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Collins, Larry ~ Oral History Interview

Carrie Pomeroy

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Interview with Larry Collins with Carrie Pomeroy

Summary Sheet and Transcript

Interviewee

Collins, Larry

Interviewer

Pomeroy, Carrie

Date

January 23, 2015

Place

San Francisco, CA

ID Number

VWWF_LC_002

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Biographical Note

Larry Collins is President of the San Francisco Community Fishing Association. He was born on July 28, 1957.

Scope and Content Note

Larry Collins discusses the context, origins, and development of the San Francisco Community Fishing Association. He describes the need for access to fish, markets, and infrastructure in order for working waterfronts to succeed. He explains that the fishing association was created in an effort to address these needs of the small boat fishermen in San Francisco as catch share programs posed challenges to this fleet. With the protection afforded to the association under the grant from the State of California, the association is thriving and serves as a cooperative model for west coast communities.

Indexed Names

Tom Creedon
Sam Schuchat

Transcript—LC_002

1 [Begin Collins-1 Interview]

3 00:00:00

4 **Interviewer:** All right; so my name is Carrie Pomeroy. I'm with California Sea Grant and I'm
5 conducting this oral history interview on behalf of the Voices from the Working Waterfront Oral
6 History Project. I'm here with Larry Collins at Pier 45 in San Francisco, California. Today is
7 Friday, January 23, 2015. And it's about 11:15 in the morning.

8 00:00:25

9 So would you please introduce yourself and tell me what you do?

11 00:00:29

12 **Larry Collins:** Yeah; my name is Larry Collins. I'm the President of the San Francisco
13 Community Fishing Association. And I started this place, found the funding, found the leases,
14 got it up and running, got the members to join. I buy and sell and do the logistics for all their
15 fish, collect the money and get them paid and basically manage the dock.

17 00:01:03

18 **Interviewer:** Great; thank you. And--and just for the record, what is your birth date please?

20 00:01:07

21 **Larry Collins:** It's--it's July 28, 1957.

23 00:01:13

24 **Interviewer:** Thanks very much. Okay; so could you give me just a really brief background on
25 your--or an overview of your background working along the San Francisco waterfront in fishing
26 and--and more generally?

27

28 **00:01:27**

29 **Larry Collins:** Yeah; we--my wife and I -- started fishing in 1984 or '85. I can't remember
30 which. We bought a Monterey and we started salmon fishing and rockcod fishing, and she was a
31 cabinet-maker and I was a contractor before. And we went sportfishing for salmon and decided
32 wow, those guys that are doing this for a living, so we bought our first little boat. And within two
33 years we were telling people that wanted contracting and cabinet making jobs that they'd have to
34 wait until the end of salmon season. And that was the beginning of the end. And we fished for 30
35 years, through three boats. We got rid of the Monterey after eight years. We got a 45-foot
36 wooden boat which we fished for 15 years and about 8 years ago we got a fiberglass 46-foot
37 Delta, which I now have a young fisherman fishing as I'm busy full-time running the CFA.

38 **00:02:41**

39 We started very early on in our career to become involved in fish politics because we saw
40 the way it was going; to have a working waterfront you basically need access to the fish, access
41 to the markets, and infrastructure to handle the logistics of moving the fish off the boats and onto
42 the--into the markets. So early on I saw that access to the fish was getting harder and harder to
43 come by and I noticed the crumbling infrastructure and noticed that the big boats tended to get
44 more access and better taken care of than the small boats. And so my whole career I've worked
45 on trying to preserve the small-boat fisheries on the West Coast because I believe that super-
46 efficiency is not sustainable and I believe that the small-boat portfolio fishing business model

47 works way better as far as bringing fresh food into the local communities and it's important as
48 far as our food security.

49 **00:04:17**

50 And also I like the guys that fish the small boats because they didn't seem quite as
51 corporate or greedy as the big guys and they seemed more human. So anyway that's how... --my
52 career has been to support that fleet and I've watched that fleet over the last 30 years go from
53 5,000 boats in California to 500 so I guess I don't feel like I'm doing a really good job
54 supporting that fleet but there's been a lot of factors that have really hurt it and I think that the
55 CFA is--is helping these guys regain their balance and have some hope for the future. And so
56 that's why I am going to make this work.

57

58 **00:05:09**

59 **Interviewer:** Thanks; so if you wanted to describe the San Francisco Working Waterfront to
60 somebody new to it, in the context of the things that are important to you and the things that
61 you've observed over time, how would you describe it? Can you give us a thumbnail sketch?

62

63 **00:05:28**

64 **Larry Collins:** Um, most of the fish comes into Pier 45. There's probably about six buyers on
65 Pier 45 that buy directly from the boats. There's probably another 10 companies that buy from
66 those six buyers that are distributors that process the fish and distribute it and deliver it to
67 restaurants and markets all around the Bay area.

68 **00:06:01**

69 At the end of Pier 45, the tourists see Fishermen's Wharf which is tee-shirt shops and.
70 and, you know, Disneyland and it's not to me, to my mind, a working waterfront. The working
71 waterfront is--is Pier 45 where the fishermen store their gear, sell their fish; you've got to have
72 an ice dock which the CFA runs because nobody else wants to because it's an old dinosaur. It
73 was built in '79 and it's hugely expensive to keep up and running. You've got to have ice.
74 You've got to have a fuel dock, which is across the inlet from Pier 45. And you've got to have
75 unloading facilities, which are all along Pier 45. You see all the--the hoists here. And attached to
76 those hoists are--are the markets. And that's what you need for--for fishermen to be able to get
77 out and go fishing. They got to have ice, fuel, and markets.

78 **00:07:07**

79 And the markets provide bait and other--other logistical services so the boats can you
80 know fish. We put the crab tanks in the--on the boats with the hoists and we use our fork trucks
81 to load and unload the crab traps and there's--there's a lot of logistical support that goes into
82 fishing. There's a lot of gear involved.

83 **00:07:33**

84 That's the working waterfront. There's other parts of the working waterfront, you know,
85 the tugboats, the pilot boats, and you see them come in here because they all need fuel and this
86 is--the commercial fuel dock is here. You know there's--there's other parts that are kind of
87 separated like the--the love boats you know come in down at, you know, the new cruise line pier,
88 cruise ship pier and there's the tugboat pier, it's down further and you know--. For--past the
89 Ferry Building to the south, there's not much working waterfront anymore. There's a little bit of
90 ship maintenance work down at Mission Rock, not nearly like there used to be. When we started
91 here there was a lot of warehouses and machine shops and chandleries and that's--that's pretty

92 much gone. The last chandlery was down here on Jefferson Street; it was a 20,000 square foot
93 chandlery, which was Coast Marine, which was sold last year to a company that's kept maybe a
94 1,000-foot footprint of the chandlery and put in a tee-shirt manufacturing plant in the back where
95 they used to make all the ropes and cables and hydraulic lines and all the other stuff that we need
96 for the boats.

97 **00:09:12**

98 So most of the--the working waterfront that had to do with hauling out and--and--and
99 fixing our equipment is gone.

100

101 **00:09:23**

102 **Interviewer:** Okay; now I was about to ask you how the working waterfront had changed. So
103 that's--you just elaborated on that and I really appreciate it; for this part, Pier 45 in particular,
104 can you tell me a little bit about some of the most important changes that have occurred over the
105 past several years?

106

107 **00:09:43**

108 **Larry Collins:** Um--

109

110 **00:09:44**

111 **Interviewer:** Maybe leading up to your--your--?

112

113 **00:09:46**

114 **Larry Collins:** You know the--when the salmon season got shut down in '08 and '09--I think it
115 was '08 and '09, I was really worried. I mean I've got pictures of you know the '80s, the '90s of,
116 you know, salmon boats lined up here to unload when we had a blow out at the islands and
117 everybody came in here and it would be, you know, 300 boats in here, you know, side-tied, four
118 or five deep on the dock and it would be, you know, half a million pounds of salmon come off
119 the boats in--in a week.

120 **00:10:20**

121 And you don't see anything like that anymore. So there was--when they shut the salmon
122 season down because, you know, the--the fish weren't there, it really cut into the fleet and I was--
123 I was really worried that the whole industry was going away.

124 **00:10:45**

125 Let's see; we--we opened this place in February of '11 and it was really--really kind of
126 the end of the bottom of--of things. The crab was coming back strong. The salmon was starting
127 to come back, weakly. But the herring was--was open and we were starting to see some
128 production. There was a lot of empty holes down here when we got it, when we got our lease,
129 which is probably the only reason we got our lease because when I went and talked to the port
130 about leasing us this spot they weren't real--real big on the idea. So I had to--I had some support
131 in the local community of the owners of Scomas, Tom Creedon went down there with me when
132 we went down to kind of push them into giving us the lease. And thank God for that because it--
133 he believes in this local fleet and he pushed them and they gave us the lease.

134

135 **00:12:01**

136 **Interviewer:** Why--why were they reluctant, do you think, to give you guys the lease?

137

138 00:12:06

139 **Larry Collins:** Because they had leases with all these families that were the fish buyers for the
140 last 100 years and we were a new entity and fishermen had never owned--owned the hoist. And
141 for fishermen to own the hoist is a big deal because basically the hoist is your--you know the
142 transition point for making your fish into money. And that had been old family businesses with
143 long-time leases and we were basically just a concept. We had no history except that we were all
144 fishermen here for many generations, some of us, but we had no--no history of being able to buy
145 and sell fish and so the port acted like, you know, they were doing us a big favor and taking a big
146 chance and you know they were nervous because we got our start with a grant and they didn't--
147 nobody down here I don't think really thought we were going to make it.

148 00:13:11

149 And you know the--the other processor families were not real happy; there was a couple
150 of exceptions. La Rocca, they supported us from the beginning and but there was a lot of
151 **[Laughs]**--there was a lot of nervousness I think that a lot of processors thought that you know
152 we were going to steal all their boats and--and like that. And now they see that, you know,
153 basically we just took all their pain-in-the-ass boats, the guys that, you know, weren't happy with
154 getting just paid you know--take this and shut up. We got all the guys that, you know, wanted--
155 wanted more money and wanted, you know, to work outside of the box.

156 00:13:58

157 So those guys, so their families, they're the pain-in-the-ass-guys and--and they were
158 happy to let us take them because we're running the ice dock too and so now I've made
159 relationships with all these families and--and they buy fish from us now. So and they buy ice

160 from us now and we settled into the neighborhood and we're--we're good neighbors and it--it's
161 working out better for everybody than they thought it would. I mean a lot of them didn't think
162 we were going to make it and now, you know, on any summer day when you look up and down
163 the dock you see most of the activity under the red hoist here, more so than anybody else's hoist,
164 so, you know.

165

166 **00:14:45**

167 **Interviewer:** Well, so tell me a little bit about how the idea for this came about. And you talked
168 a little bit but how you--how you got people together and how that all came together.

169

170 **00:14:59**

171 **Larry Collins:** Oh about--yeah when was it 10, 12 years ago I went on a Sea Grant program to
172 New Zealand to study the effects of catch shares, 20 years after they were implemented in New
173 Zealand. I had a definite bias against catch shares because I believe that the public trust resources
174 should not be gifted to anybody. That's why they're public trust resources. I'm a great believer
175 that we need the commons. So I went down there thinking, you know, this was a bad thing and I
176 came back after a week down there talking to the small fishermen and the big fishermen and the
177 big processors; it looked to me like five or six companies own 80 percent of the fish in New
178 Zealand and all the small fishermen got screwed and they were on welfare sitting in a bar
179 drinking beer and the harbors were empty except for two or three 250-foot draggers out on the
180 breakwater and it just looked to me like it killed the communities down there. And there was all
181 this talk about doing it with the groundfish on the West Coast here and I came back and I was
182 scared for the small boat fleet. And I, being President of the Crab Boat Owners Association here

183 like I have been for the last 20 years, I called a meeting of all the local boats and I said, this is
184 what's coming. If we don't step up here and as a community and try and get it together then what
185 I saw down there is they went away.

186 **00:16:47**

187 And so I talked about an idea of starting the CFA and maybe starting a retail store and
188 passed around a signup sheet and everybody signed up. So I knew that there was some interest.
189 That was a little different than when we actually got the grant and got the lease and I went
190 around to everybody that signed up and asked them if they wanted to join up and out of those 25
191 signatures only 6 guys signed up because they were afraid--they had been told by their--the
192 family buyers down there if they joined this then they lost their markets. And they weren't sure
193 that I could sell all their fish.

194 **00:17:35**

195 After the first two years they saw that I was able to sell all the fish and get everybody
196 paid and get everybody a check at the end of the year and part of the profits, which the six guys
197 waved up and down the dock when they got them. Then a lot more guys wanted to join and were
198 more comfortable because their buyers said, okay, well if you want to join, I'll, you know, still
199 buy your fish occasionally. You know, it kind of relaxed everybody after we were in business a
200 couple of years.

201

202 **00:18:11**

203 **Interviewer:** So how many--how many boats are involved in the CFA at this point?

204

205 **00:18:16**

206 **Larry Collins:** I think we have 18; the membership has put a 20-boat cap on me because I'll let
207 any--I'll just keep signing boats up because I want the volume. I want--I like to work and I want
208 to--I want boats always under the hoist.

209 **00:18:34**

210 I think we have 18 or 19 boats now and I'm looking for a couple of young producers to
211 get my 20 and I'm talking to a couple different guys. But, you know, the original guys that first
212 signed up, they don't want to wait to unload so they don't want, you know--they don't want 30--
213 40 boats you know members and they don't want to split up the--the final money and, you know,
214 it's--. I don't want to be some huge entity either; I mean I--20 boats is about right for, you know--
215 -that's how many I think I can really take care of and I mean I can--yeah I can sell as much fish
216 as I get. We buy--we buy, you know, at first we just bought from our--our boats that are
217 members but now I buy a lot of fish from outside boats that are not members.

218 **00:19:26**

219 I mean there was--there's crab market problems here. A week ago and I got phone calls
220 from another five or six boats that wanted to sell crabs. And I bought from a couple of them; a
221 couple of them, you know, they're--I didn't want them. I didn't want to deal with them but--
222 because I know them. **[Laughs]** But there was a couple nice guys that, you know, were having
223 problems and I--I--so I'll buy salmon from non-members as long as it's really, you know--. One
224 thing here is--is quality; every--we built our reputation the last four years on--it's right off the
225 boat and it's right in their shop. The salmon, the crab, when I go home at night there's never any
226 crab on the floor. **[Background Noise]**

227

228 **00:20:18**

229 [End Collins-1 Interview; Begin Collins-2 Interview]

230

231 00:00:00

232 **Interviewer:** Okay; we're back on. Okay; so you were talking about membership and the fact
233 that you'll buy from some of the boats that aren't members of the organization.

234

235 00:00:10

236 **Larry Collins:** Yeah; well if I need salmon or crab I'll buy--you know, I'm just like any other
237 fish buyer. If I can make money doing it, you know, the money goes into the general fund and
238 helps cover the expenses and it means there's more money at the end of the year, you know. I'm
239 trying to build equity here in the business and if you return all the profits every year back to the
240 membership then you never build equity in the business. So when you have an opener like, you
241 know, I mean the first week of--of crab season I buy a half million dollars-worth of crab, no
242 problem. And I can't pay for it right away because I don't have that much equity in the business.
243 And that's one thing I'm working on over the years is to build that--that equity up so that, you
244 know, nobody has to wait for their checks.

245 00:00:52

246 In the old days, hey, you know, I--well it was one of the things members--membership,
247 when we started out I said, "Hey, you guys--we probably need to get a line of credit here so I can
248 pay you guys," and I got a line of credit for three percent. And these guys said, "We don't want
249 to pay some banker three percent." I said, "Well..." They said, "We're the line of credit." I said,
250 "Okay; but I never want to hear it's taking you too long to get paid because you're not going to
251 get paid until the company gets paid."

252 00:01:20

253 And so, you know, we--we have a little problem sometimes with that but now that we've
254 been in business a couple years, I got, you know, some equity built up and, you know, usually
255 we get everybody's first or second load paid for so they--you know, because it's a little while
256 from salmon to crab season and as--as we'll be in business longer and longer we'll build that
257 equity number up to where I can maybe-- In the old days you got paid the day you delivered,
258 you know, and that's sort of what I'm shooting for is some day to be able to pay everybody the
259 day they deliver; you know, get back to that.

260

261 00:01:56

262 **Interviewer:** Okay; so you talked a little bit about some of the challenges in getting the space
263 and getting people onboard and so on. Were there--and--and the feedback from the folks who are
264 elsewhere here along Pier 45. Were there other--any other particular challenges or have there
265 been any other particular challenges or obstacles to the efforts to establish this facility here in the
266 organization that are worth noting in the context of working waterfront?

267

268 00:02:32

269 **Larry Collins:** I don't know. Anything--any time you establish this kind of a fish business I
270 mean, yeah, there's all kinds of challenges. And you just take it a day at a time, you know, and
271 we're fishermen and we can fix anything. And, you know, I--I suppose one of the toughest
272 challenges is dealing with--with government because government moves so slowly and there's
273 not a whole lot of common sense and there's a whole lot of rules that don't make a lot of sense.
274 And but the way you make something like this work is by developing relationships. That's--

275 that's the most important capital that you have in doing something like this is developing
276 relationships with people and--and agencies and government and other businesses. I mean, you
277 know, there's just--every week to keep a place like this open I got the propane guy, I got the--the
278 dumpster guy, I got, you know, the bait guy, I got the--you know, the refrigeration guy. I got
279 three refrigeration guys. I got, you know, plus all the fishermen plus all the markets I--I moved
280 to; I mean we're sitting here right now waiting for a truck to come from Hayward to pick up a
281 ton of crabs so that there's no crab on the floor when I go home tonight. And it's just like, you
282 know, there's just the logistics of running any business, but it's all--it's all based on relationships
283 and—and, you know, the--the business succeeds or fails because of relationships.

284

285 **00:04:25**

286 **Interviewer:** So as you think about how the San Francisco CFA has taken off so to speak or
287 has--how all this process has unfolded and so on how has it affected the working waterfront?

288

289 **00:04:50**

290 **Larry Collins:** Well, I think it's absolutely helped revitalize this waterfront and I think it's--I
291 mean, you know, what we do here with the ice machine and helping people with the hoist and—
292 and, you know, I'm--I'm involved with the port and--and it's funny because I was president of
293 the (Fishermen's) Hall for all those years, so the fishermen came to me when they had problems
294 with the port. I was kind of the--the liaison between the fishermen and the port management. But
295 now that I'm--I'm running a--a--a buying station here the buyers come to me with--with
296 complaints about the port.

297 **00:05:29**

298 So now I'm kind of you know--do some of that liaison work also. So you know it's all
299 good; it's--it's--like I said it all goes back to those relationships but--.

300

301 **00:05:46**

302 **Interviewer:** Okay; how has the CFA affected the fishing community more generally and I
303 guess let me back up a second; how has it been received by the fishing community more
304 generally, because not everybody is a member and then how--how would you say it has affected
305 the fishing community?

306

307 **00:06:05**

308 **Larry Collins:** I think it's been a really positive thing. And--and it's--it's--I think it's positive. I
309 think it's been a positive thing up and down the coast because I get boats, you know, from
310 Eureka. I've got a couple guys delivering crab here now from Eureka: "Hey we heard about this;
311 we heard about this." And I get--I get calls from other ports that if--you know from San Diego,
312 Bodega, to Port Orford, you know, that want to know how we did it and, you know, what--the
313 same kinds of questions you're asking and I talked to them about, you know, some of their
314 business plans that--that I don't think are going to work or I think that they have good ideas that
315 I'll, you know, steal from them down here, you know, and--. And so it's--it's opened a dialogue,
316 you know, coast-wide which is something that--that the National Marine Fisheries Service
317 should have done because it was part of Magnuson that to create these CFAs but they never did
318 do that. And I'm doing that and, uh, I think it's--I think every community—every, you know, --
319 every port on the West Coast should have a CFA.

320

321 00:07:23

322 **Interviewer:** When you say that do you think of one--I mean you can think of a CFA as having
323 lots of different kinds of structures and functions right? What--you mean just something right
324 like this?

325

326 00:07:35

327 **Larry Collins:** I'm talking about the, you know, the infrastructure of a CFA. I mean my guys
328 can use the hoist. They can use the fork trucks. They can use the freezers. They can get their ice.
329 They can go fishing. All the other--the only thing they need is that fuel dock across there. But
330 everything else that they need, you know, it can happen. It happens here. I mean they got to go to
331 the chandlery to buy, you know--but a lot of that stuff comes in--you know, that comes in on a
332 truck and that, but we get all kinds of deliveries here that we put on the boat, you know, and--and
333 basically they get everything: they get their bait, they get their ice, you know, they can load their
334 boats. They'll put the groceries on and everything else, you know. They can do it through here
335 and get going--going to work, and that—and, you know, we buy and sell the fish but there's a lot
336 of things like loading and unloading the crab gear and loading generators and unloading--taking
337 tanks in and out, you know. All the things we do, you don't get paid for that; that's just part of
338 being the Community Fishing Association, just making--. I mean it's a hard life to go fishing and
339 if you've got support on the beach to make that happen quick and painless then it makes your life
340 a lot easier and you--and you do a lot better having that support. You do economically a lot
341 better and stress-wise a lot better if you have support.

342

343 00:08:59

Key:
Collins=Answer
[Inaudible] = Inaudible
[Word] = Attempt at Word
[Gesture/Action] = Gesture/Action

WWF/NOAA
Collins-1&2 SFCA

February 8, 2015

344 **Interviewer:** You know it's interesting you said that because I was thinking about your
345 comments earlier and your concerns about seeking efficiency, for example, through a catch share
346 program. This is a different kind of efficiency that sounds like it's supportive of small boats and
347 so on.

348

349 **00:09:14**

350 **Larry Collins:** Yeah.

351

352 **00:09:15**

353 **Interviewer:** Yeah, which is interesting.

354

355 **00:09:17**

356 **Larry Collins:** Well it's crucial.

357

358 **00:09:19**

359 **Interviewer:** Okay; do you see this kind of arrangement happening in other places or do you
360 envision that it will?

361

362 **00:09:26**

363 **Larry Collins:** Well we're--

364

365 **00:09:27**

366 **Interviewer:** If it makes sense, it will?

367

368 00:09:29

369 **Larry Collins:** I mean I don't know. I watched the--the Coastal Conservancy give San Diego a
370 half million dollars and they got a one-inch thick study. You know, we got a quarter million
371 dollars and three or four years later we--we got a going business that's taking care of 20 families.
372 I mean, I don't know; you know, I've been talking to Bodega Bay, you know, and those guys
373 are--are--they're trying to. They've got a really strong association up there in Bodega. And it's
374 one of the last really strong associations in California.

375 00:10:06

376 And they're way stronger; you know, they collect their assessments and--and they--those
377 guys are really organized up there. You know, they don't have some of the luxuries that we have
378 here. We have a population center; I don't have a single delivery guy or delivery truck but I
379 make deliveries all over the wharf with my fork truck. You know, I'm right--I mean you know I
380 don't have--people when they want to buy our fish they come to us to get it. They drive the truck
381 here. We load them up and away they go. And you know, and that's part--part because of the
382 relationship, part because they know that the quality and how important it is to me about the
383 quality and, you know, I think part of it is the story of the fishermen-owned local, small-boat
384 fleet, the family fleet; you know, we've never really made extra money which we thought in our
385 business plan we would be able to make extra money because of the story.

386 00:11:11

387 But that's not going to happen because it's the fish business. And everybody that buys
388 fish from a wholesaler like us wants that fish to be beautiful and cheap. And they like the story
389 and they use the story to help sell the fish for more for them, but they don't want to pay us more
390 for the story.

Key:
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391

392 00:11:34

393 **Interviewer:** Yeah.

394

395 00:11:34

396 **Larry Collins:** So that part of the business plan didn't quite work out as I thought it might.

397

398 00:11:37

399 **Interviewer:** Well and in fact, speaking of making that connection with the public, so does the
400 public ever come--the public won't come down here and buy fish from you?

401

402 00:11:46

403 **Larry Collins:** They do; they do try to. It says right in my lease with the port I'm not allowed to
404 sell retail out of here. And when you--when you got a lot of boats you're unloading, you got a lot
405 of fork trucks running back and forth and you don't want anybody getting hurt, and I'm--I don't
406 have time to sell somebody four crabs. Sometimes I do it just to, you know, if I--I know the
407 people or, you know--

408

409 00:12:11

410 **Interviewer:** So but--but so part of the idea with this was to develop the retail and you showed
411 me the plans earlier. Can you talk a little bit about the idea for the retail and--and the opportunity
412 you see in it but also the challenges that you've faced in making that happen?

413

414 00:12:26

415 **Larry Collins:** Oh yeah; the retail—we, you know, I went up to Pike’s Market up in Seattle and
416 I looked at that deal, and it’s nice how the population up there can, you know, buy fish kind of
417 straight from the boats. It wouldn’t--this would be even more straight from the boats than that is
418 up there. But that’s a huge--a huge facility. This would be a small--there’s no place in San
419 Francisco where you can go buy fresh fish from the boats. In Half Moon Bay you can buy
420 directly from the boats; we sold directly, salmon directly from the boats here for a couple of
421 years, but the whole time you’re selling fish off the boats you listen on the radio while your
422 buddies out at sea putting another 30 fish on the boat while you’re selling 3 to the public. I mean
423 we--we catch fish; we don’t sell it. I mean that’s the fleet.

424 **00:13:16**

425 They--they catch fish better than they sell fish. So we decided that was part of the whole
426 discussion was we need a place where we can sell retail and then benefit from those higher prices
427 back to the boat. Have that benefit come back to the boat, to--so there’s a dock over here and
428 I’ve got blueprints to build a retail store but it’s \$4 million and I--I’m not smart enough to figure
429 out how to put together that whole building project. I’ve talked to the port; they’re absolutely in
430 favor of it. Everybody thinks it’s a fantastic idea that would be good for the people in San
431 Francisco and it would be good for the waterfront, it would be good for the fleet, it would be
432 good for everybody. But nobody wants to come up with \$4 million-bucks to build it and my
433 guys, my 20 guys aren't going to take that kind of a debt load on and I’m not going to, you know,
434 spend that kind of capital. I don’t have \$4 million. Shock and dismay; after 30 years of fishing I
435 should, but I don’t.

436 **00:14:18**

437 So I just haven't found the right person yet that could make it happen. But I think it's a
438 really--it would be a really good idea. I've talked to Kaiser. They're setting up these farmers'
439 markets everywhere. And I said, well, don't you think this would be good for people's health to
440 be able to get omega-rich, omega-3 rich salmon you know right off the boats, da-da-da-da? And
441 they called me back and said it's too big--too big a deal, you know. I've talked to some Congress
442 people and--but I don't know. I don't really know, you know, like the Google people, the--you
443 know the--the really you know altruistic rich people. I don't know any altruistic rich people you
444 know that are--that would give it up and, you know.

445 **00:15:02**

446 I talked to a couple investors and they--they said well this is kind of scary, you know,
447 because I don't have, you know, a business plan that projects what kind of numbers the business
448 would do. I think it would do really well; I mean that kind of debt load would be--cost you
449 \$35,000 a month to carry that kind of debt. So it really needs somebody to donate, you know,
450 kick some money in. But you know, the port or—or, you know, some rich person that would see
451 the benefit to the City and the fleet and, you know, the environment because it would help the
452 environment because people would care more about the rivers and the ocean, you know, once
453 they got used to eating that fresh salmon right off the boats. All of the sudden they'd say, "Why
454 are we growing this many almonds in California? What's with nuts, you know? I want my
455 salmon; screw the almonds." You know, people would care.

456

457 **00:16:03**

458 **Interviewer:** All right; so if you think back of when you got started trying to pursue this idea of
459 the CFA, I guess two--two questions, the first one is--why a CFA in particular and why not some
460 other type of arrangement?

461

462 **00:16:21**

463 **Larry Collins:** Well CFA was--was because of catch shares. A CFA was what we decided on
464 because there was in the Magnuson Act--I mean it laid it right out: CFA, Community Fishing
465 Association; that's what I wanted it to be. I wanted it to be a community-based fishing support
466 group. And I was led to believe by reading the Magnuson Act that if we started a CFA we were
467 going to get initial allocation of groundfish. It said it right there.

468 **00:17:00**

469 And I went to the--the Council meetings and I said, hey, where is my initial allocation of
470 groundfish for my members? And they said, "Oh you're a trailing action." And they've been
471 saying that for seven years. So meanwhile we went ahead and did it, you know, and then this was
472 supposed to, you know, lay out some ground rules and--and--and tell us how to do this and--and
473 when we said something to them, they just said, "Well we haven't got around to that. This isn't
474 about you. This catch share program is not about you. This is a trawl catch share program. This
475 doesn't affect you." That's what they told the small boat fishermen on the West Coast. We said it
476 does affect us because you're--you're giving 90 percent of the groundfish to the trawl fleet, 175
477 boats. What about the other 2,000 boats that vertical hook-and-line these groundfish? "Oh well
478 that's--that's down the road. This doesn't affect you. This is only about trawlers." We said, well
479 here it says right here you're supposed to give 10 percent of these fish to communities. Well
480 we're the only CFA on the coast; where is our 10 percent?

481 00:18:12

482 They said, "Oh, well, we're not set up to give you that allocation." So they gave it to the
483 draggers. The buyback fish when they bought back half the fleet and spent all that money which
484 they--the draggers have never paid back yet. The--the crabbers paid their part of that money in
485 California and not in the rest of the other States but the California crabbers, we've paid off our--
486 our debt. We said, well, what about that--what about that--half of those fish? Those drag boats
487 that got bought out with the public bond money? "Oh no, no; we've--oh no, no. We can't..." you
488 know, then we say, where's our fish? And they said, "Well, if we give you fish, we got to take
489 them from somebody else."

490 00:18:50

491 That's--that's what we ran into. So we sued. And we lost. And we appealed it to the 9th
492 District and we lost because the EDF had way better attorneys. They had the best justice you can
493 buy.

494

495 00:19:12

496 **Interviewer:** So what do you think this working waterfront would look like without this CFA
497 here? In other words, if you guys hadn't established this where would things be now, working
498 waterfront-wise?

499

500 00:19:26

501 **Larry Collins:** I mean I don't--I don't have a crystal ball ,you know. I don't know. The one
502 thing the CFA has done is it's given--it's given these small boat guys a feeling like they have
503 some say about what goes on around here. It's given them some hope. It was feeling really

504 hopeless on this wharf six, seven years ago. It was five, six, seven years ago; it was feeling pretty
505 hopeless. There was no young guys. There was, you know, the old guys were talking about
506 getting out of it, you know. Now I see some young guys. I see guys--some young guys investing
507 some money in the fisheries. I see people coming from other states and--and basing themselves
508 here, which I hadn't seen that. All we saw was a flight of the young talent going to Crescent City
509 and Oregon and now it's kind of turning around the other way. There's people coming down
510 here from Washington State because they're tired of dealing with the Boldt decision and--and the
511 rain. **[Laughs]** These guys come from Washington State and they say, "Man, it's so nice here."

512 **[Laughs]**

513 **00:20:42**

514 And they--and they can crab almost, you know, all year long and, you know, the salmon
515 when it's good, it's good, and everybody is hoping that we get--we get, you know, another crack
516 at the rockcod, you know, for the small boats if we can deal with the Council at some level to
517 make something make sense for the small boats to be able to take some rockcod, because the
518 rockcod populations out front here are just, you know, this whole island archipelago up to the
519 Cordell (Banks), you know, it's just the numbers of rockcod is just absolutely amazing, all the
520 way down to Monterey Bay all the way up to the Point Arena. It's just--just wads of fish; it's
521 unbelievable.

522

523 **00:21:24**

524 **Interviewer:** So when you think about San Francisco as working waterfront and the CFA, sort
525 of looking out three to five years from now, what do you envision? What do you--what do you
526 hope for and what do you actually envision?

527

528 00:21:40

529 **Larry Collins:** Well I'd like to see--you know right now the only rockcod on the market pretty
530 much are dragged fish or foreign, you know, out of Canada, hook-and-line fish. There's a little
531 bit of open access blackcod but it's been so long since we've had any vertical hook-and-line
532 rockcod come in here that the market really is--is gone. The--in the old days the--we got more
533 money for our fish than the draggers got for their fish because they're crushed in the net and,
534 just--the quality is not as good. And I'd like to see that market come back. I'd like to see the
535 access for the small boat fleet to the rockcod stocks come back without, you know, 100 percent
536 observers because we can't afford the cost and we fished for years and years and years and it
537 didn't hurt the resource. It wasn't us that--that over-fished the resource. I mean, you know, a
538 dragboat, a 10-hour tow is 50,000 pounds. It takes me two days, three days to get 5,000 pounds,
539 and I've got the same amount of people on my boat as the dragger's got on his boat.

540 00:22:51

541 So the draggers efficient, I'm not efficient, but my fish you know is higher quality, worth
542 more money, employs more people and I--I'd--you know, I'm just an old hippie and I like, small
543 is beautiful, man, and we need to go--we need to go that way and not a more efficient route if we
544 want to keep doing this, and this market here is just so perfectly designed for that way of
545 thinking in the Bay Area. You know, know your farmer, know your fishermen; I mean it's just--
546 it's just the perfect place. You know, it's--it's a--a bevy of foodies and--and it's--it's just--it just
547 lends itself to that kind of--that kind of small-scale production, small-scale, high-quality
548 production. And that's--that's what we're trying to do here.

549

550 **00:23:48**

551 **Interviewer:** Were you--do you imagine that the other types of businesses that are out here on
552 Pier 45 and the general fishery-related working waterfront will be pretty much what it looks like
553 three, five years from now or do you think you might see that rockcod part--opportunity come
554 back or other parts of this?

555

556 **00:24:11**

557 **Larry Collins:** Well it's only going to come back if we do it. These other guys, they're just--
558 have the stuff come in the back door off the trucks and planes. You know they're not--they're not
559 the fishermen; they're not the ones who are going to do it. That's part of the job of--of the CFA
560 is to increase the access of the local boats to the fish and I don't know. It's--it's hard to do. I
561 mean I thought when--I don't think business is going to change that much because these leases
562 are long-term and once these guys are in there they're not going anywhere.

563

564 **00:24:45**

565 **Interviewer:** And how long are the leases?

566

567 **00:24:46**

568 **Larry Collins:** Well some of them are month-to-month. Mine is five years. But I mean you
569 know it's--you don't lose a lease here. So it's like playing Monopoly. You don't--once you're in
570 here you know you--it would take dynamite to get me out of here. Same thing with gear storage,
571 parking, slips for the boats; it's--you get--you get a spot here you--you stick and stay.

572

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573 00:25:15

574 **Interviewer:** Okay.

575

576 00:25:17

577 **Larry Collins:** So that's not--you're not going to see a whole lot of change in the way business
578 is done from the old families or--or us. I mean like there's certain things I'd like to do. I'd like
579 to--I'd like to put in real freezers, you know, and drop a couple hundred grand and put in, you
580 know, walk-in freezers instead of using these old container freezers. I'd like to put a blast freezer
581 in so we could start blasting salmon and blackcod so that we had fish to sell all year long and that
582 we had, you know, inventory. I mean what we do is we sell what's in season, what's fresh, what
583 just came off the boat. That's what we do and as far as, you know, a long-term plan I would like
584 to be able to sell, you know, fish that's not in season if I could--if I could process it, you know,
585 to a really high degree of quality, like blast salmon or blast--you know, and then have some
586 inventory and that way, people get tired of crab, about this time of year, you know, and people--
587 there's times, you know, during salmon season where people wouldn't mind having a little
588 crabmeat or--or something, you know. I mean so I don't know; the business could use that kind
589 of an expansion. But I don't know.

590 00:26:38

591 This--I'm a real believer in if what you're doing works, don't screw around with it. So I--
592 I'd like to get a little bit bigger, not, you know, a whole lot bigger because then you need more
593 people and--

594

595 00:26:57

596 **Interviewer:** Let me ask you a question, too, and this is from my conversation with Barbara.
597 She encouraged me to ask you when [*Laughs*]*--*you guys are running the show and it sounds like
598 you're running the show very effectively. There will come a time when--
599
600 **00:27:19**
601 **Larry Collins:** You mean I'm not immortal?
602
603 **00:27:21**
604 **Interviewer:** You're not immortal, so what happens? What do you see?
605
606 **00:27:24**
607 **Larry Collins:** I'll be dead. The worms will be crawling in and out. I won't care at all. [*Laughs*]
608
609 **00:27:31**
610 **Interviewer:** I doubt that. [*Laughs*]
611
612 **00:27:34**
613 **Larry Collins:** I don't know. You know all these family guys that buy up and down here, they,
614 you know ,they said to me, "These guys don't realize how lucky they are to have you because
615 nobody else would do this. Nobody else would put up with their bullshit." You know, and so I
616 don't know; I mean I guess I'm--I'm only 57 or 58--I forget--57 maybe. I figure I got another,
617 you know, 15 years maybe. I've--it's kind of one of those things you just you know you
618 shouldn't put off down the road but I kind of have been. But we're only three or four years old,

619 so I mean I--I'll worry about that in another five years. Or, you know, I'll drop dead from a heart
620 attack and I'll never worry about it, you know. I mean I--you just--I don't know; I haven't--I
621 haven't thought it--you know.

622 **00:28:28**

623 If--if I can make that retail store happen, I mean when we started this I thought I was
624 going to be able to do this part-time and fish part-time. That's how naïve I was. And I tried to do
625 it [*Laughs*] for--

626

627 **00:28:44**

628 **Interviewer:** How long did that last?

629

630 **00:28:44**

631 **Larry Collins:** About a month. And my phone kept ringing; "Hey, I need some salmon." How
632 much? Out there—I'd go, yeah; well I'm fishing. And none of the buyers could understand;
633 "Well, I need some salmon." Yeah; well, I'll be in in three or four days with some salmon, you
634 know. [*Laughs*] None of them got that. So you can't do--you can't do both and there's no way
635 I'm going to be able to run the retail store and the wholesale business at the same time.

636 **00:29:13**

637 So at that point I'm going to be forced because there's not enough hours in a day. I'm
638 going to be forced to face what we were just talking about. And I've never--I've always wanted--
639 it's--I've always said it's easier for me to just do it than teach somebody else how to do it. I'm
640 one of those guys; get out of the way and let me do it, you know, and it's not good for growing
641 something like this. You need--you need to bring other people in. I know that in--in my mind.

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642

643 00:29:48

644 Interviewer: Yeah.

645

646 00:29:49

647 Larry Collins: I'm just not good at that.

648

649 00:29:50

650 Interviewer: [Laughs]

651

652 00:29:51

653 Larry Collins: And, but I know that, like, if I can get that thing going up--I'm going to have to
654 do that and then you know there's a couple of people I'm still talking to about that thing. You
655 know it's--it's kind of like a pipe dream but--

656

657 00:30:07

658 Interviewer: A pipe dream?

659

660 00:30:08

661 Larry Collins: Yeah; it's the one thing I want to get done before I'm done.

662

663 00:30:12

664 Interviewer: Okay.

665

666 00:30:13

667 **Larry Collins:** I'm going to get it done. I mean I am pretty--I really want to get that done
668 because that's going to make a huge difference in the public's life, the public, the people that
669 own these fish. It's going to make a huge difference. That's why I did the fisherman-in-the
670 classroom, so I could go into the classroom and I could say to those kids, you own every fish
671 from the beach out 200 miles. And they're valuable and people are stealing them from you. I
672 made the teachers crazy when I'd run down EDF. Oh it made the teachers-- Commercial
673 fisherman--pillager and raper. I kept telling them we're the first environmentalists. They didn't
674 believe me. But we are; I mean, I care. I didn't fight for crab trap limits for 15 years and go to
675 these meetings with assholes for 15 years and it's making a difference, oh--.

676

677 00:31:16

678 **Interviewer:** How so?

679

680 00:31:18

681 **Larry Collins:** We had more boats here because there was no crab in Crescent City this year or
682 last year. The entire fleet was here. But nobody could fish more than 500 traps. I remember when
683 Bob Eder used to come down here with 2,000 traps. It--I mean it--my guys had a good year
684 because Dooley wasn't here with 1,700 traps. Bobby Burchell didn't have 1,500 traps in the
685 water. All these guys from Bodega with 700, 800, 900 traps--they're down to 400 or 500 now.
686 So it means it slows down that--not much, but there's still a huge, you know, bunch of crab at the
687 beginning. But it slows it down a little bit you know and the little boats are able to scratch. The
688 big boats can't scratch because their costs are too high.

689

690 **00:32:18**

691 **Interviewer:** Yeah.

692

693 **00:32:19**

694 **Larry Collins:** But the little guys, they'll keep scratching like this for another couple months,
695 which is great for the public because they keep getting live crab, you know, through Chinese
696 New Year's, Valentine's Day, Super Bowl, da-da-da-da, you know. I mean it'll still be, you
697 know, on the market. And some of these guys they'll start--they'll start fishing blackcod now, so
698 we'll start buying blackcod because these processors are starting to ask me. They go, "Hey Duck,
699 when am I going to get some blackcod?" Well now that it's slowing down a little bit these guys
700 will do both. They'll leave the crab gear in the water and they'll go set the traps for the blackcod
701 and so I'll start getting some blackcod in. So then, you know, maybe--if we ever do get the
702 herring going we'll have swordfish, blackcod, herring, and crab all going at once. That's fun.
703 That--that really is fun.

704

705 **00:33:11**

706 **Interviewer:** Talk about multi-tasking.

707

708 **00:33:13**

709 **Larry Collins:** Oh no; it's a blast. **[Laughs]**

710

711 **00:33:16**

712 **Interviewer:** So do you have any other--any further thoughts on this--what it takes to maintain
713 or make vibrant a working waterfront based on your experience here? Are there any parting
714 thoughts following up on--?

715

716 **00:33:33**

717 **Larry Collins:** Well it's just those--it's just those things. It's, you know, you have to have--it's-
718 -it's like these--these portfolio guys. It's like three legs of a milking stool, the salmon, the crab,
719 the rockcod. And it's just like for--for a--a waterfront to work, you have to have infrastructure,
720 access, and markets. That's another milking stool. But, I mean, you take away one and it
721 collapses. You know, those are--you--that's how it works. You know, and--and it takes a--a
722 fisherman-processor person like me to realize that. You deal with these port guys, they're real
723 estate guys; you deal with the processor guys, they're not fishing guys because they--they--some
724 of them have fished, like Mel, he fished for quite a while. But a lot of them, you know, they
725 haven't been out on the boats, doing that work for years and years and years, you know, and it's
726 good to understand all aspects of the, you know, the business. That helps; that really helps.

727 **00:34:39**

728 I would say if—if, you know, for a person to run a CFA, should be--should have had time
729 in the fishery. It really helps with your relationships with the fleet.

730

731 **00:34:54**

732 **Interviewer:** So when you think about--your points are really well taken--so in thinking about--
733 so going back to this larger concept for this project, you've got tools, right for--for preserving
734 working waterfront etcetera. And folks have talked in other places about financing mechanisms

735 and special use districts and this and that and the other thing, you know, all kinds of stuff. So
736 there are lots of different possibilities, and I guess in thinking about the value of an organized
737 group of fishermen or the role of an organized group of fishermen in maintaining a working
738 waterfront; this is what you're talking about. Do you have any--does that I mean--you know, I
739 don't know whether that's a question or a comment? *[Laughs]*

740

741 **00:35:41**

742 **Larry Collins:** Well that's what we're doing.

743

744 **00:35:42**

745 **Interviewer:** Yeah.

746

747 **00:35:43**

748 **Larry Collins:** And you got to fight for it. And you got to go to the meetings. And you got to be
749 there when the press calls to ask you what you're doing. You got to be there, you know, ready to
750 take the time to explain it to people. You have to be willing to spend the time because nobody
751 understands our life, the fisherman's life. I mean we're--we're like a million to one percent of the
752 population. Nobody has a clue. I mean, we--we refer to everybody else as they're on the beach,
753 you know. I mean we've got, I don't know, maybe if you count everybody that fishes a little bit,
754 what 5,000 guys in California, maybe? You know out of 38 million--

755

756 **00:36:36**

757 **Interviewer:** Right; it's a fraction.

758

759 00:36:37

760 **Larry Collins:** --so, you know, those guys understand--the guys that have done this for 30, 40,
761 50, 60 years, those guys understand the working waterfront. They--because we've been to every
762 port up and down the coast and some ports work better than other ports. So I'm always getting
763 input about how to make this work better. And they're not shy. And I have to tell some of them
764 not every idea you have is a good one. And that's my role as a manager is to be able to get--some
765 of them are great ideas but every time somebody has an idea it's more work for me. **[Laughs]**

766

767 00:37:27

768 **Interviewer:** It's workable but not--yeah.

769

770 00:37:28

771 **Larry Collins:** And how it's going to help the group as a whole, the fleet, not just my guys but
772 the fleet because I want the fleet to want to come to San Francisco because that makes the fuel
773 dock work, that makes the port work because they rent these slips and that makes it work for me
774 because I sell ice and I buy fish and I sell bait and the first two months of salmon season when
775 guys started using bait nobody else on this dock had a case of bait. I bought \$13,000 worth of
776 salmon bait and it was gone in a week and a half, at which point my guys said, "Wait a minute.
777 You're just letting any salmon boat buy the bait even if they don't sell salmon here?" And I said
778 well yeah; I used to hate that about buyers. "I'm--I'm not going to sell you salmon bait unless
779 you sell me your salmon." Well they did that for a reason because you--there's no way you can
780 stay in bait. I had guys driving from Bodega because there was nobody up there selling bait. I

781 had guys coming up from Half Moon. So my members, they said, “Hey, wait a minute Duck; we
782 understand what you’re...” you know--because I’m not making hardly anything on the bait, I’m-
783 -because that’s not--we’re not in that business of making money on bait. We’re in the business of
784 taking care of the fleet.

785 **00:38:47**

786 So at that point they said, “Well, you know how the other buyers say if you don’t sell
787 your fish here... why don’t you start doing that and take care of--and if some of the local guys
788 that, you know, you can...” Not really given a list but I had a little bit of discretion still and I you
789 know told a lot of guys no; I don’t--I’m not selling bait anymore. And then you know I kept my
790 guys in bait through the season. And I, you know, I got close to the end of the season and I still
791 had two or three pallets of, you know, herring and so then I sold everybody bait to try and get rid
792 of it by the end of the year so you don’t take a loss, you know.

793 **00:39:26**

794 But those are the kinds of things you--you know, but I want to take care of the fleet. I
795 want the fleet to--to be out fishing.

796

797 **00:39:33**

798 **Interviewer:** Let me ask you one follow-up question actually to the--thinking about what it’s
799 taken to make this work and so on and I’m going to wrap up here with you. But I just want to go
800 back and make sure I understand. So Ecotrust worked with you guys, encouraged you to develop
801 and worked with you to help develop the business plan for the CFA--

802

803 **00:39:54**

804 **Larry Collins:** Well, it was a business plan for that retail market. That was the original--that
805 was the original business plan was that--that retail market.

806

807 **00:40:02**

808 **Interviewer:** I see.

809

810 **00:40:02**

811 **Larry Collins:** And then when we went over to talk--Astrid and me went over to talk to Sam
812 Schuchat at the Coastal Conservancy and he said, "Well, what's your plan?" And I said, well,
813 here it is, \$4 million bucks. Let's build a retail market and that will be our CFA. And he goes,
814 "That ain't happening, Duck, sorry." He said, "Is there any way you can, like, work up to that?"
815 And I said well, we could start the wholesale part of the business, which is the way to do it. And
816 he said, "Well, what is that going to cost you?" And I said, well, to get it up and going, you
817 know, a quarter million for the plastic and the fork trucks and freezers and da-da-da-da; it will be
818 a quarter million. And he said, "Well, that's doable."

819 **00:40:49**

820 And he said, "You have two years to spend that money. After that..." And we did leave
821 some money on the table because I'm not going to spend money on stuff I don't need.

822

823 **00:41:06**

824 **Interviewer:** And so has Ecotrust continued to play a role at all in the CFA?

825

826 **00:41:10**

827 **Larry Collins:** No; I've--they started the CFN, which is the Community Fisheries Network, and
828 I was one of the founding helpers on that. And I've tried to stay involved with that because I feel
829 like I owe them a debt for helping us get started. But that's not really going anywhere in my
830 mind. They're talking about a website and this and that; you know it just seems like, you know,
831 there's grants and I don't know--I don't want to make that part of--.

832

833 **00:41:54**

834 **Interviewer:** Got you.

835

836 **00:41:55**

837 **Larry Collins:** I just--I'm really busy now. And I'm not going to near as many meetings as I
838 used to go to politically. But then I've gotten a lot of things done, so I don't have to. I'm still on
839 the Dungeness Crab Task Force, so that's until 2017 so I have to go to those meetings. It's been
840 since '12.

841

842 **00:42:19**

843 **Interviewer:** Long haul; yeah. Do you attend port meetings regularly?

844

845 **00:42:24**

846 **Larry Collins:** I try to or I talk to one of--one of the other guys here. There was one last
847 Tuesday. I thought I was going to be--I was planning on going and I was going--I talked to
848 another fisherman about going because he's, you know, and five minutes before the meeting a
849 boat pulled in with a load of gear on and a load of crab and I called him up and I said, look,

850 Danny is here. I got to unload that boat and sell that crab. He said, "No problem." And I talked to
851 him about what I was going to talk about--herring and the ice machine and da-da-da-da. And he
852 took care of it.

853 **00:42:55**

854 So I do still, you know, I don't go to as many meetings as I should.

855

856 **00:43:03**

857 **Interviewer:** But it also sounds like you use your--your relationships to convey information and
858 to get information when you need to.

859

860 **00:43:09**

861 **Larry Collins:** Oh yeah; yeah. There's a couple of guys that'll do it that'll help. It's not very
862 many. You know, it's--everybody just--they're just--they have lives. I don't. **[Laughs]** Really,
863 really--

864

865 **00:43:26**

866 **Interviewer:** Well in the interest of leaving you to your life **[Laughs]** such as it is and getting
867 ready for the truck that's coming in, I should wrap up.

868

869 **00:43:32**

870 **Larry Collins:** Okay.

871

872 **00:43:33**

873 **Interviewer:** I do want to ask you--thank you very much of course--

Key:
Collins=Answer
[Inaudible] = Inaudible
[Word] = Attempt at Word
[Gesture/Action] = Gesture/Action

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874

875 00:43:35

876 **Larry Collins:** Oh yeah.

877

878 00:43:36

879 **Interviewer:** --but do you have anything else you'd like to add about working waterfront and
880 recommendations to folks or lessons learned--?

881

882 00:43:44

883 **Larry Collins:** I just--I just think that those--those three things, you know, access to fish, fuel
884 and ice, and unloading infrastructure and markets. That--that needs to be--that's the basis of any
885 working port community. And if you have those things that community will thrive. And we don't
886 have those things in a lot of communities. And access is a problem in every community. But
887 there's places where there's--I mean in Fort Bragg, you got to drag a hose over the boats to fill
888 up with fuel. This ice machine has been down for a month. And I've got, you know, parts I'm
889 having manufactured because it's so old that you can't find the parts. So I have a guy cutting me
890 a 40-tooth gear, which takes a month to do. There's only one guy in California that can do it and
891 he lives in Livermore because he's part of the Livermore, you know all that government stuff.
892 He's not--he's a contractor over there, but he--that's where he lives and he's the only guy in
893 California that can do it.

894 00:45:09

895 Infrastructure, the one thing we're really lucky about here in San Francisco is port
896 property under the grant from the State of California, Fisheries and Maritime stuff is number

897 one. They're not going to be building a hotel on Pier 45; they're not going to be getting rid of us.

898 Across the street they can have as many t-shirt shops as they want.

899

900 **00:45:38**

901 **Interviewer:** But not here.

902

903 **00:45:39**

904 **Larry Collins:** But not on this side of the street and we are protected under the original grant,

905 the fishing industry and the maritime industry and it's not that case up and down the coast. And

906 that's why infrastructure is going away. That's--there's so many lucky things that we have here.

907 We have this market. We have this protection. We have--we're always fighting for recognition

908 with the port saying that we're important for what you guys are doing. Fishermen's Wharf has

909 1.4 million--no, 14 million people a year come through Fishermen's Wharf. It's the tenth biggest

910 tourist spot in the United States and 46 percent of the world. That's why that retail is

911

912 **00:46:26**

913 **Interviewer:** Yeah; yeah excellent, all right.

914

915 **00:46:30**

916 **Larry Collins:** Okay.

917

918 **00:46:31**

919 **Interviewer:** Thank you very much.

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920

921 **00:46:32**

922 **Larry Collins:** You're welcome.

923

924 **00:46:33**

925 **Interviewer:** I'm going to turn the recorder off.

926

927 **00:46:37**

928 **[End Collins-2 Interview]**