

Hartford Oral History Project 2014

Interviewee: Dennis Brown

Interviewer: Kaitlin O'Shea

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Location: Home

Length of Interview: 01:19:53

Transcribed by Kaitlin O'Shea

00:00:01 START OF INTERVIEW

KO: Today is Thursday May 22, 2014. This is Kaitlin O'Shea interviewing Dennis Brown for the Hartford Business Oral History Project. [Moving recorder] I'm going to put this over here by you because your voice is more important than mine.

DB: Gotta be able to hear you as well.

KO: It'll pick me up. It's good. Thank you for having me over to chat about – it sounds like we have many topics to cover. But, I guess, Dennis, just start with where were you born and who is your family.

DB: Well where I was born comes up to we're not sure. I'm a Vermonter. I believe I'm a Vermonter. But there were some that say I was born in Lebanon, New Hampshire.

KO: Oh I've heard of that before.

DB: But I'm from here.

KO: Okay. And your parents, their names?

DB: My father was Charles "Charlie" Brown and my mother was Stella Luce. Luce was a big family here. My grandmother, I believe, had 13 children. So there was a lot of Luces around here.

KO: I think I interviewed some Luces around here last name. Barbara and Scott?

DB: My cousins.

KO: Okay.

DB: Yup, those are farmers.

KO: Yes, that was for the other project. [KO is referring to the 2012 Hartford Agricultural Oral History Project.]

00:01:23

KO: So let's start with your father's business, Charlie Brown's.

DB: Yup. That's something that was started before I was born. I believe '58. They started out selling lawn mowers, evolved into snow blowers, and before we got done, before he got done, 47 years later, we had every kind of small engine that I believe was imaginable for sale. Snow blowers, lawn mowers, snow mobiles, go karts, mini bikes, tree tappers, outboard motors, tractors, four wheel drive tractors, diesel tractors. Pretty much anything with a small engine on it.

KO: And did your dad decide to start a business?

DB: He was a World War II veteran and he was a mechanic in the Army Air Corps back then. It's a little bit interesting. The out-process after the war was over, he went to see a guidance counselor. He wanted to be an airline mechanic, but the guidance counselor said after the war was over the airline industry was going to go right out, so there was no future in that. So I think he did some other jobs first. He worked at another local small engine business first and then he decided to start his own.

KO: Oh, neat. And he started out with your mother? Or before?

DB: Yes, she did books and other business stuff.

KO: where were they located?

DB: This was up on Route 4, just outside of Quechee still, in what I believe is White River. My uncle and him built houses pretty much the same house next to each other. And he started the business in between those houses.

KO: Alright. Are the houses still there today?

DB: They are. They've both passed on now, and it's actually still a little bit in the family because a second cousin of mine bought it and they are running it.

KO: The business itself?

DB: Yes.

KO: What is it called now?

DB: Instead of Charlie Brown's, Inc. it's called Charlie Brown's.

KO: Hmm, okay. I'm sure I've driven past it many times. I'm sure I've passed it. Now I will-

DB: Yup. It was listed many years ago as an upper valley landmark.

KO: Oh, neat. And – you might have already said this. I don't remember if it was on the recording. How long, you said he was in business for 47 years?

DB: Yes. I believe that's right. And he'd probably still be there. As it was, he was colon rectal cancer. Sorry to print that, it's just a thing. They gave him two years to live and he made it eight years and ended up dying of congestive heart failure, not of that. So he did pretty well.

KO: So he beat the cancer, sort of.

DB: Yup, you could say that.

KO: And your mom?

DB: We lost her in '72 to a brain hemorrhage. Sudden brain hemorrhage. I can remember it like was yesterday.

KO: I bet. And you said you have brothers?

DB: Yup. I'm the youngest. There's two other brothers: Donald and David.

KO: And you all helped out in the business when you were kids.

DB: Yup. My oldest brother went to college and got an engineering job. But Donald and I stayed at the business well after school. I stayed for 10 years after I was out of high school. And Donald, I think, worked there until maybe 10 years ago.

KO: So what did you – well, obviously your responsibilities changed over the years – what did you start doing? You said, "From the time you could turn a wrench."

DB: Yup, that's true. I was always down at our shop and there was always stuff to do from sweeping floors at a younger age. Learning mechanics and what made things tick. I got into trouble one time. My father sent me on a job to sort out the parts that came in. He explained it all out to me, I know he did. But I was very little. He told me about rearranging them by the number. But I got the idea that it would be much easier if we just sorted them by box size. So I put the parts in where I thought they should go. Of course that didn't work out very well. I got yelled at for that, but for good reason.

6:14

KO: What are some of the jobs that you would do?

DB: My main thing that I would do: everything that we got – mowers and snow blowers in particular – came in a box and had to be assembled. So that was my main job. They did more of the fixing at that time, and selling. I was just doing this when I got home from school. There would usually be a line of boxes waiting for me to put stuff together. And that was what I did most of. That evolved into mechanical work. When I got my license, I was delivering a lot, picking stuff up, going to see customers, placing bids on stuff. My main job when I was in later times was more sales than anything.

KO: Oh, what I was going to ask...

DB: Another thing I could add to that was I ended up taking over the advertising. And my father said we need to get on the map. We need to get some advertising that is going to work. And I played around with advertising a bunch. We tried some different things. I ended up getting a cape and I turned into the Equalizer. This is a person that would equalize prices and was against mass merchants and that sort of thing. So the Equalizer became quite a thing.

KO: You had a cape, you said?

DB: Yes ma'am.

KO: Were you a mascot?

DB: I also had my miniature dachshund at the time that turned into being the Super Dog. She was actually way more famous than I ever was. Go to McDonalds and they'd give her free food and I'd have to pay for mine.

KO: Oh rats! And that was to keep people at the small businesses or at your business?

DB: Yup, we drew them to our establishment. We had a very good record of service first. Fair prices. We weren't ever cheap, but I think we were fair. We sold some really good products, much different than you find in the stores today. Most everything you find today is much cheaper built and doesn't last nearly as long. Better for manufacturers. Our stuff was quality and long lasting and durable and usually easy to fix. It's just a much different business than it used to be.

KO: So if everything lasted longer, you had a lot of maintenance and repairs from customers?

DB: Yes, we had a big service business. We still needed fixing, maintenance, that sort of thing. We made road calls. I know I fixed plenty of snow blowers out on snowy days. Somebody's got a snow blower and they are trying to blow it out and the snow blower dies. Usually it was water related. They get water in the gas, goes in the carburetor and it stops them. But out on freezing cold days playing with carburetors and having gas all over your hands because you couldn't wear gloves and freezing, but getting these people going again so they can get their driveway cleaned out.

KO: I'm sure they appreciated that.

DB: Yes they did.

KO: I can only imagine. My hands get so cold in the wintertime.

DB: Yea.

KO: And. Oh. Was this a 7 days a week operation? All day long?

DB: No, 8. When you're in business for yourself, it never stops. We never went hungry, but there was always the threat that if we didn't produce and do, then we could be going hungry and close the doors and go out of business, that sort of thing. We weathered some rough times. There was some economic downfalls. We had some snowless winters that were really terrible. In the early, mid 70s, we sold out of snow blowers for like three years in a row. And my father said, "This isn't going to happen again!" So we ordered a whole bunch that year, more than normal, and then we had three snowless winters after that.

KO: Oh gosh.

DB: It pretty near killed my father. That wasn't pleasant. We always did well in the summertime, because grass always grows. But in the wintertime, it wasn't that way. And we really did have some tough times that way.

KO: So what did you do when times were tough?

DB: Look for other things. At about that same time, we also started carrying propane. We had gas tanks that we'd take to people's houses. That's different than it's done today. Most of it is done in bulk trucks. We didn't do it that way. We had 100 lb. cylinders that were 5 feet tall. They actually weighed 175 lbs, 100 lbs of gas, 75 lbs of tank. We'd drag those through the snow to get to people's houses or a dolly in the summertime to reach them. Then we'd trade tanks. Every week or two, we'd go to our place up in Fairlee where they filled them for us and then bring them back. So that made us a little more diverse. My father said many times that helped us especially through the bad snowless winter.

Another thing that we did: it was usually in February, early March. Not much going on. People had their snow equipment done by then. We reached out to our commercial accounts, golf courses and so forth. We were one of the few businesses that did reel type mowers. I don't know if you know what those are.

KO: I do not.

DB: They are the type that have the walk behind and a reel. You can push and cut the grass.

KO: Okay.

DB: Reel type mowers that the golf courses used – we were one of the few places in the area that sharpened those and maintained them. So we tried to get that stuff in our downtime so they'd be ready to go and we'd have something to do in the slow times. It worked really well.

KO: I was thinking of snow blowers. When did snow blowers come into existence, I guess?

DB: Well I'm sure the theory in the machine probably was around, but until they really got mass-produced and really became something that was consumable, that consumers would buy – I'm thinking the early 60s. We started out selling Snow Bird snow blowers back then. They were a big thing back then. We also sold **Earth Burg Rota tillers**. They're all history now and gone way beyond. Then we became an Aaron's (??) dealer. And they still are, I think the number one selling snow blower. We sold other brands too, but nothing ever as much as Aaron's.

KO: Snow blowers. Rota tillers. Chainsaws.

DB: Yup. We had several different types of chainsaws. My earliest memory, we had Remington chain saws. And then we became a Poulin dealer. That was the one we sold the most of. They weren't that popular to start with but then they came out with some really lightweight homeowner chainsaws that were really popular. We sold hundreds of those, if not thousands. I got in trouble one time. They had a promotion. I think they sold for \$125, something like that. But Poulin had a special, \$50 you could buy the saw. I was pretty young. I'm sure I was still in school at this time. Guys were coming from Miller Auto downtown at the time, Chevy dealership, and coming up and buying three and four because they were really a super deal. Couldn't beat it anywhere. My father must have been out delivering. He got back and said, "You did what?" Turns out it was only supposed to be one per customer.

KO: Oh no!

DB: But they came in, wanted to buy them, so I sold them. But I didn't know.

KO: Why not?

DB: I sure did find out the hard way.

14:58

KO: Did you spend a lot of afternoons after school at the shop?

DB: Yup. I did play hockey but that didn't matter because the things that needed to be put together didn't go away. I got to tell you, when I was in hockey, I was pretty well by the time I got home from that. And hammered, too, just from falling on the ice and the boards. Then I'd have a line of snow blowers ready for me to put together. It made for a long night.

KO: Oh I bet. And did you have homework to do, too?

DB: Yea, but that never got in the way hardly. I either did it at school or – I did it, but probably never like I should have.

KO: And then when you graduated, you started working full time or?

DB: Yup. I did. I stayed on. I wanted to do that so I decided to do that. I wanted to do something though so I entered the Army Reserve Program. I thought about going into regular Army. One of my visions was that at that time and my age, I had ambitions to be an over-the-road truck driver. I thought the Army might be a good place to learn that. I was a little scared about going in the Army full time, so I went in the Army Reserves over in Rutland, Vermont. It was a combat heavy engineering outfit. And I stayed over there for about 10 years. Then I transferred to a transportation unit down in Claremont, New Hampshire after that. Between working at my father's and being in the Reserves – I was so - I mowed lawns on the side beside that. I was pretty busy.

KO: Sounds it. How long were you in the Reserves?

DB: A total of 15 years, Guard Reserves. And it got me a trip to Desert Storm with the transportation company in 1990. It's kind of funny how that worked. In [19]89, the Berlin wall fell. And as far as being in the service and your commitments and what not – we had trained for the Cold War the whole time I was in. Our capstone, what they call Capstone Mission, was to go to Europe. And if something happened over there, we'd ultimately be fighting Russians. The Berlin wall fell and we thought we were safe. Less than a year later, on August 2, 1990, Iraq decides to invade Kuwait. At that time, I'd never heard of Kuwait and didn't think about it very much. But we ended up getting called up and sent over there.

KO: Oh wow. How long were you there?

DB: I was activated for a total of 7 months. Our mission for that was to – well we hauled everything from water to bombs. I was in transportation, drove a 40' tractor trailer. We hauled everything from water to bombs and for the ground invasion, our mission; we were liking a moving ammo warehouse, right behind the 3rd armor division. We went up through the neutral zone into Iraq and swung over to Kuwait, following them, supplying them as they went. We were in the aftermath of all that. Our mission was to haul rounds up. And they also issued us body bags so we could haul bodies. Fortunately we didn't need to do that.

KO: Oh good. Well, thank you for your service.

DB: You're welcome.

18:50

KO: You must have been glad to come back to Vermont after that.

DB: That's an understatement. Yea, it was really bad. I lived at least through at two sandstorms, like somebody following you, pouring dirt all over you. The conditions, the heat. Well when we first got over there, our water froze at night. It was cold. The wind was blowing all the time. And they gave us kerosene heaters to put in our tents. But we didn't have any kerosene so we had to use diesel fuel, which clogged them up and put out smoke. That was just a big mess. So we were cold a lot when I first got over there in January. By the time we left country it was like 120 straight, dry heat. It was very hot. But I know when I flew over there, I flew on a military transport plane, C-141. And we weren't on the ground 10 minutes when we had our first scud attack. And we were in our chemical suits. That was a long night. Or a long four days, living in a chemical suit, which is charcoal lined. You turn black and we didn't have showers. It was awful conditions that way. But when we flew back home we flew commercial. We flew on a 747. It wasn't like at a regular airport. We had a staircase we had to walk up to get into the plane. At the top of the plane was a stewardess and I noticed she had perfume on. Everything I'd smelled had been deathly stink. We stunk. Our gear stunk. The whole place stunk. We burned all our waste. It smelled horrible all the time I was over there. So that stewardess with her perfume on there was quite a treat. And when we landed in Westover Air Force base in Mass[achusetts] on the way back they had just cut the lawn, and I smelled fresh grass being cut for the first time in a long time. I just really, really, really appreciated that.

KO: I bet. That's quite the experience.

21:04

KO: So when you were back and done with the Reserves, what did you do?

DB: Well the day before I left to go over country there, or before I got activated there, my wife now and I were going together. I got activated on Thursday. We got married on Friday. I left on Saturday. It was a quick honeymoon. So when I got back it was time to enjoy things with her.

KO: Oh nice. Were you still working for your dad at the time?

DB: No, I had left the family business by that time. I left there in '88 and I began working at the local Ford dealer, which is in site of our house here, Gateway Motors.

KO: Okay. And what did you do at Gateway?

DB: Before I got activated I was at the Ford dealer. I worked in their Service Dept. as a service advisor.

KO: Okay.

DB: Yup.

KO: So was that every kind of maintenance and car repair?

DB: The way Gateway was divided at the time was everything was separate businesses at the time. Sales was separate. Service was separate. The Body Shop was separate. Heavy truck service was separate and so on. And I worked in light duty and service. So as far as cars and light duty trucks goes, we did everything. If it would fit through the door, we'd take it in.

KO: So that's why you like my Ford, because Gateway is a Ford dealer.

DB: Yea.

KO: Well I like all the Ford dealers I've been to Burlington and Montpelier; it's always been good.

DB: Well the guys have been in business over there a long time and they've got a good dealership.

KO: How long did you work at Gateway?

DB: I was there for 14 years. And when I got back from the desert because I got activated while I was there, it didn't work out where I could be in the Service Department anymore, so I ended up working in their Body Shop for a year-and-a-half. And then I spent the last, I think, 11 years in there doing the kind of in-between the

scenes work. Like getting the used cars ready to sell, cleaned up and so forth. Helping to oversee the reconditioning team. Running cars to the auction every week to sell. Also checking in new cars as they come off the car carriers. And that turned into quite a job for me, because it also involved tracking all the damage. There's not a lot of damage that comes on new cars, but every once in a while they drop a chain on a hood as they're taking them off or the ramp above breaks and it falls on the one below. Just a door ding or a stone could come up and hit them. There was some paperwork to be done. You had to really check the cars over real well because once the driver left and signed off on them and you notice something later, it's too late. So you had to be very careful about that. Another thing on those lines, too, is I took care of the lot. We had a lot of vandalism over there. Some nights there would be spare tires missing off the trucks particularly. Radios missing. Countless times people would scratch the cars. They'd go down through the whole row that was right on the road here with a sheetrock knife over the chrome bumpers and the paint-

KO: -oh my gosh-

DB: -would have to be fixed. And then I dealt with Hartford Police to record all that and do reports on that. I had a great job over there.

KO: You enjoyed it?

DB: I did, yup.

KO: Have you always lived close to Gateway?

DB: Yea. We used to live up on Route 4, a couple miles before you get to Charlie Brown's on Route 4. We moved down here off that big, busy highway. I couldn't talk to you like I am now because there was too much noise going by. We were right on the road. Between the motorcycles and the big trucks it would be impossible to talk to you.

KO: How long have you been here?

DB: We've been here since '99, so 15 years. And we really like it.

KO: It's a nice spot up here.

DB: It's just what we wanted. It's in town but not. It's away from things. It's a great neighborhood. We can walk to most anywhere: McDonalds, Crossroads Café – another spot we head once in a while. Used to be the bowling alley before we went out of business. It's a really neat spot to be.

KO: Do you recall the drive-in that was -?

DB: I do. I frequented the White River drive-in many times as well as Asctney (??) and Claremont. I feel like there was another one we used to go to. But, yup, we definitely went to the White River Drive-In. Some fond memories of that.

KO: Yea.

DB: Yup.

KO: How long was that in business?

DB: Well there used to be airport where that it is.

KO: Oh right.

DB: I'm not sure the name of it. White River Regional. I'm not sure before it moved to Lebanon. It doesn't matter what its name was. But I think it must have come in after that. And I don't remember the airport, but I know about where it was. So I'm thinking it probably came in after the airport. I don't know when they went out of business. It must have been the mid 80s.

KO: Just curious. I like that the marquee is still there.

DB: Yup. And I really appreciate the family letting the town folks use that sign. That is a major information piece for that there. I know the town or state/town is planning two roundabouts over there, and I don't know how that's going to be done with that sign. But if that goes away, I'll sure miss it.

KO: You'll have to make sure to let you public officials; your elected officials know that everybody wants it.

DB: I should do that. You're right. I serve on the town's planning commission at the time. I've been on zoning and planning for the last 17 years. And so I see in hear those folks quite often so I should do just what you said. I didn't think about it.

KO: Yup. Public input is very important.

DB: I have been advocating for a crosswalk to go from the bus station – you know China Moon up there – to McDonalds. There is people all the time trying to the road over there and there is no crosswalk. But I didn't think about the sign. So I should mention that.

KO: Yea, it's worth a try.

28:09

KO: Oh I'm going to forget to ask this. Are you related to David Brown?

DB: David Brown?

KO: He lives –

DB: No. My oldest brother is David Brown. But I know the David Brown you're talking about. And no, I'm not related to him.

KO: Oh alright.

DB: I've known him for a long time. Good man. I forget if it's his son or brother, but I had a classmate, John Brown that is related to him as well. He passed away a long time ago. Young person had cancer. It was bad.

KO: Oh that's sad. I interviewed that David Brown for the agricultural project.

DB: Good. Sure. He's believe I connected to Windsor Brown.

KO: Yes, the Windsor Brown farm.

DB: That used to be where the Aquatic – not the Aquatic – but where the credit union is over around the corner.

KO: Yea over there kind of.

DB: Before the interstate went in, it was all farmland and there was a barn there until the credit union went in. So he was part of that family, I think.

KO: Yes, exactly. Okay, so you're not that same family.

DB: Nope, lots of Browns around.

29:30

KO: So let's go back Charlie Brown's. Is it just Charlie Brown's or is there another part after it?

DB: Currently it's Charlie Brown's.

KO: I was just curious if it had a shop or something.

DB: Nope, we never did that. And that was Charlie Brown's, I think before the Peanuts character came in. Real popular.

KO: Yea. Well, can you tell me a little bit about your dad as a person or any memories?

DB: I learned a lot from this man. I don't know; that would be a long story. At his funeral, I told some things. One of them I just mentioned to you about the parts thing. I know one time – Dad has false teeth. He lost his teeth at a young age. A lot of folks did back then. And Mr. Bubble had come out probably at this time. My mother bought me a box of this powder Mr. Bubble soap. We only had one bathroom and Dad had his teeth in a cup on our sink in there. Somehow I was playing around with Mr. Bubble and I guess I got some of it in his cup of false teeth. Well, that doesn't rinse out very good, I guess. He tasted Mr. Bubble for quite a while. So that was the end of Mr. Bubble-

KO: Oh no!

DB –in our house.

KO: Well I can understand why.

DB: Yup. My father pretty much only knew how to work. All of these old people – the Greatest Generation – from that mix. I know we had good times too, but the business was his life and taking care of people, he enjoyed it thoroughly. We made money from it too; it was part of our living. The only thing that he really did in addition to that – I think because of his Army Air Corps days – is he liked to fly. So he ultimately ended up buying a plane, a small 4 seater. He always wanted me to fly with him, but I get motion sickness terrible. So that wasn't anything I ever wanted to do. That was his thing – flying.

KO: Flying and working, that sounds pretty good.

DB: After my mother passed away, he did a rare thing and did a quick vacation. Him and I went to Maine. We went to Maine, landed and took a floatplane further up. There's no cars to this lake where they have a camp. You fish there and what not. I think I threw up on the way up like 9 times, and 11 times on the way back. He'd say, "Just ride with it, just ride with it."

KO: No can do.

DB: But anyways, that was a bad part of that trip. But I sure did like it up there. Never caught fish like that since.

KO: Oh nice.

DB: Black flies were real bad, but the fish were good.

KO: Yea, I've heard about those black flies.

DB: Well they got right in your hair. Even though we wore hairnets over your head. They still got underneath them and got in our head. At night we'd take a shower and blood would run out of heads because-

KO: -oh my goodness-

DB: -there would be scabs where they ate us all day. It was-

KO: -terrible!

DB: But the fish – like I said, where there are bugs, there are fish.

KO: Oh, okay. And your mom kept the books?

DB: Yup. My father did the business totally. My mother pretty much did all the household chores, and everything that had to do with the house, my mother did. Now she was a worker and a stickler on having a clean house. The Luce family that she came from had some pretty high standards that way.

KO: Well I guess with three boys running around, you'd want a clean house.

DB: Yup.

33:52

KO: And the business was near your house, is that correct?

DB: Yup. Similar to this place, it was business here, driveway and house up behind.

KO: Okay. So at least if you're always working, at least you are near home. Does that make a difference?

DB: That can be an advantage, but can be a disadvantage.

KO: I guess, yea.

DB: When you close up at whenever you can get out of there and people are still banging on the door saying, "are you open?" – well, my father would always go down and help them. It's a pretty dumb question when the lights are off, the closed signs are up. It's kind of silly to ask that. But he would always help them out. In fact, I remember a Christmas morning when I was real little. Christmas morning, I think I was the only one up and a guy banged on the door. I asked him what he wanted and he wanted to buy a spark plug. Even at that age, I thought that was a stretch, but I went and woke my father up, because they were still in bed. But he got up and went down and sold it to him on Christmas morning.

KO: Oh wow.

DB: No boundaries there.

KO: Definitely a businessman.

DB: Definitely a businessman that's a mild statement! Well he was a great promoter. After he passed away, we got his transcript from school. He hadn't finished I think the last two grades. And some of the classes he'd taken before that he either passed or didn't pass, or barely passed. But the guy was always at better at math and spelling than I was. I don't know how they educated him. I think he was a very bright man, but his records wouldn't have shown that. But definitely a bright man.

KO: And he loved, he found his niche in business.

DB: Yup.

KO: Did I ask this? How did he start this business?

DB: Well it was just a small little cement block building at the time and he started selling lawnmowers and fixing them. And then it evolved into everything I mentioned earlier.

KO: So he liked more hands on than the books?

DB: I think my father probably had a hard time working for others. I don't know this because he never talked about this service – but again when he passed away we saw his service record and that he'd been to France and Normandy, I believe, and Rheinland. Others have told me that he was in the Battle of the Bulge and saw some bad things. He never talked about it. I occasionally heard him talking to somebody else about things, but never myself. I always asked for that, too. He was a stickler on talking about more the future than anything to do with the past.

KO: Moving forward.

DB: I'm the opposite. I enjoyed sharing my stories, about service in particular, because it's a chunk of history. I've shown my kid. I've shown him my pictures. I'd show you things you've never seen before. It's a chunk a history and it's helped me to talk about it and share it. It's no secret. I did it for our country so I think it's – well another that come into play – most of the folks back then drank their troubles away and I've never been alcoholic. I've actually sought out help from the VA and the Vet Center and so forth and they've helped me a great deal. Been in group discussions, couple of different groups, where I was the only Desert person mixed in with all these Vietnam veterans, which I was scared to death of. Turns out different theaters of operation, but same problems: fighting amongst yourself and stealing, all the internal bad things that can happen when there's no rules to play with. Everybody's trying to save their tail feathers. It's different when there are no rules.

KO: Interesting. My uncle is Vietnam Vet and doesn't ever talk about really. I did interview him years ago for the Veterans History Project. I was much younger so he told me the PG-rated version of what he might actually share. But that was one of the few times he's ever talked at length. So I was glad to get that.

DB: I tend not to sugarcoat. I may not say everything, but I try not to sugarcoat the history. It is what it is.

KO: Yea. If talking about it helps – I understand; I like to talk about things. Not that – I've not been in a war or in the service –

DB: Well keep that up, I think that's a good quality. I didn't directly kill anybody. I hauled rounds. I hauled mines. I hauled MLRS rockets – multiple launch rocket systems rockets – Really everything you can think of, from parts to battery acid to water to MREs. I was in transportation, so I was carrying stuff all the time. But on the last day of the ground invasion – our vehicles got stuck a lot – we got stuck again. They told us to get away from our vehicles and dig these grave foxholes, these shallow foxholes because we were not going to be there for very long, till we got pulled out again. My buddy went to sleep. They told us to 50% on, 50% off. My buddy went to sleep, and then I woke him up to go to sleep myself. And then I woke up a little while later and he was sound asleep. This was about daylight. And oil fires were in the horizon in Kuwait. I found him dead asleep. Immediately after that we took 9 prisoners in front of us. We were both just sleeping there. They could have come up and slit our throats and we'd never known anything about it –

KO: - oh my gosh –

DB: -wouldn't never known what happened. As it was, the 9 we took had totally had enough of Iraqis there. They were hungry and cold and they didn't give us any problems at all. But it could have been. That's just one of those memories. And then the second or third day of the ground invasion, I saw some real bad things. I saw – again we're following the 3rd Armor Division – so they're blowing up tanks in front of us and vehicles and so forth. We expected to see dead bodies around. Many of them fried to crisp. Just depleted DU rounds. They just fired rounds. Depleted uranium – DU for short. Somewhere in our mix, in the mix of Iraqi vehicles, which happened to be some of our vehicles because we were friends with during the Iran/Iraq war, so we sold them a bunch of our equipment. It was hard to tell in some cases, which was ours, which was their's, because it was the same things we had.

KO: Oh geez.

DB: But anyway, another thing I discovered in the desert was that there are these dogs roaming around. And one of them had found one of the Iraqis that was blown off from the waist down and he was eating them.

KO: Oh gosh.

DB: And that – I'm a dog lover, I still am. But when I see a dog, I most generally think about that time. That's a memory that I wish would go away.

KO: Yea. That would be a tough one.

DB: It kind of almost clubbed me over the head at that time. Most everything I'd seen, I'd sort of thought that that's probably what I was going to see, except for that. At that time, it almost felt like I'd been clubbed over the head and took a look at what we men and women are doing to each other. It's all-needless in so many cases, and I wish we weren't doing that to each other.

KO: How old were you when you were in the Army?

DB: Well I signed when I was 18, went to Fort Dix, New Jersey for basic training and Advanced Individual training, and I was in there until I was 32ish maybe. It was a total of 15 years. I got injured – a back injury – when I was over there, so that led to getting out.

42:56

KO: In your time in the Army Reserves did you learn skills that helped you in your later career and jobs?

DB: Yes, definitely. There was a lot of good, and a lot of bad. I wasn't the most ambitious person in high school and as a younger lad. After coming out of basic training in the Army, Sergeant Clue (??) – you never forget your drill sergeant's name ever. He was a little, short Hawaiian guy. Anyways, pretty much after that time my attitude was "there's nothing I can't do. The sky is the limit." I didn't have that before. And I chalk that up to the U.S. Army.

KO: That's excellent. Sounds like good promotional material for the Army.

DB: It really helped me. I was a kid that needed a shot in the rear. That part definitely helped me for sure.

KO: You said when you were in Iraq you were in Transportation. Is that where you knew you would be placed? Is that what you were trained for in the Army? Forgive my military-

DB: No, no.

KO: -lack of knowledge.

DB: Again, when I was over to Rutland in the engineering outfit over there, our vehicles were all painted green. Woodland camouflage because our mission was to go to Europe if the balloon went up as they used to say. We'd be going to Europe; I think Turkey is where we were headed. Our vehicles and our uniforms were geared to that terrain.

When I moved to Claremont National Guard, New Hampshire National Guard down there, our trucks were green. I guess I don't remember what our definite mission was, but we had green uniforms and green trucks. I wasn't in there all that long before we got activated and went to the desert. And it's kind of funny. We mobilized through Fort Devins, Mass. and this was all done under rapid deployment, which means everything's quick. In fact, so quick that we had 40 foot tractor-trailers. While we were at Fort Devins we managed to get our tractors painted tan. And the trailers went over there. We had tan trucks and green trailers. So that didn't make it.

KO: Interesting.

DB: So, no, we definitely weren't designated to go to the desert. We had no plans. In fact, we had green uniforms and I'm pretty sure, if I recall, we were issued desert D.C.U. – Desert Camouflage Uniforms – I believe the ground invasion was over when we got issued our first Desert Camouflage Uniform. I'm pretty sure about that.

KO: Moving too fast for an army to keep up.

DB: Yup.

46:10

KO: Well I guess that's slightly off topic, but that's okay. It's-

DB: -information.

KO: Yes. Glad to have it. I asked about your Dad. Can you tell me about your mom?

DB: Yup. Farm family. Luce family. My mother was everything to me as a small boy; I guess would be to his mother. Just a hard, hard working person. She belted me a few times. I needed it. I did a few stupid things at school. I never forgot. Learned a lot out of it. The sad part about that is that I was only 11 when she passed away, so I never got to know her as an adult. I knew my father as an adult, so I could say more things probably about him. As a little kid, I guess I can't say a whole lot more. Huge emphasis on family and relatives and doing things together. Just high standards and a good person. As it was, her and my aunt made a deal that if anything happened to one or the other – died or couldn't take care of kids – the other one would fill in. And I had an aunt that did just that, so that really helped me.

KO: That's nice.

DB: Yup.

KO: How did your parents meet?

DB: That's a short story. They were next-door neighbors in Quechee. My father lived down by the foot of the Waldorf School now, what used to be the Quechee School and my mother lived right beside it, up and behind it, but within 100 feet of that, a brick house. So they were next-door neighbors.

KO: What about you and your wife?

DB: I've been married and divorced many years ago when I was in high school, I mean just out of high school. And I'd pretty much given up to not having anybody. I dated several ones and didn't turn out for one reason or the other. And then one day, my to-be wife came into Gateway Motors. I don't know – there was something special about her. She was just charming and what not. But that was alright. And as it was, as quite often happened, we didn't get her car fixed right the first time and she had to come back. I didn't do it on purpose.

KO: Are you sure?

DB: I'm positive. It just worked out. I don't know, something made me decide to ask her out. There are other people who have met their wives, mainly employees; I don't think anyone's met a customer at Gateway. But I think I hold the record for the only person who has met their wife and Gateway and then proposed to her there. What happened was I got the call to be activated, and she showed up very shortly after that. And the way out by the garage over there, I asked her if she'd like to get married. And we had talked about it a little bit, if I should end up getting called up. But we hadn't decided on it because I just didn't think it was going to happen. My attitude at the time was that they are never going to find some small outfit in New Hampshire to go over there. Well, I was wrong again. So I proposed to her on the way back out of Gateway. So I think I hold the record of the only person that's met their wife at Gateway and asked them to marry at Gateway, too.

KO: That's a good story.

DB: It worked out. I had the best first date I ever had. I married the girl who talks. And it's just been quite the adventure.

50:35

KO: That's nice to hear. So what do you do now?

DB: I work up at Dartmouth College's Baker Library and I'm a reserve circulation assistant there, primarily reserves services. When I started at Dartmouth 12 years ago, I started at the Safety and Security Division, campus police. I still work for them part time. I'll be working for them tomorrow night. They are always short of help, so they are always calling them. Between those two things, I keep pretty busy at Dartmouth.

KO: I bet. Do you miss the days of Gateway or Charlie Brown's?

DB: Yes, I do. I miss the mechanics part. I miss the customers for sure. But the stress of being in business and worried about keeping the doors open is a relief, that part. We, not just us, but many small businesses, I can only really comment on equipment businesses. There were a lot of things going on back then. They'd set you up as a dealer and then you'd go on to the next place nearby and set up another dealer on you. So that was a risk. You start out thinking I'm kind of exclusive, I've got this product that everybody wants. Now they're setting up dealers everywhere and probably still does, is they'd come in and sell you a few tractors now but next year they want you to buy more and more and more. This was the worst for snowmobiles. We had Skidoo twice. We started in the early '60s. I've ridden snowmobiles ever since I was able. We were riding on 89 before it was open.

KO: Really?

DB: The interstate, yea.

KO: Nice.

DB: We had snowmobiles back then. We had several different kinds. We had Skidoo and **Motoski and Ary-ans (??)** and different used ones as well. But Skidoo wanted my father to take 100 sleds at once. He refused. So they pulled them out and went to another dealer near us. But the same thing happened years later. In 85 we started selling them again, and the same thing happened. I think it was 10% or 15 sleds, whichever is greater, next year – it doesn't matter on the economy or the weather or how many you got leftover. It's whatever is greater the next year. So they force you out of business. I think – I left in '88. But they continued them until '92, and then my father said no again and they took them out. They called it "fierce competition" or something. "Aggressive competition" or something. If they'd stayed with a dealer and stood behind them, I think they'd had a real strong dealer. Now nobody's got them. There isn't a Skidoo dealer in the upper valley.

KO: Oh wow. Is there a lot of competition for Charlie Brown's?

DB: Yea. It's different than today. We had other dealers selling products similar to ours. For the most part though, we sold our equipment and knew the product and could tell the benefits, the advantages, the features, and the benefits. And when you come in to look at it, find out what your needs are and try to pick out something that would work for you. Probably trying to get a little on the heavier side so it would last for you. But today, let's say like the Ford dealer: if you look at a Ford there and you look at a Ford somewhere else, you're looking at the same cars, just different price. Or they're going to give you a trade-in or what not. Our situation was we had a product – say Aaron's or Wheel horse or whatever it might be. WE knew the features and could sell it based on that stuff. We had some really good stuff. It was a fairly easy sell that way. It wasn't necessarily just a price thing. It was if you like the equipment better. Nowadays most of

that stuff is done through mass merchants. You go in and no one can really tell you that much about it. They might know a little bit about it, but we really knew the product. I went to all the factory schools, the factory seminars and so forth, factory conventions and really learned the stuff. I knew what we were talking about. And in that experience, you can see what would break down and what would not. We really had some high quality stuff.

KO: And what is Charlie Brown's – Charlie Brown now? Is it the same type?

DB: It's still there, still selling. They sell some stuff, consumer stuff, like lawn mowers and tractors. They sell a lot of ATVs. We didn't have ATVs when I was in it. And the small utility vehicles – lake mules (??) they call them. And a lot of commercial equipment that groundskeepers would keep. And walk-behind mowers like you see now. They all that stuff and they do service. I don't believe they have to gas business or the propane business anymore. And that sort of stuff. It's switched. We and the early part of that were more consumer based than commercial.

KO: Was business affected by the interstate, do you recall?

DB: Well that came in – I guess the answer to that is yes. We had people that traveled from all over the place and bought stuff from us. I know we shipped a rototiller down to Brazil once. We did a lot of business in Rutland. They didn't have another – at least not to our size – equipment place over there. We did a lot of business in Woodstock. That wasn't anything to do with the interstate. The thing that hurt us the most was in the late '60s. We called it DDT: Dean Davis Tax. That was the beginning of sales tax.

KO: Oh, okay.

DB: See, in my younger days, White River Junction was a thriving business community. We had Newbury's Department Store. We had Colodny's Department Store down there. We had a bus station, two drug stores, a movie theater, a thriving bank. The major post office was down there. A jewelry store, a large furniture store, hardware store. Actually, two hardware stores, three barbershops, and I'm sure I'm forgetting things. But it was a very busy, detailed based, thriving business community. And Miller Auto used to be there – a big Chevy, Cadillac, Pontiac dealer. But then sales tax came in and things suddenly started to gravitate towards New Hampshire to avoid sales tax. So that changed the whole picture and that made our job very hard. We fought for every sale we had. We didn't have people walk through the door and say, "I'll take one of these and one of these and one of these." It was pretty much that you had to talk to people and find out what their needs were and help them out as best you could and hope they buy from you.

58:56

KO: Did you ever consider relocating into New Hampshire?

DB: We did. We had enough trouble trying to keep our business going. This was maybe my downfall. My father was interested in opening up a place in New Hampshire and he asked me to investigate it several times. I finally put the hammer down on that if you will. I said until we're running this place to peak efficiency, I don't think we should try that. I'm a firm believer that bigger is not always better. Another thing that kept us in business is that my father owned the building. We weren't paying rent. If we had to pay rent or a mortgage payment, we wouldn't have survived. Back then I know I had looked into a couple different retail things. I think – this goes back a way – but I think it was like \$20/sq ft you'd have to pay in rent. I'm an odd duck here. Okay, when you go into a place and it's the Taj Mahal business – everything's fancy and what not - I think of that as I'm paying for all this. I don't myself need all that fanciness. That's overhead. You have to pay for that somewhere. If you go out to Las Vegas and you go out to the Taj Mahal or Caesar's Palace and everything's immaculate, gold plated and so forth, there's a reason for that. You're going to pay for it when you go in there.

KO: That's a good point.

DB: I'm a little different. I don't need all that. But a lot of people are turned on by that. My little business philosophy there on that. Our place was nice but it wasn't like a shopping mall or anything like that. And that brings up a good point, too. You'll probably never find a lawn and garden place in a mall or anyplace like that because the profit margin on the lawn and garden is pretty low where as most of those businesses are pretty high: furniture, jewelry, those kinds of things. Maybe there's a big markup. You'll probably never see an equipment kind of place.

KO: Why?

DB: Low profit margin. They're getting – oh, I don't know a lot about their business, but some of the conventions I went to we talked to other people that have the other retail businesses. Even the airline industry because they deal with service. The airline industry gave me the best seminars I've ever had because they deal with so many variables: the gate's closed, the weather's bad, the pilots don't show up or whatever. They're dealing with all kinds of things, if you think you've got it bad with your business. I forget where I was going with that.

KO: Well, they can't mark up prices as high as other businesses?

DB: Yea, I was saying about margins. I believe some of those businesses are getting 70% or so. I think in most cases, if it was sold at full retail, we did a lot of dickering in those days. Rarely did someone convince you to buy something; they'd have to get money off or something. I think we were working off about 20%, and in snowmobiles – most

snowmobiles I know of – I think it was 20% if it was the larger ones and 17%. But that was full retail, which we hardly ever got.

KO: Oh okay.

DB: Because we did have competitors.

KO: Oh, I see.

DB: Just a low margin.

KO: Interesting.

DB: I don't know what it's like today, but that's what we dealt with.

KO: That's alright. Um, let's see. I keep thinking one question ahead and then I lose it. Rats.

DB: I was telling you about the airline industry. The stories that one guy told were good. I hate to get off track too much, but there was a good one about customer service that I never forget. So this guy is flying out of Chicago. He's going to Hawaii. And back then it was before things are like they are now where are full. The guy shows up at the gate and as it is, he's the only that gets on the 747 to go to Hawaii. So they put him on the plane, American Airlines plane. They fly it. The pilot says, a guy shows up, we got to fly it. So for 10 hours or whatever it is, they are fluffing this guy's pillow and bringing him stuffed pig and champagne and turning the TV on and popping his feet up. He's got the royal treatment. So they fly to Hawaii and he gets off the plane and he goes down the steps. The person is down there and they put a lei on him – the thing around his neck – and the sky is beautiful. And suddenly this PSA comes running out from nowhere – Passenger Service Attendant – and he says, "Sir, I don't know how to tell you this, but we've lost of your bags." And in the background you can the hear the American steamline (??) going, "We're American Airlines, doing what we do best." What do you take from this? What does the guy remember from this?

KO: Probably losing his bags.

DB: Losing his bags. That's how easy it is to screw up and what not. The guy had a great trip and everything was fine until he got there and he found out his bags were lost.

KO: So customer service is the core of a good business, it sounds like.

DB: To me it's everything. It's something that's not thought of a lot today, but it's something I definitely do.

1:04:57

KO: Do you attribute that to the success of Charlie Brown's and why you were around for so long?

DB: I use that theory wherever I go, and I've traded with this and that. I've done a little work on the side occasionally and that's how I run my own personal business.

KO: And, so, before you mentioned a lot of types of business that were downtown when you were a kid-

DB: -yup, yup-

KO: -Can you think of businesses that are still around that have been around for a while in White River or Hartford?

DB: There's not a lot of them, but you made me think of something else I'd like to say.

KO: Sure.

1:05: 45

DB: I didn't realize this till later times I guess, but we had a great thing going on back then because when Powden's Jewelry needed their tractors fixed or lawn mowers or whatever, we fixed them. And when you needed jewelry, we went to see them. And they took care of us. And we kind of relied on each other. That's not something you get at Wal-Mart.

KO: True.

DB: Our doctor was down there as well. Our doctor, Dr. Whitney, took care of us – our family doctor. When he called, this would be like similar to a 911 call. My father said, "Whatever he wants, whenever he wants, it's drop everything and do it now. Because, again, he took care of us, and we took care of him to the best of our ability. And that's how that went. Powers Furniture that used to be down there, we used to go down there and trade. Some trading of services and so forth, too. We either bought and sold or whatever. But we relied on each other that way. You don't have that today.

As far as what's left down there. Well, Gateway used to be in lower White River Junction and moved up here. Before my memory, but I think in '67. Geez, I don't know if there's anything else. The Legion, I think through embezzlement, went out of action. Aubuchon Hardware used to be down there for years and years. Agway, they're gone. Miller Auto is gone. I don't know – well, the Coolidge is there. That's always been there. I'm not sure there is anything left. White River is a ghost town for many years, but now has come back and is thriving today as an arts community. There's the Tip Top Café. Oh, Tip Top Bakery used to be down there, smell the bread baking. I don't think there's anything left

that was down there. They lost the convenience store, which I'd really like to see another one go down there in White River. We have the cartoon studio where Colodny's used to be.

KO: And Colodny's was a department store?

DB: Yup. Colodny's Surprise Store. It was where I got clothes: dungarees, clothes, pants, shirts, and everything I guess. We used to trade down there.

KO: Why was it a ghost town for a while?

DB: Well as businesses left to go to New Hampshire, it was pretty much vacant for some time. One by one, places went out or moved to New Hampshire. In recent times, there have been some developers with the arts stuff in mind. Zoning laws have changed. With the sales tax thing, I'm not totally convinced that sales tax is more expensive here than in New Hampshire. I don't know a whole lot about New Hampshire, but I hear how they have a business profits tax. They don't pay it necessarily when you go to buy something, so you don't see it. But they have it, I believe. But nobody likes to be taxed, included me. That's how we got started in this country.

KO: That's a good point.

DB: Well, I'll tell you. We used to have people that would drive from Bridgewater, say, past our place to Lebanon to buy a gasket for a lawn mower. Fifty-cent gasket. We had the largest part supply of anybody. And they'd stop on the way back through after they'd tried the other two places that were existing here in New Hampshire. They didn't have any luck over there, so they'd say, "geez, we went all the way over to Don's to get it and they didn't have it. And Joe's didn't have it. And geez, you guys have got it." And back then it was only 3%, when it got started, sales tax. We tacked on the two cents to the gasket. They'd drive right past you to avoid sales tax, even though I'm sure it cost themselves more money in gas and time and so forth.

KO: It's that immediate satisfaction.

DB: It's the tax. Nobody, like I said, including me, certainly not my relatives, like to be taxed.

KO: Yea that's funny. I know people who live up in central Vermont and drive all the way down to New Hampshire even though it's further to do anything just to avoid.

DB: Right. And what have they saved? Not much.

KO: And which they probably haven't. Whatever.

DB: Yea.

KO: Let's see. What was I going to ask you? Well we covered Charlie Brown's. Do you have other stories you want to add about it?

1:11:13

DB: When I left Charlie Brown's, I was doing commercials. We did a lot with The Equalizer. I was doing a lot with the different radio stations and newspapers. I guess we did a little bit of TV, but not much. That's probably what was my demise at the family business. I spent this money on advertising. My father would come out and say, "You spent \$40,000 on advertising." I was able to get it paid for by manufacturers. At least half. Sometimes 75. Even sometimes 100%.

KO: Wow.

DB: So, yea, I spent that money, but I got it back. We never agreed on that. When I left the business and went off the air, I was doing a lot of commercials. I was very friendly with the radio station folks. There was a big FM station down in Claremont, Q106. And so the guy actually said people were calling saying they missed hearing me. So we devised a plan and I ended up doing it for nearly three years, up until I went to the desert. "The All Around Town with Dennis Brown Show." I did that at drive time in the mornings. It was always comedy stuff. I got things off the weekly world news. But then I was able to get a lot of local stuff. We were thinking about ending it anyways, because I was running out of things to do. I really admire the folks on TV that can do it everyday. Sometimes I think they shouldn't be on everyday, but it's really hard to be funny everyday and do new things, innovative things, things of interest and so forth. I pretty much run out of things to do and I went to the Desert Storm thing and then we never got it going again. That was pretty good. And in addition to that, I did some commercials for other businesses. I really liked that. In fact, I may try to do that again someday. Another personality I have is "Dirt Poor Denny." I'm too honest; I'll never be rich. Dirt Poor Denny came into being there as well for some things. I think I'd like to expand that someday.

KO: On the radio?

DB: Yea.

KO: Oh.

DB: I really enjoyed that.

KO: Yea?

DB: Yea, it's fun

KO: You have a good radio voice. I bet it's good for recording.

DB: Well I'm one of the folks around here that talks normal. People would come to our business, when I was at Charlie Brown's, and they'd be looking for the guy that was on the radio. They'd be looking for a much older guy, for one thing. So that was always fun. I don't think my voice is great by any means. I think it's different. It's not the elevator music style that most commercials have where the guy is talking and you don't hear it and what not. My voice is different. Maybe not better, but different. And I think it catches a lot of people's attention.

1:14:32

KO: That sounds like good radio.

DB: And it's all by accident I guess, but from the time I was little, I was down at my father's working and many of our customers were old Vermont farmers and what not. So that's what I grew up with. So here I am.

KO: Well, so you've obviously heard your voice on recordings before.

DB: Yup.

KO: I hear mine all the time doing all of these interviews-

DB: -of course-

KO: -so I always caution people when I'm going to give them a copy: You're voice is going to sound different. Your words are not going to look as though you think they sound because you talk differently or you write differently than you speak. It always throws people off. It took me a long time to just get used to hearing my own voice on these.

DB: Yup.

KO: I'm over it now.

DB: Good.

KO: Well, let's see, I don't want to take up all of your time, so I'm trying to think if there are any last minute... Let's see. We did Charlie Brown's, Gateway, Radio, other businesses, White River. We've covered a good amount of material.

DB: Yup.

KO: Anything that?

DB: Um. I'm a '79 Hartford alumni and my senior year, we were the first ones to have use of the hockey building, which at the time was just a roof over the ice. It didn't have ice making equipment or anything like that. We had previously played hockey on our

tennis courts. Just put up boards and shoveled the snow and so forth off. So my senior year, we were the first ones to have the use of that. My 35th year, alumni, this year – we had a meeting recently. The theme for the parade is “50 years ago” and Hartford High School is 50 years old where it is now.

KO: Oh okay.

DB: So we’re doing our float according to that, 50 years, bunch of interesting things.

KO: That should be fun.

DB: I’m going to look different in this, I guess. The Ford Mustang came out in ’64. The Barbie Doll was introduced in ’54. Etch-a-sketch. Pop tarts. There’s more.

KO: Pop tarts, wow, I didn’t know they were from 60s.

DB: And Mohammed Ali won a championship, we read. Classmates are going to be dressed as an etch-a-sketch, Barbie doll. And of those options, pop tart and such, I ended up – apparently I’m going to be Mohammad Ali in the alumni day.

KO: Nice.

DB: So that’s going to be a challenge. But it’s better than becoming a Barbie Doll. Or a pop tart.

KO: Pop tart would probably be the easiest costume, just a box.

DB: I agree. My wife advised that I should have taken that option. That’s alright, we like challenge.

KO: Yup. Too late now. Ah, well...

DB: And the last couple of times – the last time my class we did the float here and that was a lot of fun. I had never got involved with the alumni before the last five years ago, and I just wished I’d done it sooner.

KO: I think I heard about this parade the last time I was meeting people around here.

DB: Alumni Day?

KO: Yea. Who? Um, Fred Davis.

DB: Yup, I know Fred, Sr. and Jr.

KO: I think he and his wife were telling me about.

DB: Yup, they are alumni. They are in it.

KO: That's nice. I'm getting a lot of the connections in town, not having lived here. But I spend an awful lot of time here.

DB: You're learning some good stuff.

KO: Yea.

DB: Yea.

KO: Well, that's all I have for now. I might have follow up questions at some point.

DB: Well call me, or I don't know if you have my email.

KO: Oh, I'll ask you to write it down. So I will transcribe everything and give it to you so you can look it over. You're only interview number 4. I'll do a total of 20. So you've got a fair bit of time if there are things you want to add or if you want to follow up on something. But I thank you very much for your time.

DB: It's fun.

KO: Thank you. So I'll turn this off now.

01:19:53.8 END OF INTERVIEW