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[Signature]  
Narrator

1155 W. Popham  
Address

Butte, MT 59701  
City, State, Zip

Teresa Jordan  
Interviewer

Butte Historical Society  
PO Box 3913  
Butte, MT 59701

12 April 1988  
Accession date

[Signature]  
Archivist

Larry Hoffman, Blue Range Engineering, interviewed at the Butte Historical Society, January 10, 1986 by Teresa Jordan

From Lewistown. Has been interested in mining all his life. Originally came here to go to the school of mines. Came in '64; born in 1945. A lot of mining country around Lewistown; none active when he was growing up. L reopened a lot of the old mines--through time he was in college. He was fascinated w/ mines all his life--when he was a kid, he had hayfever, and found that he didn't have it when he was underground. He just got hooked.

Has worked at mines all over the West. Would take off in the summers, travel around on his Harley Davidson motorcycle, work a week here, a week there. Went to the famous old mining districts--Cripple Creek, MotherLode country of Calif. Not a lot of gold mines operating at time. He is not much interested in prospecting. Once somebody else finds it, he likes to dig it. Has worked in Alaska--spent four years there.

Has girl 14, Erin; boy Kendall, 12. Wife Gwen.

Degree in mining engineering. Has worked mostly for himself--as a mining contractor, small mine operator, consulting engineer. Has worked for smaller mines in this area--has done work for Stauffer (phosphorous), Kominko (sp?), others. Did a lot of underground development for the Golden Sunlight in Whitehall.

Left Butte when grad in '69, lived in Lewistown until 1972, then 6 mos Denver, then Lewistown til '74, lived here since then.

Blue Range Engineering, w/ lab work, etc, formed in 1983. Was on own for about 15 years.

Blue Range--set up to do consulting engineering for the mining industry. Do assay. Set up lab primarily to do process testing, to see how to get the gold out of the rock. Specialized equipment construction. Special services for the mining industry. Build everything from a piece of eqpt you could carry in your hand up to a portable concentrator.

Q: Think will do work for Washington Construction?

Hard to tell. They are well known for using subcontractors, but they may consider us too small for what they want to do here.

Ralph Driscoll went to work for L up in Alaska as a mill foreman. Ralph is from Butte, and they kind of stayed working together. R Went to Alasaka in 1980.

Q: Have a pretty substantial shop?

Yes.

Q: What is your experience w/ setting up a bus in Butte?

Took a lot of perserverance. At that time, everyone looking at the mining business as being dead and gone. And there isn't a bank here that understands the mining business. We were bucking the trend. It was very very difficult to get financing; we virtually financed the whole thing ourselves. And we had a real battle with the zoning commission getting permission to run the laboratory.

Q: How finance yourself?

L had a lot of eqpt to start w/, and owned the bldg. And took adv of a lot of bargains--as when ACM shut down the lab in Great Falls. And you go out and do a few jobs, make a little profit, plow that back in.

[from here on is, for the most part, a very rough (and un-audited) transcript.]

The biggest thing was the zoning. We were just ignorant about it. The uptown is such a hodgepodge of mixed businesses, vacant lots, things that look terrible and things that look pretty good, never even dawned on us that there might be serious restrictions against doing what we were doing. So all of a sudden they jumped on us, and they jumped on us pretty hard. No one came to talk to us; the first thing we got was an official notice--you are in violation and you are going to have to move your business. We said, there was no way we were going to move our business. We would just shut her down completely and do away with the jobs. Or stay where we are. W/ the help of a lot of people here in Butte, we did manage to convince the zoning board to let us stay. Took from August '83 to just about the end of the year. 3 or 4 months.

Q: Why so much trouble?

Butte was still kind of feeling sorry for itself. A real distinct change along in late '83, '84 when you could almost see Butte go from that stage of just feeling sorry for themselves--gees, we're in this awful problem, why doesn't ARCO or the govt or somebody come and bail us out. We've sacrificed ourselves all these years for the mining industry and now we're just left cold. And then the attitude started to change, the people realized that hey, nobody is going to bail us out, if we are not going to sink, then we're going to have to do something constructive here. Our zonging hearing I think was one of the critical things that made the administration take a hard look at what was happening w/ small businesses here. Like Don Peoples said, it was a real shock to him when we had our zoning hearing, and the zoning board finally said yeah, we're going to grant you a variance. My wife came up and grabbed me and hugged me and Don said gee, it looked like the guy had just been granted a reprieve from a death penalty. And that was the way we felt. We put everything we had into this, and all we were getting was static from them.

But like I say, once Butte realized it was going to have to pull up on its own, the people really knuckled down, and they have taken a real survivalist attitude. Mining background--mining has always been an up and down thing. People roll with the punches. In Butte's case, they always thought that Butte would be here as a mining town. Just like the smelter--it's still shocking for me to go over to the smelter and there's nothing there. That was something I grew up with as a kid--the Anaconda Company is this Rock of Gibraltar.

It's kind of a one-town punch in a lot of ways. Like in Lewistown. The Railroad was the Milwaukee. I had dozens of friends whose parents worked for the Milwaukee, and the Milwaukee was locomotives and cars and railroad track--a railroad is a railroad, you just don't think of a railroad up and vanishing, and that's what it's done. You go out and walk along the Milwaukee grade and see the tracks torn up and it's just almost like you went home one day and somebody took your house.

Q: How many people do you have working for you?

[notes] Minimum 8 up to about 20 or 24, seasonal. Most of people working were laid off from Anaconda Co. Wages are usually \$6 to 10/hr--when they have a mining project going, \$12 to \$14 an hour. If they are making the money, want to pass it along. They have really good people working for them, and don't want to lose them, like to Washington. They don't have a health insurance plan, though they are getting on verge of doing that. When they were first starting the bus, hard to finance. And, #'s of employees varied a lot, and it's hard to make insurance Co's understand that. Insurance is expensive. Incredibly expensive. As mining contractor, used to run about \$1200 a year for liability. And now it's about \$6 or 7 thousand a year. In ten years, that's a lot of money. But you can't live w/o it.

Q: Unionized? Any trouble w/ unions?

Not unionized. Only had one little bitty clash. Somebody who said he was from the Painter's Union--but later somebody told L there wasn't a painter's union, so he doesn't know what that was about.

Do machine work, but primarily an engineering firm, which would be non-union, anyway. But have people who drive trucks, operate fork lifts, weld, etc. If we were big enough, we would probably have problems.

Q: Would you have had trouble, the size you are, 10 years ago?  
[rough transcript again]

I don't know. Probably. Especially maybe on the mining projects. We never had any trouble, but then we were only hiring six, eight people.

Q: Do you think Washington will be union?

Probably, but he will probably encourage the various crafts and people in Butte to form what you might call a Butte mining Union, so you only deal w/ one union. I'm sure w/ the track record of Anaconda, that they will never let themselves be caught in that trap. It was ridiculous. You can talk to almost any of the union people around town right now and they are willing to admit right off the top, yeah, it was a mistake, we took advantage of things. I talked to a nephew of one of the union leaders here in town and he said "You know, I worked for the Anaconda Company for 30 years and I can honestly say that there wasn't one day that I earned my salary." A lot of people look back on it and say Gee, it was nice to be working.

Q: Reasons for shutdown?

1) oil company attitude of ARCO. ARCO bought Anaconda basically as a tax write off, with an opportunity to make a bunch of money like they did in the oil business but it didn't pan out so they kind of just said, no, we're not going to sink much more money into it.

2) The world copper and metals market.

3) Labor problems in Butte--the Butte labor force had grown up with the idea that here's this cow we can just milk, milk, milk, and it's never going to run dry, so why should we give it a break or feed it or anything else.

Q: Did the Co ask for concessions?

Don't think Anaconda ARCO approached it in that way; they stayed more w/ the rigid, time honored deal with the unions--rather than saying, gee, we're in real trouble and we need help, they kind of went to the unions w/ the attitude, well, we're still the big boys and if you want to keep working for us, you're going to have to give us this. And there is a whole different perspective to the working man between the two attitudes.

Q: Do any work for Anaconda?

A test program with our portable mill, that's about the only thing. Ana. was always real self sufficient. I worked for Co as a student, underground, at Leonard.

Underground--people either love it or hate it. It's something that is so different. If you don't hate, then you really become fascinated with it because it is so different. You literally punch this hole through solid rock. It is so different from the world we see up here. You can turn out your light, and it is pitch dark. Most people don't know what pitch blackness is, but you don't have anything, no subliminal effect of light on your skin or whatever, that you have on a dark night. You know you can always look and see something. But underground, you can strain and strain and strain and you can't see anything. If you

are underground long enough without light you actually become disoriented, you can't even tell which way is up.

Q: How long did it take to get going as a business?

We're probably just getting going now, the last six months, starting to pay off bills, draw a salary, things like that.

Q: Why did you have faith in the mining industry?

We see a lot of opportunities if you are willing to work hard enough and scratch hard enough, the opportunities are there. There are people out there who have money who are investing in the mining business and generally if you can make contact w/ these people, they are favorably impressed by the fact that you are in there trying to do a good job and provide a service.

Q: What are some of the jobs you are working on now?

Doing a variety of things. Doing assay work for Western Energy, they have a big exploration project up by Helena, they are drilling and taking sample and they send them down to us and we find out how much gold and silver is in them. We are just finishing up a mining project for a Canadian firm at Elkhorn, up at Boulder. They did some drilling and they discovered some ore and we drove a tunnel in to the ore, cut out a drill station so they could do further drilling down into the orebody. We are just doing a project for Stauffer Chemical, testing some of their slag for by product use. Doing some work for a gold mining company that is considering building a mill. We are doing the test work on their ore to determine what kind of mill to build and what their costs are likely to be.

We are primarily exploration and development. [But, for instance, with Canadian firm] It's possible that we could get a contract to mine ore, even possibly build and operate mill for them.

The hardest part of this business is building up the confidence level of the industry. When you start out, no one has ever heard of you, at least in certain aspects of the business, and it is very very difficult to get somebody to walk in and say gee, you've got an honest face, here's three million dollars to develop our project. They are going to go to the better known engineering companies. You have to work a long time to build up the confidence level. We still have several years of that to do, probably.

One project that has helped us a lot is this Alaska project--it was the farthest north underground mine in the United States. It's 80 miles north of the Arctic Circle. We did all the engineering and contracting for the mining and milling. The operation is 65 miles from the nearest road, it is all supported by air or else hauling stuff in on Cat trains in the winter. A real isolated project, something that take a lot of engineering, a lot of

effort. It's shut down now, there just isn't a high enough price of gold to operate that. So we have it on a care maintenance basis. We ran it from '79 to '83.

Q: So when you started Blue Range Engineering, you had projects already.

Right. I was operating myself as Blue Range Mining Company as a consultant engineer.

Talks about the Alaska project.

Q: What do you see as the future of mining? More Anacondas?

No. The day of Anaconda is dead. The future in mining is more the Golden Sunlights and the Pegasus, Montoro (sp?) size companies--the middle sized companies that tend to hire very flexible people, develop their own financing from outside their own company generally, and concentrate on projects that are smaller and more wide ranging than major companies in the past. There isn't enough flexibility in a major Co like Anaconda or Kennecott to deal w/ the conditions today.

Tape 1, Side B

Q: Why decide to locate in Butte?

Because I like Butte. It's just a neat town. The people in it are interesting and friendly and you've got a lot of things you can do in Butte just because the people are the way they are.

Q: You've lived in lots of places where people aren't Missoula Yuppies--why Butte more than other places around the West?

Because there aren't any pretensions in Butte. Butte people are just absolutely straight forward. They are just what they are. You go down and talk to Carl Rowan or Pork Chop John or any of these people in Butte and they are just people in Butte. They are not trying to impress anybody or be anything that they are not. They are just here. There are that type of people here [who would impress] obviously, but as a general rule, the people are just very straightforward and down to earth.

Q: You would find that more here than in, say, Alaska?

Yeah. The attitude in Alaska is fairly similar, I guess, maybe even more so because people have a harder life up there. But personally it would kill me off to spend a winter in Alaska. The darkness.

And I guess the other big attraction to Butte was Montana Tech. I went to school there and know a lot of people there. And it's a great resource for our type of business. The library, the professors, you can go up and ask them anything, you can get a lot of good advice. Professors are very accessible, very willing

to help, always interested in what's going on.

Q: If you were writing acknowledgements for Blue Range Engineering, who would that include?

John Orth, Tom Finch (head of the mining dept at Tech). Frank Mishkoff who own Bearings Incorporated. I could just go on and on and on.

Q: Who in battle with the city?

Tom Cash was really helpful. John Orth was the one who knew all those people. And John knew me from when I first moved to Butte. When I first moved to Butte, I worked with John down at the research center (MERDI) and we've been good friends ever since and John just took us under his wing and said this is ridiculous, and here's who you need to talk to. On the zoning thing, we thought it was just a matter of saying, well gosh, here we are, poor little company, and gee, what are we hurting, and we would get through it. And everybody said, No, it's not that easy anymore. It was a real struggle. John helped. Hal Braham. Harp Cote. And of course Don Peoples was very helpful, but there wasn't really very much Don could do directly of course. He'd always said that he wasn't going to interfere with any of his appointee's jobs, and he didn't. In other ways, he was very helpful.

Q: Was it too hard?

It would be very discouraging for a business starting out. A good example was, the night we had our hearing, there was a gal who had a real estate office on Harrison Avenue in one of those little houses. She hung a sign out in front to advertise her business and the board told her that night that she couldn't do that. For somebody that's starting out just on a one-person business like that, basically all they are going on, and they are almost desperate because they don't have anything else that they really want to do or maybe that they can do, and here is this cold, authoritative group of people saying you've violated the laws of Butte, and slapped her down for it. It's not right. There's got to be a better way to do that.

Q: I've heard this complaint from others...

Right. Almost everybody has had the same experience.

Q: It's odd because Butte seems more than anyplace else in Montana to accept diversity and eccentricity...

Right. It's a conflict with what I was just saying about the openness of the people in Butte. I think part of the problem was that the person who was in charge of permitting that sort of thing at the time was perhaps the Missoula yuppie type that wanted to be in a position of authority and assert that authority and just not give an inch. And maybe to a certain extent that



type of person tends to gravitate to those sorts of jobs. Just like a policeman. How many people become policemen just because they really really enjoy helping people and being in a position to be a servant of the people; and how many of them go there because they want the authority over other people?

Q: From your experience operating in other parts of the country, and talking with other people, do you think it's harder in Butte?

No. I think probably if we had been someplace like Missoula or someplace else and had the same type of zoning problem, I'd say the odds are we would not have got our variance. That's certainly nothing that is unique to Butte. I think that's a chronic problem in any bureaucracy on any level.

Q: The futurists tell us our future will be away from industry and manufacturing and more into services, high tech, information. There has been some talk along those lines for economic development in Butte. You are more in the manufacturing, production end of things. How do you feel about "megatrends."

Megatrends--that's one of those things that everybody talks about, a good buzz word. And there is a lot of concern among -- my clique, I guess you'd say--that are in the basic industry, that the country is just selling itself short right now, that we are depending on a lot of people out of the country that could at one time or another become totally undependable. And leave this country with its pins knocked right out from under it. And there are articles in even Readers Digest and things like that about how we should not be dependant on foreign countries for these critical staples. But it's hard to compete on a dollar basis. People involved in basic industries--basically, agriculture and mining, that's basically all there is--a very very small number of people supplies the rest of the country. So when it comes to who has the most voice in Congress, the consumer has the louder voice. It can be really irritating if you step back and take a look at it. For instance, Montana Power, it's a constant battle with them with the public and the press and everything else. And yet you read the facts they are advertising now, and we are paying less than the national average--and the average is based on a low and a high, so imagine what a number of people are paying for power.

some talk about agriculture.

Q: what role should the government take in re to the metals industry?

That's a really really complex thing. It's not just the fact that other people produce copper cheaper than we do based on basic production costs. We've been --burdened would be too inflammatory a word --but we've got these environmental considerations, a lot of considerations that don't have anything to do with the business of producing metals for the people, that make it a lot more expensive to produce metals here, whereas other

countries, they've got a mine out in the wilderness, they can do anything they want. They can hire the black natives, they can turn rivers into sewers for 5000 miles, and nobody cares. So the govt really can't do much about it. And as much as I'd like to see legislation to raise tariffs and do this and do that, I'm a firm believer that the less govt in the nation, the better.

Q: Copper mining is more large scale--what do you think that means for copper mining specifically.

It means that copper mining, in my lifetime, unless there is a major disaster of some kind, a major impact on the world market that changes the supply to the United States, that copper mining will probably not come back in our lifetime. There are reserves of copper for instance in Chile and Peru that are 10 times as rich as anything we have in the United States and 10 times as large. There are copper mines in Peru that have reserves of 3% copper for 150 years. There are mines that are 5 times as big as the Berkely Pit, 10 times as big. It's hard to compete with that.

Q: This has been mined for so long, do you think that this particular property has the sort of concentrations left to make copper mining profitable on any sort of long-term basis.

I think there is probably a possibility that it could be operated, but it would never be a real bonanza type money maker. If it was run as a lean, tight operation, I'm sure there is money to be made. Of course, that's what Washington is betting on. One thing that has been ignored in Butte in the last 80 or 90 years is the precious metals involved w/ the Butte hill. And I'm sure that Wash is going to be taking a close look at those.

Q: A lot of old miners talk about the reserves, that mines were shut down for external reasons...

Oh yeah, it's always some other reason. It never fails. It's never because the ore played out. It was bad management or something else...I would say that there is some truth to that, that there is always ore going farther down but at a particular time it might not be economical to mine that. And it might be because of some accountant saying this mine isn't producing enough ore to pay the expenses of all the development that's going on, and it may be a short term outlook. It might be that they could get so much development done and then they could mine for years and years without doing something and the balance has switched the other way but this particular person might not have the foresight to see that. Certainly we know that the ores in Butte are very very deep seated, so it's not likely they played out although they do get leaner. But on the other hand, you get a lot of the miner that's worked in a particular place and he can look at that ore and just know that that's a hundred ounces of silver per ton. And it might not be. There isn't a miner in Butte that's probably ever taken a sample out and spent his own money to have the Anaconda Company's ore assayed. So you have a

lot of rumours more than anything else.

Q: What is going on in independant minig, leasing, whatever, right around the Butte area right now?

[following are notes rather than transcript]

Aries Resources behind the Orphan Girl, west of Butte. Ongoing but on small scale because have trouble raising money. There are a series of veins there mined through the 1950's, silver and manganese. Hodgepodge of owndership. Aries consolidated those into one block of land through lease from Anaconda. Also, similar project, Lee Mining, N. of Walkerville. Haven't don't anything for a couple years. Blue Range Engineering mined and milled some dumps for Aries last year. Test program w/ Mt Tech and Department of Commerce and Aries to test our portable mill, see if the program was feasible to run.

Q: Rumor is that Washington bought ARCO operation for \$7 million--what do yu think?

Rumor I heard, which is fairly substantial is that they wrote a check for \$12 million dollars. Washington have the option to salvage everything out. The concentrator was a disaster from the day it began. Would have to do something there, perhaps set up semi-autogenous concentrator, a SAG mill.

But I think it is too big an investment just to use it as salvage. It's possible he might salvage it to get his purchase price back and then keep property, wait for mining to come back. Plus he acquired lots of just plain real estate. He has the mineral rights in the Butte area. Mineral rights under what had once been Aaconda's logging operation now belong to Western Energy. W.E. also bought Anaconda/ARCO's geologic data base.

Oil people always share information, but mining industry is very secretive. It's always been that way. ARCO was secretive in their mining operations. Anaconda always was

Q: What advantages does Butte have for its future?

Politicians from here were able to get the two major highways, the Interstates, to intersect here. Railroads on the other hand, could go, just like that--We are on a dead end with Railroads without the Burlington Northern--and they want to take out this track. The survivalist attitude of the people is a definite advantage. The people who say we are going to live here, we enjoy living here, so we are going to make something of it.

Q: There doesn't seem to have been an exdodus from Butte. Why? And does that help or hurt Butte?

[back to rough transcript]

People stayed because they wanted to, had the determination to make a life for themselves, on their own. And there are a lot

who stayed just because they didn't have the gumption to go do something else and are now living off welfare. That's one of the reasons the Butte Community Union is so vocal. And that's a segment of Butte, not to be hardnosed, but they are largely feeling sorry for themselves. And there are people who, granted, they can't do anything else, they are truly indigent. But you have people, you see some of these groups gathered together, and they are pretty able-bodied people. And that kind of people are probably a detriment to Butte.

Q: There is anger among some people when it's suggested they should have to leave to find a job. Is that change of expectations--from the original migrant labor force here--a national change, or tied to Butte specifically?

National. Tend to see same in Steel towns, farming communities, any place that was at stable status quo for long time and then things dropped out from under it. People had grown up with security and then it wasn't there. Whereas the people who came originally had no security at all; anything was better than what they had, so when the situation is reversed, it's just like when you are warm in your house and the power goes off, it's a lot nicer to get warm than it is to get cold.

Butte is in the same situation. It had security for so many years. Even with ups and downs, it was always there. They've got this deal going on where they are going to try to nail ARCO for the back taxes that supposedly weren't paid. We were almost at the stage where Butte was breaking away and starting to make it on the own, and I know dozens of people who were saying, oh no, this is going to throw us back to where Butte is in the womb again.

Q: Do you think that's the same w/ Washington?

No, I think Washington has a unique opportunity to come in here. An outside firm, small enough not to be labelled a raper and pillager of the public, small enough to earn the public's sympathy and the press, and pretty well dictate it's own conditions.

Q: Other examples of business climate turning around about the time of your hearing?

At the time, we talked to a lot of people in similar circumstances, in business, and in the administration. And there was a lot of misinformation, poor concepts, on both sides. People in the administration had never been in business for themselves, they had no concept of what it was like to HAVE to make a profit, no real concept of the basis of entrepreneurship, which is taking a risk. Almost by definition, a person in public service takes no risk other than the fact of coming under public criticism and losing a job. That's their biggest risk. But at the time, my impression of the people in the public segment was that they were surprised in the problems involved in starting a small business. W/i six months after our hearing, they instituted the commission

to look into the zoning regulations, they instituted the idea of starting a small business incubator, a lot of actions were taken at that time. They really got behind the science and technology programs, just any number of things which three or four years before they probably wouldn't have given more than lip service to--because it wasn't necessary. They had big brother, ARCO/Anaconda, to pay all the bills. If somebody wanted to start a business here, that was fine, but it was insignificant compared to what the Anaconda Co was contributing to Butte.

Q: #'s Anaconda employed had been going down for 70 years--you wonder why there wasn't emphasis on diversifying employment earlier.

Decrease of hand labor, increase in education, miners sending kids to college. So shift from blue collar to white collar work force which fit in w/ decline in Butte labor force, and nationwide, the same thing. So nobody was really concerned about it. Everybody had a job. But there came a point where all of a sudden the mine shut down completely or came close to it, and all of a sudden, there is a crunch. Not enough people have jobs and people start complaining.

Q: Would you be a candidate for the small business incubator?

No--that's more for retail, one or 2 person firms. We do too many different things, need a shop, etc.

Only thing that B. R. E. has looked for help on is marketing--selling our services. But we are such an out of the ordinary type business. And most marketing people have no idea how to go about it. So our marketing is almost exclusively on a word of mouth basis.

As engineers, BRE is sometimes almost too focused on the nuts and bolts of solving problems to work with sales and the public very much. And it is such a different sort of business. With a restaurant, you can make predictions down the line. Very hard to do it with a bus. like BRE. We do a lot of diverse things. Depend almost on walk in business.

It's hard with small business like ours. You get a big project and hire a lot of people, but if things don't keep up, you have to lay off a bunch. And that really hurts. It's hard to walk up to somebody and say, sorry, you'll have to find something else to do. There are times it is almost not worth it. There are a lot of times I think I was happier just being a consulting engineer on my own and not having this labor base depending on what we can scrounge up.

Q: Is there anything in promotion that city gov't or Butte could help with?

In working w/ dept of Commerce on the portable mill, the Butte Local Development Corporation sent up their marketing expert to

talk with us--Joyce Brown. She would talk to us, but just draw a blank--how do you market this? Because you almost have to be an intimate in the mining business to get out and sell something as specialized as that. She could never figure out how to do it. Her replacement came up one day and talked about it, and he's never been back. We get discouraged with that, eventually say, that's the way it is, and do the best we can.

Q: Optimistic for the future for BRE?

Level of optimism fluctuates almost daily, depending on how much the phone has rung, who comes in, what's happening. Pretty common, acc to articles, for small businessmen to go from euphoria to deep depression. We've had a very good year and yet I've come out of it pretty depressed about some things. I don't think the business is going to fall off or anything, but it just seems to be pretty frustrating that you get out and work your tail off, you have clients who don't pay you, and people that you do a good job for and just because there wasn't anything in their particular mine, they say that Blue Range Engineering didn't do a good job because they didn't find anything. It can be real discouraging. but overall, I think we will do a good business based on these small to medium sized companies that are going to develop mines around. We are getting our reputation established, more and more people know about us, we've done work from Alaska to French Guyana and that helps. It makes them say, gee, somebody had them go to French Guyana, they must know something.

Right now, about 80% of our work is in Montana. It varies. It went from being 100% in Alaska.