

Mead Bragdon: – Mead Bragdon interviewing Todd Bragdon on April 24, 2020. So, where are you from? When were you born? What was your childhood like? Start just a little –

Todd Bragdon: I was born April 23, 1964, in Windham, Connecticut. My parents owned a hog farm in the small town of Scotland, Connecticut, and I lived there until I was about two. Then we moved to Iowa for a couple years and then moved back to Connecticut in 1968.

MB: Why did you move to Iowa?

TB: I really don't know. My father – the farming wasn't going well, and he was a truck driver with a degree in agriculture from the University of Connecticut. I don't know. That's where we were. Let's see. We came back here in 1969 – or '68, rather – and we lived in Bloomfield. I graduated from Bloomfield High in 1982. I was interested in joining the Coast Guard. I liked boats, but the Coast Guard wouldn't accept me because I was colorblind. I wanted to be an officer, and I didn't think at the time they would accept me as anything other than an enlisted man. So, I went to college at the University of Alaska for three semesters.

MB: Why did you go to the University of Alaska?

TB: My brother had become a fisherman – let's see – like 1979, and he was working out of Kodiak, Alaska. So, I got a job there in the summer just for a summer job after I graduated, because I was going to be going to the University of Alaska to study civil engineering or history. I changed my major a couple times.

MB: So, is that how you got started into fishing?

TB: Yes. When I started fishing on a boat called the (*Front Line?*), we were scalloping. Scalloping wasn't a very big fishery in Alaska at the time. There were some boats, but there was only about four or five scallop boats there, I believe.

MB: And you started in Alaska, or did you start in –?

TB: I started in Alaska. First time I got on a boat was in Homer, Alaska. I got off the airplane, and I hitchhiked down the road. It's a long way out the Homer Spit to the end of the spit. The boat wasn't there. Then it got to be kind of late, so I got a room in a hotel for some ungodly amount of money, and the boat showed up the next day.

MB: How did you get from the boat to college? What was fishing out of Alaska like then?

TB: Well, for an eighteen-year-old, it was a lot of fun. I was away from home. I was living on the boat. Drinking age was eighteen. We were in the bars, we were drinking, and we were just having fun. And then, when the summer ended, I took a flight to Fairbanks. Actually, I guess I took my – I missed the last trip on the boat because I had chipped my tooth on the boat, and they had brought me in. Let's see. I don't even think I saw a dentist there. I told them I had an emergency, and there was probably three dentists in Kodiak at the time. I couldn't get an emergency appointment for like a week, and I was leaving in four or five days or something. So, I didn't see a dentist until I got to Fairbanks.

MB: How did you get your stuff from Connecticut to the University of Alaska? You were fishing all summer. I imagine you couldn't have kept it all on the boat.

TB: Yeah, I just had like a duffel bag and backpack – carry-on type day pack. I packed up my stuff into some trunks. I think I had two trunks. Then, my mother was going to ship them to me in Fairbanks. She knew when I was going to be there, so I don't know when she sent them. I got to Fairbanks like the middle or last week of August for freshman orientation, and my clothes hadn't showed. I don't think my clothes actually ended up showing up until the beginning of October. So, I spent the first, I don't know, four or five weeks of school with essentially my fishing clothes, which was okay in Alaska because a lot of people were dressed, let's say, casually.

MB: So, you said you spent how many semesters at the University of Alaska?

TB: Three.

MB: Three? And what made you leave after only three semesters?

TB: I don't know. I just wasn't too interested, and I'd gone fishing during the summer between my freshman and sophomore year. Then at this point, my father had met a gentleman and was going to buy into his fishing boat business. He had a fishing boat that I could work on out of New Haven, Connecticut. So, I decided I would take some time off from school and go fishing. I got a job on a boat called the (*Crazy Horse?*) – Captain (Danny McCourt?).

MB: How much time off did you end up taking from school?

TB: Well, I have not gone back to school since then, so that was – let's see. I guess 1983 was the last time I was in college.

MB: So, you lived in New Haven at the time?

TB: I was living at my mother's house – actually, my father's house. Because my mother had taken a sabbatical from her teaching job in Hartford school system and was renting her house. So, I lived with my father in Bloomfield, and I would drive to New Haven when I needed to.

MB: How was fishing in Connecticut different from fishing in Alaska?

TB: Well, fishing out of New Haven – there was not a lot of product. We caught a lot of butterfish, scup, flounders, fluke. I was being paid by the day, twenty-five dollars a day. And the guy – he really liked me. One of the reasons he hired me was because one of the classes I took at the Tanana Valley Community College when I was at Fairbanks was a net-mending class, because fishing is big up there. So I took this net-mending class because I could take it for free because I was a full-time student at the university. So, I learned some net-mending. It's really basic. There's like three or four knots involved. It was a net-mending and line-splicing class, but I knew how to splice rope from being a Boy Scout, and I knew knots from being a Boy Scout. So Corky – that was his name – Daniel McCourt – said, "Oh, that's one of the reasons I hired you, is because you'd fished in Alaska, and you knew how to tie knots." He knew I wasn't going to get sick. So, I worked with him for – I'm not sure – maybe just about a year or so. I also made a couple trips on a scallop boat in New Bedford called the (*Drake?*), and then in New Haven, I worked for another guy down there – God, Michael (Faenza?). He owned a boat called the (*Ken Pat?*). We were dragging for the same kind of stuff down there – kind of trash fishing, whatever we could get enough of to sell. I worked for him for a while, but then there were some legal troubles because we got caught with having too many pieces of lobster on the boats. So that became just a big deal. That was the only time I didn't go fishing. I got a construction job for a while, just because I needed to go to court for what seemed like forever. But I can't remember. Let's see. So, I guess that was 1984 I was in court, pleaded guilty to five charges of whatever it was, and paid my fine. That was the last of that. And then I got a job – let's see, after that – I guess I got a job in New Bedford full time on the (*Drake?*).

MB: Were you still living in Bloomfield when you were working on the *Drake*?

TB: Yes. Because when we would make trips there, we would be gone for pretty much two weeks, and then I'd be home for five days. So, I just continued to live at my mother's house. It was cheap.

MB: So, how did you get from there to buying your first boat?

TB: My brother was working up there on the (*Drake?*). I guess at that time, my father was talking to the owner of the (*Drake?*), which was a gentleman called Bill Costigan. He owned the (*Drake?*), and he bought another boat called the (*Hawk?*). I guess my father had bought into the (*Drake?*), so I was able to get a job up there because Bill Costigan wasn't so much interested in

my father's money as he was interested in my brother and I to be able to be trustworthy boat operators.

MB: So you were captaining for him?

TB: I wasn't captaining for him. I worked for him about three years before I became a captain, although we ended up blowing the engine – oh, I can't even remember when it was. But the engine blew, so then it took us about six or eight months to put a new engine in and some power, and he paid me to do a lot of work on the boat. At the same time, he was breaking up his partnership with my father. So, I continued to go fishing, even though my father tried to dissuade me from helping Bill. But I liked fishing, and Bill had told me that if I treat his boat as my own, he'd make me a captain. So I did as an engineer for, I don't know, a couple of years. So now I guess I'm probably about twenty-two or twenty-three, and he had a brand-new boat built called the *Chief*. When the *Chief* came, he needed to break up his two crews and get three captains out of it. I was made captain of the *Drake* along with this other gentleman whose name was Phil Russell, who had been the mate on the *Drake*, but he wasn't a very good engineer. So we were co-captains for a while, where I really made all the decisions, and he just got half the captain's (inaudible) for my decisions. Let's see. I remember being at sea on my twenty-fourth birthday. So, I probably worked on the *Drake* for another year or so, and my brother and I decided we should be buying a boat – that we were sick of making money for Bill Costigan and that we should be making money for ourselves. So we started looking around for a boat, and we found one that had originally been built using a loan from the National Marine Fisheries Service. So it was easy to kind of just take over this loan without having to actually come up with much cash or anything, because the government was kind of backing the loan and would make good on it. So my brother and I – we bought a boat from a gentleman in – I think it's called [Castine] Maine. His name was John Brophy. John Brophy had retired as a Panama Canal pilot and had bought three fishing boats sometime in the late '70s or early '80s as kind of a retirement for himself. But not being a fisherman, it's kind of difficult if you're not like right there. You would have a lot of problems with captains. They would bring their boat in someplace like there out of Portland, and sometimes they'd bring the boat into Newport, and the captain would sell the whole catch for cash and then call up the owner and tell him his boat was in Newport. You'd have to get a captain to come down, take the boat, bring it home, see what was wrong. So he kind of got screwed over by a number of his captains, and he just wanted to sell. So, we bought the boat from him in March of – let's see. I was twenty-five years old, so what would that be [1989]. I guess that would have been 1999.

MB: '99?

TB: Not '99, '89. Excuse me.

MB: What's your brother's name?

TB: My brother's name is George Bragdon.

MB: So, you bought this boat. How did you distribute the work between the two of you? Where was the boat?

TB: The boat was in New Bedford, Mass. We bought the boat in Portland. We steamed it down to New Bedford. It was a dragger, so we had to do some work to convert it over to scalloping. There were a lot of these boats that had been built. It was one of what was called the Fast Brothers fleet, I believe. I heard there was like twenty, or twenty-five or thirty of these same boats that had been built. And then here it is, 1989, and we're going fishing. Although, in 1990, the government put all kinds of restrictions into the scallop fleet, one of which was a moratorium that you had to show to scallop landed before a certain date. One thing led to another, and the (*Resolute?*), which was the name of the boat that we bought from John Brophy, and we kept the name, ended up not qualifying. So we had a long appeals process, and we finally got the boat – you know, the boat was allowed to keep its scallop permit. I guess it's not scalloping today. It ended up getting sold to Carlos Rafael, also known as the "Cofather." Let's see. I'm not sure when it got sold to him. But my brother bought me out, and Carlos ended up buying the boat from him probably ten or twelve years ago.

MB: When did your brother buy you out of the *Resolute*?

TB: Oh my God, let me see. I guess about 2004 or so, 2003. And he bought me out – so we bought the boat for originally about \$230,000, and now the boats were starting to become expensive after the moratorium with the scallop permits. He ended up buying me out for about \$250,000. The boat at that time probably had a value because of the permit of about \$1 million. And I don't know, those boats are going now for five million or six million dollars.

MB: What did you do after he bought you out?

TB: Well, before he bought me out, we didn't work together for a while. We had a business plan. We'd share the work. One time, one guy would come down and do (inaudible) maintenance, and the next trip, the other guy would come down. Fishing got kind of tough – scalloping – for a while, and a lot of guys didn't make it. Since we were a combination boat – a combination permit – as opposed to strictly a groundfish permit or strictly a scallop permit, we had a combination permit. So we did some groundfishing, and we never made a lot of money at it, but we were able to kind of get by. We had a plan as to when we were going to switch back to scalloping, and he decided at some point that he didn't want to do that. I was only one of three partners, and the other two partners – the third being his wife – decided they didn't want to

change over to scalloping yet, so I just packed my stuff, and I found another job again working for Bill Costigan running a boat called the *Hawk* and then the *Chief* for him for I guess probably about two years or so.

MB: Were those in New Bedford, too?

TB: Well, they had been in New Bedford. Bill Costigan was from Essex, Connecticut, and he at some point had moved them down to New London, Connecticut. So I fished them out of New London and Stonington for a couple years. I don't know, Bill and I weren't seeing eye to eye, so I had another opportunity, and I kind of moved to that, and he got mad. We still talk, but I didn't work for him – I don't know what year that was. And then I worked for another guy in Connecticut running – he'd bought a couple boats. His name is Dave Allen. Let's see. What did he own? He owned the *Yankee Pride*. He owned a boat called the *Challenger*. And he needed some help with the *Challenger*, because he'd done conversion work, and it was getting to the end of the year. He had a lot of time left. He needed another captain to help him use up the time, so I told him I would. I guess Bill Costigan got kind of upset about that because he kind of liked to be the little Pied Piper and wanted everyone to be just working for him. And he didn't really have any work for me, so I ended up working for Dave to use up his time. He knew a guy in Point Judith named Chris Roebuck who was more of a squid fisherman and groundfisherman who had bought a combination scallop boat out of New Bedford called the *Maureen S*, and he changed the name of that to the *Karen Elizabeth*. He kind of needed some help scalloping. He didn't know much about it. It worked well for him because I introduced him to a lot of good deckhands. He was having a problem taking his groundfish deckhands and turning them into scallop cutters because it's not the same type of work. I worked for him for a couple seasons. But he liked to use his time up fast. We'd use all our scallop time up in like four or five months, and then I would have the whole year off. And I couldn't really do that as just the captain. I only got half the trips because I can't go back-to-back. I'd come in on the boat, take out, take the night off, take the next day off, and leave the following day. And then, when I would come in for my second trip, he'd have somebody else leave that same day as the captain, taking some of my crew and some other guys that I introduced him to. So I'd only get like two-thirds of the trips, essentially.

MB: What years were you working for him?

TB: Oh, let's see. I'm trying to think. I bought my boat when I was – let's see. I guess I was forty, so that would have been 2004, right? So I worked for him in 2003, 2002. I worked for a couple other guys. I made a couple trips for Lars Vinjerud from Fleet Fisheries. He'd been around a long time. I'd known him when he was just a boat captain. And he needed somebody to run a boat for him, so I ran a boat for him called the *Seeker*, which was an Eastern-rig boat. It was the first time I'd ever run an Eastern-rig scalloper. I made two or three trips for him until

that boat was done. Let's see. There was another gentleman that I got introduced to that was an offshore lobsterman. His name was Rick Miller. I think his name was Rick Miller. He owned a number of offshore lobster boats, and he bought a boat that was a scalloper, trying to get into the scallop business but not knowing anything about it. Yeah, I spent a number of months trying to help him get things squared away and made some trips, but after probably about four or five months of telling him how we should be adding – this chain's too substandard, and this should be like this, and him not really listening, but saying, well, the shipyard said that chain is rated at whatever tension or breaking point, I just didn't really think he had the crew's best interest at heart. So I told him that I wasn't going to work for him anymore. And then, not long after that, my brother bought me out. So I bought my first boat by myself when I was – oh, I can't remember when it was. I guess it was in the summer of '04 or '05. I can't remember which. I bought it from a gentleman called Frank (Wecashire?), who had been in the boat business up in New Bedford forever. I'd seen him around. He had a lot of boats built, done a lot of conversions, a lot of maintenance. And I bought a boat from him that was called the *Fair Tide*, and I called it the *Resilient* – changed the name to the *Resilient* – and I fished that boat for about three years. But the permit I had was a combination permit, and the boat was kind of on the small side, only about fifty-three feet or so, fifty-five feet. And I wanted a bigger boat so that I could maybe go groundfishing, so I bought a boat that Frank (Wecashire?) had brought up from – not sure from where exactly. Louisiana? It was a shrimp boat, and he had bought a number of shrimp boats to do conversion to. So I bought a shrimp boat from him called the *Sea World*, and at the same time, I bought another boat called the *Competition*, which was an old dragger, but it had some good equipment on it. I took my equipment from the *Competition* and put it on the *Sea World* and called the *Sea World* the *Resilient*. And that's the boat I still have today.

MB: You work for anyone else?

TB: Let's see. Well, I worked on the *Front Line*, which I'm not sure who even owned the boat. It was some kind of a corporation in California that owned it. They owned three boats. They owned the *Front Line*, the *Bottom Line* (sp?), and the *Nellie Belle*. And then I worked on the *New Moon*, which was the boat that was owned by the gentleman Bill Costigan. Then I worked on the *Ken Pat* for Michael Faenza. Then I was on the *Drake* and the *Hawk*, the *Chief*, which were all owned by Bill Costigan. Let's see. I'm not sure what other boats. There must be one or two other ones. Oh, I guess there was a time in there, too. I guess after I had worked for Dave Allen, one of the guys down there said there was this other gentleman down there by the name of Joe Gilbert, who had bought a day scallop boat. What was that boat? That boat was – oh, it'll come back to me. Anyway. But he wasn't a scalloper. He had oysters and clams down in Stamford and Bridgeport, and he knew nothing about like offshore fishing. He brought his boat to Stonington because he was from Connecticut, and he didn't do very well because he was running into kind of a seedy gang of people down there, a lot of drug addicts that were telling him how good they were, and they would take the boat and not do well for him. Somebody gave

me his number, and I went down to Stonington and talked to him. I actually ran his boat for, I don't know, probably six or eight months or so. And I did all right. Joe's a nice guy, but he just didn't know that much about offshore scalloping at the time, and it was just frustrating.

MB: What makes offshore scalloping different from any of the other fisheries?

TB: Well, when I was working for Rick Miller, the chain was probably – let's see – three-eighths chain or something like that, and I told him that that chain was too small. And he said, well – and he's telling me again about the breaking strength of the chain. And I just said, "Well, that's too small. I don't know what more to tell you. All the boats I've been on up in New Bedford, we used half-inch Trawlex chain." So I take the boat out for him after finishing up a number of things, because he took the boat to Canada after he bought it, had all this work done to it, and brought it down to New Bedford and then actually brought into Fall River. So, I was going in and out of Fall River on that boat. Our first trip, we go out and blew a hydraulic hose. Well, there's no alarm on the hydraulic tank. We don't realize that we blew the hydraulic hose until we've got almost no oil left. We get the hose fixed and get our gear back and come home and clean up the mess, and I suggested to Rick Miller that maybe we should put an alarm on that tank since there's no oil in it now so that if it happens again when it gets halfway down, the alarm will go off, and we'll be able to fix our problem and continue fishing. But no, he was in too much of a rush for that. The boat was up in Canada, had a brand-new Pullmaster H30 put on the boat, and he's telling me how they ran the thing for eight hours one day, and then another day, they ran it for four hours, and another day, they ran it for another four hours. And my first question for him, because I had installed a similar model, an H25, which is the exact same thing except just a little smaller – and I said to him – I said, well, did they put oil in it? And he said, well, no. They don't have to. It comes from the factory, all set to go. I said, well, I know the factory is in Canada, but I've bought the same model and the same winches and the same factory when they got here to the United States. There's no oil in them. They don't allow them to be shipped with oil in case there's an accident. I don't know if it's different in Canada or not. So after my conversation with him, I go over to the winch, and I take off the plug where you would put the oil in, and it smells like fried chicken because they've cooked the whole winch. That was just one example where when you get people that are in one fishery trying to get into another fishery, they don't realize some of the things that they're getting involved in. In lobstering, they don't have these big winches like that. They just have these small pot haulers. I've never used one, but it's different. So then I go out on this boat again – on the *Rose Marie*, and the weather's rough, and sure enough, the chain – because the bird (sp?), the stabilizer on the outrigger bird chain's parts, because it's not half-inch Trawlex. It's something substandard. There's a number of items like that. When I worked for Joe Gilbert, and he was taking out one of his other boats, and I just pointed to him – I said, "You see all those little specks in your scallop bags?" He goes, "Yeah." I said, "That's sand because they're not letting all the water drain out of the scallop washer before they put them into the cloth bags. If there's a lot of water and sand left in there



when they pour the water out – or the scallops and the water into the bag – all the sand comes to the edge. So then, when you get there and they inspect the scallops, the first thing they're going to see if you haven't maintained them properly is sand. So they're going to cut your price on that." There was a number of things like that.

MB: How do you pick a crew?

TB: How do you pick a crew? Picking a crew can be difficult. If you're running a boat for somebody, picking a crew, you're under the gun because you're supposed to leave on this date, so you got to have a crew. If people don't show up or have some excuse for not going, then you have to find somebody else. And if you don't have a lot of options, then sometimes you just have to pick somebody off the dock, and it gets to be difficult. In New Bedford, usually after 11:00 or 12:00, you don't find anybody walking the docks looking for work.

MB: That's 11:00 in the morning?

TB: Yeah. All the good guys come out early. If you catch guys later, in the middle of the day, they're usually not very good. Either they have substance problems or just aren't very fast.

MB: What do you mean by fast?

TB: Like fast cutters. A scallop boat is like a factory. All the scallops have to be cut by hand. We can't have any cutting machines. So it's a factory. We can only have so many guys, and the guys are machines. I need cutting machines. Sometimes, we have cutting machines and boat-steering machines, which is like the captain or the mate. Sometimes, we have cutting machines, boat-steering machines, and cooking machines. Now that we don't have cooks on the boat, the captain and the mate tend to have to do a lot of cooking, too. The guy's main job is to be a cutting machine, so you want him to cut. Because when we're in the open bottom, we need to put as many pounds of scallops in the hold as we can in the limited time we're getting. And when you're in the closed area, there's just a lot of competition between guys on bragging rights and getting the trip done fast. I don't really care in the closed area. I'd rather take a little more time, look for a better scallop, look for a different-sized scallop. There's been times in the closed area where everybody's catching 10/20s, the price of 10/20s is coming down, coming down, and I got my guys working on like 21, 22 count because there's none of that coming in. And when we come in, we got a better price because I was serving the market as to what kind of was wanted. They needed to see some of that. But it takes a little bit longer, because the scallops are smaller. I don't really care about the bragging rights of getting my trip done as fast as possible.

MB: What do you mean by the different sizes of scallops?

TB: Well, when I first started scalloping, there was a meat count, and there still is a meat count. But the meat count then was you had to have less than 30 meats per pound. So they would take a sample of your scallops, and if they came out over 30 and it was a pound, then you were in violation. So then in about 1990, '91, they got rid of the meat count, went to a limited-access program, limited the number of permits and boats, and got rid of the meat count. At first, we were cutting smaller ones, but now, we cut much bigger scallops all the time. Now, scallops are sold by what they call U10s, which means under 10, or U12s, which means under 12, or they call them 10/20s, which are under 20 count, or they'll call them 20/30s, which are under 30 count, and so on.

MB: How do you feel about dealing with the Coast Guard as fishermen?

TB: I've been boarded by the Coast Guard – I mean, I can't count the number of times. I think the Coast Guard are – they do a great job. They're there when you need them. There was a time when I was boarded by the Coast Guard, my brother and I on the *Resolute*. I think we were boarded like six times in three months or something. We got pretty mad about it because – now, you see the Coast Guard once a year or maybe twice a year. But then we were at a meeting, a fisheries council meeting, and we ran into this woman – and I can't remember her name. But she was like a liaison between the Coast Guard and the fishing community. Her brother was a fisherman. Her father had been a fisherman. Her first name was Heather, but I can't remember her last name. She said to my brother and I and my sister-in-law, "I don't know if you guys have realized it, but you've been boarded by the Coast Guard like six or eight times in the last six months and had no violations – no violations. Found nothing wrong; no reason to board us." She said, "Well, we think they're boarding you because you're so polite, and they're just using you as a training tool." And I'm always polite to the Coast Guard. I've had them come and say certain things to me, and I've pointed out, well, that's not necessarily true. I've had good feedback from them. I wanted to join the Coast Guard. I think they do a great job. They have operating procedures, and sometimes their operating procedures we don't quite understand.

MB: These boardings are regular? They're not as a result of any –

TB: Well, now, they board us once – they'll board me twice a year. They'll board me every six months if I see them now. And it's been that way for the past – I don't know, six or eight years or so. Last year, we had been boarded, say, in April, so October would have been my six months, and the Coast Guard came by. They were boarding all the other boats around me, the little boat in the water. They called. They always call and ask questions first. They called. They asked questions. I told them when I had been boarded last. I was literally like two weeks short of being six months. They didn't board me. The next time I saw them, the very next trip, now it was like three weeks over my six months, and they boarded me. But the Coast Guard have been good. I can tell you a story with the Coast Guard where we're out in the southeast

part of Georges Bank, and they put two boats in the water, and they're boarding two boats – two different scallop boats. We're going in one direction, the other boat is going in the other direction. So all of a sudden, we could be like eight or ten miles apart. And they couldn't get in touch with the cutter, the small boat. So we got the boarding team on the boat, and their small boat is right there with two guys on it, and they can't get in touch with the cutter. So we're just making the guys comfortable. We're giving the guys in the small boat water and sodas, coffee, whatever they want. And we just told them, hang out here until you can get back in touch with your cutter. We turned or we hauled back – they inspected our stuff – we turned around and were going back in the other direction toward the cutter, and in about a half hour or so, we had radio communication, and off they went.

MB: Consider someone who might be listening to this recording in twenty years or so. Is there anything that you might want them to know about fishing?

TB: Well, I'm sure fishing's changed a lot in twenty years, so who knows? I think guys like me are going to be few and far between if we exist in twenty years. I'm kind of a small operator. I own two boats. But there's a lot of companies out there that are buying boats using loopholes; since no one person can own more than a certain percentage of boats, but that doesn't mean that his son, who's still in his same big corporation, can't own some of those boats. So we're going to get groups like this Blue Harbor or Eastern Fisheries that are becoming vertically integrated, where they process, they catch, they repair their boats, and guys like me are going to be few and far between.

MB: You think that's the future of the scallop fishery?

TB: Unfortunately, yes. Because the little guy cares more about tomorrow than the big corporation, who's worrying about his bottom line today. I want to make sure I can go back out next week, next year, next decade, and continue to make money.

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