice, to keep everything cold. And we have a rotation system. I have a refrigerator that is just for fish. It is kept at just above freezing at 34 degrees and that keep the fish for four or five days.

MH: Now fish isn't the only thing that you sell at you restaurant is it?

BL: No, no, we do chicken and fish and chicken and steak and pasta, a little bit of that. You'll find one steak on my menu. I do barbeque ribs, chicken, one chicken dish and the rest is fish. Three out of four people like fish and one doesn't. So we try to have a real nice steak, this year my chicken dish is going to be a real nice baked, herb chicken. It's a half broil so you get a leg and a thigh and a wing and a breast. And that will be served with a cranberry chuton. We try to make that dish so that if you went there and you brought a group of people from out of town, that's really what happens. We hear a lot of people when they come to our place is when they have visitors come from somewhere else and they want to have a Maine meal so they'll come in for the lobster, the clams and the blueberry pie. Now, they may not like lobster so we try to have something that is good for them to eat. But by far we sell the least amount of that.

MH: Would you rather cook fish or chicken?

BL: I've been doing this for so long now that it is all food. It doesn't matter to me whether I'm cooking potatoes or cleaning fish. What matters to me is when I look out into the dining room and I see two people eating and one person will take a bite and pick up a fork and shove it across the table to the other person. We concentrate on a really quite fresh product, prepared very simply so they can taste what it is that they're eating. And that is really what I look for is that when they come out, they've had a great meal and they are happy about it. To me, I've been doing this so long that it doesn't matter if it's chicken or lobster it doesn't matter to me as long as they like it. I know a lot of people who aren't that way though. A lot of people just out of school they want to use a hundred millions ingredients and I watch this a lot on television. They want to build sculptures out of their food that looks cool. But to me, a long time ago, a chef told me "A tomato should taste like a tomato." And that's been sort of my motto ever since. You should be able to taste the haddock if it's nice and fresh it will stand on its own. And the cod, if it's really quite fresh, you don't have to sauce it to death. And we've made a living with that as our philosophy.

MH: Do you guys have any questions that you want to ask?

RT: I have one. If you were going to start over again, would you change anything about your restaurant? Would you do anything different?

BL: Yes. There are times when I would like to find an easier way. What I've done is I've picked a product that is very volatile. By that I mean supply and pricing. There's a new Italian restaurant in town. They don't have to worry tremendously. They are always going to be able to get pasta. You can get pasta everyday. And they can make the sauce

for it. Everyday, there are days for me when it is a battle to find clams. For example, steamers in August when people who dig clams will go off and rake blueberries. So every year, you take a bushel of clams, which is about 50 pounds, it goes from \$1.25-\$1.30 a pound to \$2.00-\$2.50 a pound. So automatically your product price is almost doubled. The same thing happens if it gets fogged in for a while. You see, I have to watch the weather. And if I see a hurricane down in Florida, this is towards the end of the summer, it will have an effect on fishing here in Maine about a week later. Now we may still have a sunny day like today but the tides will be so high that the lobstermen can't get out. And the swells, they could have 35 or 40 foot swells and a swell is not a breaking wave, it just goes up and down, and they can't pull up their traps when it is like that. And if we have a rainstorm coming and it is going to be really dumping, and that might come off the tail end of one of those hurricanes, if there is more than 4 inches of rain in a 24 hour period, they close all the clam flats in Maine. So the diggers can't go out and dig. And when that stuff...I got caught years ago and you pay for your education when you're not paying attention to that. So when I see that coming I'll sock in, I'll call up and I'll order, because I have a thousand pound lobster tank, 400-500 more pounds of lobster, I'll get in a few extra bushels of mussels or clams because I can keep it. I'll pack those away and I can ride out until the ocean drops back down and the rains have subsided. So that I would probably change if I was going to do it again.

MH: That's a lot of extra stuff that you have to worry about.

BL: Well there's a lot of that kind of stuff just floating around. And you just keep it all in your head, it isn't written down anywhere. What happens is, you guys are young and you're going to be jumping into something. Get a good education and then what you're going to have to be able to do is you're going to have to be able to think on your feet. There's no way you can get prepared for everything that is coming. You're going to have sit down and look at what's going on and make some decisions. Because knowing what I know now, I was 26 when I opened my first place, I probably wouldn't have done it. If I'd known that all those things were going to happen. That I was going to have to pay attention to the tides that I was going to have to pay attentions to the weather, and all that kind of stuff. You get in, and the challenge is if you sink or swim. And it's fun if you can keep swimming. And then you keep, the biggest thing you have to do, is to keep learning, keep paying attention. I go and I find chefs that have been around longer than me and I get their advice. And I talk to the fish people. You go down to the docks and talk to the lobsterman. Bob Hessler over at Maine Shellfish, I go over there sometimes in the winter and plunk and say what do you think is going to happen this summer, what are clams going to do? What's your best guess? So you try to have a little strategy heading into the summer. So it's challenging, it's a fun game. It sure beats a lot of other jobs.

MH: Are there any questions that you think we should have asked you? Is there anything you would like to say?

BL: Well, the thing, I never saw the actual thing about the NOAA project, but I think it's a great project and the reason why, what I think they're trying to do, and I come in from the side, is to try to have you guys understand what this industry has done and still does

to this community and what an impact it has. If you were to take that out of this community, what would happen? You might see two or three other store go under, there are two or three marine stores here. Now what happens if those three stores go out? Maybe they had 8 or 10 employees apiece so now they don't have a job. They sell a few less cars, a few less washing machines. So if you follow that fish dollar, they sell a pound of lobster to me and I pay them. Then where does that dollar go? They go back out there, they buy gas, they buy a truck, they buy food in town. If you were to pull it out of the community...that's what I think they are trying to do. I don't really know for sure though. I don't know how you are going to tie this up. If you're following from the ocean to the table. A couple of figures for you if it helps out: I have 25 employees. My payroll last year was around \$130,000 so that's money that goes back into the community. I spent \$50,000 on lobster, maybe \$20,000 on fish. And I only have 60 seats. If you take a look around and you count all the places that sell.... And I'm a small-time guy. If you take a place like Jimmy Jordan's they probably do \$1,000,000 in sales every summer and he's all seafood. You take a look at all those restaurants in Bar Harbor and they have to do around, between \$500,000-\$1,000,000 in sales every summer to pay their rent. So there's a lot of money that comes in the door. The national average on what you keep is about 4 cents on the dollar. So you take all that money coming in the front door and what the owner gets is, one the national average is 4 cents on the dollar. So it's a lot of work for a little bit of money. The people that get hooked on it, that's what they do. Because you do get kind of an adrenaline rush. So, do you guys have enough?

MH: Yes.

BL: Now what are you going to do with all this stuff?

MH: We're going to transcribe it and put it on a website so that people around the world can view it.

BL: Wow.

End Time: 3:26 p.m.