Galen Iverstine
Iverstine Farms Butcher - Baton Rouge, Louisiana
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Rien Fertel: All right. This is Rien Fertel with the Southern Foodways Alliance. It is Monday, February 10th, 2020. I'm in Baton Rouge with Galen Iverstine, and I'm going to have him introduce yourself.

Can you give me your name and your birth date, please?

[0:00:17.5]

Galen Iverstine: Okay. My name is Galen Iverstine, I'm from Baton Rouge, Louisiana, and my birth date is July 11th, 1986.

[0:00:24.2]

Rien Fertel: Where are you originally from? Before we get to the farm, before we get to the meat market, I want to get some background, so tell me where you were born.

[0:00:31.9]

Galen Iverstine: I grew up here in Baton Rouge in Central, Louisiana, a little old community north of Baton Rouge.

[0:00:36.8]

Rien Fertel: What was the name of the town? It's called—

[0:00:39.2]

Galen Iverstine: Central.

[0:00:39.6]

Rien Fertel: Can you tell me about Central? Is it rural? Is it suburbia? What is it?

[0:00:44.4]

Galen Iverstine: Yeah, it's somewhat suburban, rural mix. My parents were both from Baton Rouge and moved out there to have a little more space and better school system. It's funny, when I was out there in school, it was not incorporated, and then, after I left school, it incorporated to its own city, so now it's its own city now. But before, it was just like an area of Baton Rouge.

[0:01:07.8]

Rien Fertel: What did your parents do?

[0:01:10.5]

Galen Iverstine: So my dad worked for Exxon, the common Baton Rouge story. He worked for Exxon, my mom was a schoolteacher, but they kind of had midlife crisis around forty. Dad took an early severance from Exxon, started a contracting company. My mom went back to school and got her school psychology master's and did school psychology for the school systems.

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Rien Fertel: So no farming? Was there any farming?

[0:01:37.4]

Galen Iverstine: No, farming pretty much skipped a generation in our family. So both of my parents' families were farmers, and then after the Great Depression, the farms kind of started wrapping up. They did some truck—they called it truck farming, where they did some produce and things like that, I think all the way into the [19]60s, [19]70s, and then everybody went to the plant, that kind of thing.

[0:02:01.2]

Rien Fertel: So these were your grandparents would have farmed?

[0:02:03.1]

Galen Iverstine: My grandparents, yeah. They grew up on strawberry farms around Independence and Ponchatoula area.

[0:02:09.2]

Rien Fertel: Both sets of grandparents?

[0:02:10.5]

Galen Iverstine: Correct, yeah.

[0:02:11.6]

Rien Fertel: So did your parents meet, like, young and grow up together?

[0:02:13.5]

Galen Iverstine: In high school in Baton Rouge, yeah, yeah. So some of the family farmed in Tickfaw, some of the family farmed in Independence, and then my mother's side, they were all from Ponchatoula, Manchac area, so they were fishermen and farmers down that way.

[0:02:28.2]

Rien Fertel: So tell me, where'd you go to high school, where'd you go to college?

[0:02:35.0]

Galen Iverstine: I went to high school at Central, which is north of Baton Rouge, and then I went to Louisiana Tech my freshman year of college, came back to Baton Rouge to finish at LSU, and I still am actually not done. [Laughter]

[0:02:48.1]

Rien Fertel: Well, what did you study there? Did you study Ag?

[0:02:50.3]

Galen Iverstine: Political science.

[0:02:51.3]

Rien Fertel: You studied political science. Okay. But you became a farmer, eventually, and that's when I met you. I met you originally in 2012. I went back and looked it up. So how did you get into this? What was the impetus?

[0:03:04.1]

Galen Iverstine: I mean, I was a really mediocre college student, like "mediocre" is probably generous, and when you're a mediocre college student with a liberal arts degree, you have a hard time answering the question "What do I do after this?" So you got to get creative. So my senior year at LSU, I pretty much got really sidetracked, was really thinking about joining the Marines, trying to go to Officer Candidate School, and then decided against that because I don't think my brain works for the military, as far as like just turn it off and listen, unfortunately.

So, in my senior year at LSU, I was in an English class, and we were studying the farm bill, basically, like how food policy gets made and things like that, and took me on some tangents of studying how other people are getting product to the market, outside of the industrial agricultural model where everything's been centralized and a lot of middlemen handling the product. So I kind of stumbled upon a few other farmers around the country doing it a different way, not only farming it a different way, but marketing it and selling it directly to consumers.

[0:04:19.2]

Rien Fertel: You said this was an English class?

[0:04:20.7]

Galen Iverstine: Yeah.

[0:04:21.7]

Rien Fertel: Do you remember the name of the professor?

[0:04:23.7]

Galen Iverstine: I don't. I remember the name of the class. It was called "Writing About Food."

[0:04:27.7]

Rien Fertel: Was that your freshman year?

[0:04:30.7]

Galen Iverstine: This was my senior year.

[0:04:32.0]

Rien Fertel: Your senior year at LSU?

[0:04:33.0]

Galen Iverstine: At LSU, yeah, but it was an entry-level core. My last two years were supposed to be—I basically bounced around campus to every different major, so when

you get to looking at the end of it, you're like, "Well, shoot, I've got to take Spanish." You've got to take all these classes just to finish up, and that's the reason I haven't finished up. [Laughter]

[0:04:33.0]

Rien Fertel: What do you think, what was it about that story, about the food bill and these farmers, that attracted you?

[0:04:59.0]

Galen Iverstine: I think it kind of coincided with the big question of what I would do with a college degree. It all kind of came together at the same time when you're thinking about what do I do with a college degree, and the only way I knew how to answer that was, "I want to produce something." Something that I put my hands on, produce it, and then get it to a customer. That's all I knew.

And then as I started kind of studying farmers and stuff like that, I was like, "Oh, well, Ag." And in Baton Rouge in particular, where's the gap in the market? And proteins happen to be there, and farming proteins in a sustainable method, using rotational grazing, and things like that really spoke to me, so kind of tackled that.

[0:05:46.1]

Rien Fertel: One or two more questions before we talk about opening the farm. Do you remember the names of any of those farmers that you were studying, who they were, where they were?

[0:05:57.2]

Galen Iverstine: Yeah. Will Harris is one, in Georgia, and then Joel Salatin up in Virginia. And then through that I got introduced to ATTRA as a website. It was set up with a SARE grant, where basically it's a resource website for sustainable farming. And I landed an internship on a farm in New Hampshire with a guy named Roger Noonan up there for a season. It wasn't exactly like the model I wanted to do, but it gave me exposure to the industry, really tested my fortitude or willingness to wake up and farm every morning. That was the goal of it, is like let me go to work for somebody else and make sure I have the gumption to do this every day, and it's what I really wanted to do. So, worked for him. He was mostly produce. We had one of the largest certified organic produce operations in New Hampshire.

[0:06:50.7]

Rien Fertel: When did you move up there?

[0:06:53.0]

Galen Iverstine: That was [20]09.

[0:06:55.1]

Rien Fertel: That was your first farm job?

[0:06:58.4]

Galen Iverstine: That was my first farm job, yeah. Then, it was funny, there were three interns on the farm, and I'd come from a background of hard labor. My parents have always been doing something where we were involved as kids in high school, whatever, so I know mechanics and hard work. It's just something we didn't shy away from. So the guy I worked for up there kind of caught on to that pretty quick and just threw everything to me [Laughter], like tractor mechanic and pretty much running the crews and stuff like that, so it was a good experience. The main reason I wanted to go work for him was to learn the CSA model, which I quickly learned that is not the model I wanted to use.

[0:07:44.6]

Rien Fertel: Wait. Where would you have heard of him? Did you read about him online or in a—

[0:07:48.4]

Galen Iverstine: Through the ATTRA website. So through the ATTRA website they list internship opportunities. And Roger, since then, he's lobbying hard. He's kind of transitioned to a lobby arm of that for small farms.

[0:08:03.4]

Rien Fertel: So you didn't want to do his model, the CSA model. So what did you find out you want to do while working at that farm?

[0:08:11.7]

Galen Iverstine: Learning the CSA model, the thing I learned about it was it's a hard way to manage cash, because you get all your cash upfront and you don't have a whole lot of wiggle room for other outlets. So let's say you got a crop of beans in the ground, they're committed. And then if you have a cash shortage, if they're committed, you have no other source of revenue for those beans. They're bought.

[0:08:39.2]

Rien Fertel: I imagine if the beans, if something happens to them, the field is flooded or—

[0:08:43.1]

Galen Iverstine: Yeah, and then you got people waiting on a product. It sounds great. It just seemed like a really hard way to manage cash, and that's why I kind of decided against vegetables. Go to proteins, particularly for Louisiana, because you can produce something 365 days a year. So that always keeps some income coming in.

[0:09:10.5]

Rien Fertel: So how did you start the farm, and tell me where it is and just even about buying the land, or was it old family land?

[0:09:19.1]

Galen Iverstine: It was not family land, and that has proven to be the biggest challenge, is capital, in this business. But Dad was coming off of some windfalls off some things and needed to put some cash some places without paying some capital gains taxes, so I convinced him to buy sixty-five acres in Kentwood. [Laughter.]

[0:09:39.6]

Rien Fertel: Was that an easy convincing or was he—

[0:09:42.6]

Galen Iverstine: Yeah, particularly because my mom knew the alternative was me going to the Marines, so she's like, "Yeah, we need sixty-five acres in Kentwood." And the reason Kentwood is, I originally intended New Orleans to be a big part of our market, as well as Baton Rouge, and it's got the right radius outside of Baton Rouge to where land prices drop off a good bit.

[0:10:05.6]

Rien Fertel: Because it's an hour from Baton Rouge, an hour from New Orleans, more or less?

[0:10:09.7]

Galen Iverstine: Pretty much. Yeah, yeah, pretty much, because it's straight up I-55 or you can drop down Plank Road all the way to Baton Rouge. So, yeah, it was centrally located in an agricultural region where you have the infrastructure there. You've got a co-op, you've got other farmers, so, I mean, it was kind of strategic that way. And it proved to be a little too far, but you also can't afford to farm land in Baton Rouge.

[0:10:34.3]

Rien Fertel: So you buy the land, and then what do you do next? How do you source animals? And did your father participate, did he help farm?

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Galen Iverstine: Yeah, I mean, for the first few years it was pretty much solo. I bought a FEMA trailer off of the GSA auction and pulled it out there and lived in there. And mistakenly, admittedly, we started too small. It was just a hard way to cash-flow the thing as small as we did, but at the same time, my philosophy was the smaller you are, the smaller the risk and the smaller your mistakes. We're coming at this with the no farming experience, so I don't want to go out there and be animal husbandrying thousands of animals and I don't know what the heck I'm doing.

So it was a good crawl period. So we started sourcing some feeder pigs. We knew we wanted to do the Berkshire hog, which was a challenge to source those. Started with a handful and then did a few hundred laying chickens and then a few hundred broiler chickens that year. Started there, and then when we bought the land, the guy who was

leasing it, we worked a deal where we ended up with about fifteen head of mama cows, and we started the cows that way.

[0:11:53.7]

Rien Fertel: And when you say you started too small, do you wish you had more animals or more variety of animals?

[0:11:58.3]

Galen Iverstine: More animals, particularly—I mean, the only way this regenerative agriculture works is if you have a large amount of animal impact. So if you have a low amount of animal impact, it's not that beneficial.

[0:12:12.0]

Rien Fertel: Can you explain that regenerative and how that kind of cycle works or the theory behind it?

[0:12:17.5]

Galen Iverstine: Yeah. It's all about farming to build topsoil versus degrading topsoil, and particularly in pastured livestock is using the animals as a tool to build that topsoil. So instead of a big cattle farm that typically sees manures as a liability, if you could strategically graze them, then you're distributing that manure over the ground, you're harvesting that solar energy, and you're doing it in a rapid way and giving that land long rest periods. It's all about feeding earthworms and microbes, so trampling and defecating

on the soil and feeding microbes to where you're reducing your dependence on chemical fertilizers that have been proven to degrade the soil, so it's pretty much building a self-sustaining soil.

[0:13:11.6]

Rien Fertel: And do you do that by physically moving the animals from place to place or allowing them to roam? I'm guessing it's not like the chickens in this quadrant, the cows are over in this corner.

[0:13:21.0]

Galen Iverstine: Everything's on the same pasture at different times, so using what's called managed intensive rotational grazing using multi species. Just kind of a quick nuts and bolts of that, cows come in, graze off the grass, chickens come behind them, fertilize, sanitize the pastures by picking and spreading out those cow pies, and then getting off of that land and giving it plenty of rest time. That's a very important part of it that gets missed sometimes is rest periods. You know, it's land-intensive to be able to do that kind of thing.

[0:13:54.8]

Rien Fertel: Where do the pigs fit in?

[0:13:57.1]

Galen Iverstine: So on our farm, we found the pigs better use is in riparian areas, or wooded areas, that otherwise don't have much value, as far as, like, you can't graze a cow on it, chickens aren't going to go in it. So it's a great tool for raising pigs, particularly in Louisiana in the summer where you have some good shade.

[0:14:17.3]

Rien Fertel: Did you learn this rotational grazing in New Hampshire or did you read books about it?

[0:14:23.3]

Galen Iverstine: Read books and then did one of the seminars at Joel Salatin's farm, which is like a three-day seminar where you go and basically follow him around the pasture for three days, which it was pretty eye-opening.

[0:14:36.4]

Rien Fertel: Is this something he does regularly, like you pay?

[0:14:39.7]

Galen Iverstine: Yeah. It was actually through—I want to say it was through *Mother Earth News* or *Acres USA* maybe. It was one of the publications that organizes it on his farm. They feed you, the whole bit. But I'm pretty sure he has an open-door policy, you can go in, but he actually curates the tour and takes you around.

[0:15:01.1]

Rien Fertel: The question I want to ask now, maybe I should have asked it earlier, but you talked about your college years, but what kind of kid were you, like growing up, in your teens? If I was to just read about you and say, "Okay, this is someone, this rotational grazing, you go up and study with Joel Salatin," you sound like a hippie, right? But one that eats meat that hasn't, like, switched to vegetarianism. Were you that kid, or, like, what kind of kid were you growing up around Baton Rouge?

[0:15:32.7]

Galen Iverstine: I've never had to reflect on that question. We grew up—so Dad in the plant, Mom's a teacher. We grew up a typical southern evangelical household where food was important, as far as bringing people together, and we sat at a dinner table every single night. That was something that I really value from my childhood is we ate a meal together every night. It wasn't like we were sitting watching TV on TV trays. We actually eyeball-to-eyeballed everybody. And now having kids, I realize how difficult that is. It's very hard.

[0:16:14.7]

Rien Fertel: Did you have siblings?

[0:16:16.1]

Galen Iverstine: I had two older brothers, and still do. They're still alive. [Laughter]

[0:16:19.1]

Rien Fertel: So you'd eat every night, and who did the cooking? Mom or Dad or y'all?

[0:16:22.7]

Galen Iverstine: Mostly Dad, but both of them. And something missing there, we never really thought about ingredients. My parents were bargain shoppers. My dad has a joke where when he points to us in a crowd, he's like, "Well, three-quarters of what you see there is from Sam's Club." So I guess because we ate a lot. Three boys in a house, you eat a lot of food. I mean, now doing what I do, I know how to do that on a budget, but we ate well. So that was part of it. But then as far as like socially, we were in like a small evangelical church, but, yeah, but it's—

[0:17:05.3]

Rien Fertel: They weren't going shopping at the organic grocery in town.

[0:17:07.6]

Galen Iverstine: There wasn't one.

[0:17:08.4]

Rien Fertel: There wasn't a small one pre-Whole Foods?

[0:17:10.7]

Galen Iverstine: Yeah. In Baton Rouge, Whole Foods was the first game in town and I think was, I don't know, [20]05, something like that, so it just didn't exist. You had the small grocers and stuff like that, but other than that, there was really was no option for that.

[0:17:27.6]

Rien Fertel: And tell me your parents' names just so we could have them.

[0:17:30.1]

Galen Iverstine: Jack and Brenda, and they're very involved with the business now, so for the first three years or so, Dad was still heavily involved with the contracting side of things, Mom was really wanting to be retired, but I kept roping her into the business, so today, they're both very involved.

[0:17:49.4]

Rien Fertel: How so? How did they start being involved, and where is their role now?

[0:17:54.7]

Galen Iverstine: As they kind of wound up different ends of their life, Dad with the contracting company, and Mom—grandkids get a little bit older, so she has some more free time, she does all the books. She keeps everybody paid, makes sure we get paid, and keeps the lights on. Then Dad basically is handyman. I give him a laundry list of all the broken things every week, and he fixes that.

[0:18:25.0]

Rien Fertel: So I want to go back to this. First years at the farm, you have chickens, you have pigs, you have cows, and you're doing it alone, you said. Are you living there in Kentwood, are you living here, and what is a typical day in your life look like?

[0:18:40.4]

Galen Iverstine: Yeah, I was up there solo for about three years. My wife and I got married in 2013, and she had a solid eighteen months in a FEMA trailer on the farm and then—

[0:18:53.5]

Rien Fertel: How did that go? You can't pass up that. [Laughter]

[0:18:55.9]

Galen Iverstine: I mean—you know—

[0:18:58.4]

Rien Fertel: That's when I met you. It was in November of 2012.

[0:19:02.0]

Galen Iverstine: Yeah, so right before we got married, or the year before we got married. I would do it again. It was great because it was so simple. Life was simple, we had two people in a mobile home out in the middle of nowhere, and we didn't spend any money. [Laughter] That was kind of the goal of it, was live on the farm for free, save

some money for a house, and that's what we did. And then moved back to Baton Rouge middle of [20]14, end of [20]14?

But, yeah, I think I went on a tangent. Did I miss—

[0:19:36.7]

Rien Fertel: Tell me about your day at the farm and maybe what your wife did, too, and her name. Did she help at all or was she doing something else?

[0:19:42.6]

Galen Iverstine: Angela's my wife, and she was commuting back and forth from the farm, working. Starting a farm, somebody has to have a steady paycheck, and we've always done that. Like anytime we've been tempted to fold her into the business—there are months where you don't pay yourself, and we needed a steady income. Somebody needed to have a steady off-farm job, so that's what she does. So she's a mortgage lender now and now she's a student. She's going to nursing school. But, yeah, she's been great as far as like—and we have two kids. So, yeah.

[0:20:16.8]

Rien Fertel: Tell me about like a day on the farm back then.

[0:20:19.3]

Galen Iverstine: Back then it was very regimented, and I loved it because I wake up 5:00, 6:00 o'clock and get some chores done. Then you get back to the house, then you

eat your big breakfast, do some planning, things like that, and then get back out there and work on projects all the way until it's time to move cows in the afternoon, move chickens in the afternoon, and feed everything.

So as a solo operation, I mean, you had to allow for three hours at the beginning of the day and three hours at the end of the day just for chores. So you left that middle of the day to projects, deliver product, delivering product from Kentwood to Baton Rouge and New Orleans. Processing poultry, so we do all that on the farm, getting animals to the slaughterhouse and back from the slaughterhouse. So that's how the week was filled up. I do a *lot* of driving. [Laughter] I listen to a lot of podcasts.

[0:21:15.7]

Rien Fertel: What product were you doing then in the early years, and where were you selling them?

[0:21:22.3]

Galen Iverstine: So the first product we sold was whole broiler chickens. My application to the Red Stick Farmers Market in Baton Rouge took a while, so all of a sudden I'm sitting on four hundred whole frozen chickens, and that was kind of my—I knew I would get into that farmers market, so I'd start producing. I found a chef at Juban's and started unloading chickens on him until I could get them to the farmers market, and then once I got into the farmers market, started slaughtering hogs, and bringing retail cuts to the farmers market.

[0:21:55.2]

Rien Fertel: Were you doing eggs too?

[0:21:56.4]

Galen Iverstine: Yeah, and eggs, yeah. I've put egg production out of my mind, it's been so long. [Laughter] We did eggs till probably about [20]15.

[0:22:06.3]

Rien Fertel: Oh, so no more eggs?

[0:22:07.5]

Galen Iverstine: No more eggs.

[0:22:08.3]

Rien Fertel: It's just chickens for slaughter.

[0:22:09.3]

Galen Iverstine: Chickens for slaughter, yep.

[0:22:11.4]

Rien Fertel: They still make eggs, right?

[0:22:14.1]

Galen Iverstine: No, broiler chickens never reach an age to where they will lay an egg.

[0:22:19.6]

Rien Fertel: Keep them small, that's why they're broiler-size forever.

[0:22:21.9]

Galen Iverstine: And we do all males.

[0:22:24.0]

Rien Fertel: And you had turkeys, too, I think, at that time.

[0:22:29.0]

Galen Iverstine: Turkey is a big part of our business, and, it was funny, the first year we did it, we only did sixty of them. Slaughtered sixty in one day by myself, and the next day swore I'd never raise another turkey, and then got them sold for Thanksgiving. I was like, "Oh, this isn't too bad." This year we sold close to four hundred turkeys.

[0:22:46.4]

Rien Fertel: Wow.

[0:22:47.1]

Galen Iverstine: So, yeah, that's kind of been—while I said that starting small was a mistake, we have, I hate to use the term, but organically grown the business based on the

market, and if the market wasn't there we needed to grow, we'd create the market. So, yeah, just incremental, basically doubled every year, that was pretty much what we did all the way up into [20]16.

[0:23:13.0]

Rien Fertel: You just said "organically." Do you call your meat organic? Are you allowed to, are you licensed?

[0:23:17.7]

Galen Iverstine: I don't use organic labels. It's expensive and also—

[0:23:23.7]

Rien Fertel: Why is it expensive, for those who might not know?

[0:23:26.3]

Galen Iverstine: So in Louisiana, the state doesn't offer a program. You have to do it third party, through a third-party certifier, so you got to pay for all the third-party certifications. It's a paperwork nightmare. And for us, we're so small that we see our customers face-to-face pretty much every transaction, so we're able to answer those begging questions. Then also it opens people's mind up to what does organic mean when they ask that, and then—

[0:23:56.3]

Rien Fertel: What do you tell them when they ask that?

[0:23:57.7]

Galen Iverstine: So if somebody asks me if my chickens are certified organic, I say, "No, because this chicken would be about three times more expensive." (A.) Because we would have to put an organic feed on the farm, which would come from Kansas and it would cost me about three times as much to get it from Kansas. We expect customers to keep their food dollars local. Well, I want to keep my farming dollars local, too, so I have a co-op five miles from the farm that I can give all that business to.

And, I mean, I think some of the organic certification's been bastardized over the years to allow bigger players into the game, and it's been watered down. And a lot of times the organic label has created a more complacent consumer, so they'll go into Whole Foods now and they'll see organic marshmallows. It's like, do we really need organic marshmallows? (A.) Should we be eating marshmallows, and what does it matter if they're organic or not? [Laughter] So it's just kind of the processed food industry has taken over the organic label, and I don't think it's worth it. I'd rather self-certify. We have open-door policies for us and other farmers that we work with. And a lot of times, if there's a reason that farmer is doing something that doesn't gee-haw with organic certifications, there's probably a reason that farmer's doing that, and why don't we find out why. Why is that the case?

[0:25:30.8]

Rien Fertel: So ten years later, what does the farm look like now?

[0:25:35.7]

Galen Iverstine: We went through a huge boom in [20]15, [20]16, [20]17.

[0:25:41.7]

Rien Fertel: Boom in?

[0:25:43.9]

Galen Iverstine: Production. Then, and I didn't tell you this, but in the past year, we've kind of rethought it. It's like we grow every year, and I'm in a position to where I was farm, I was shop, I got pulled in a lot of different directions, and it was like, from here, what do we do? Do we double down and maximize farm operations, which is very capital-intensive, or do we reel back and bring more farmers into the fold? And we've taken the latter approach of scale us down a little bit and let's get some more farmers involved, because the more I've gotten into it, the more farmers—you feel like a pioneer when you get into something, and then the more you're in it, you're like, "Oh, there's a bunch of people doing this. We just don't talk." We're all fragmented, passing each other on the roads, chasing the same customers. So I've spent the money, the investment, and the infrastructure is in place to support more farmers and getting their products to the market.

[0:26:56.2]

Rien Fertel: And how do you support them? How does that work? How do you support them?

[0:27:00.4]

Galen Iverstine: Buying their product.

[0:27:02.3]

Rien Fertel: For the store, where we are now?

[0:27:03.3]

Galen Iverstine: For the store and for our distribution, and doing it in a way that helps that farmer. So I think that's part of the benefit of me farming for ten years—*God, ten years*—is knowing the farmer's end of it. Instead of me calling that guy and saying, "I need 100 pounds of boneless skinless chicken breast." No, "I want 100 chickens." That way I'm reducing that farmer's liability, and then I have the ability in my shop to add value to whatever does not sell. So that's the benefit of what we're doing, is as goal being zero waste but giving that farmer a better market versus when they slaughter a cow, they can sell out of T-bones and ribeyes in a day, but what are they going to do with all the roasts and the ground meat? So we have an outlet for the whole animal, so we're a whole-animal shop. That is our—

[0:28:00.0]

Rien Fertel: Tell me about the shop. Tell me when you opened it and how you decided to open the shop and to kind of get here from the farm.

[0:28:10.1]

Galen Iverstine: So around [20]13, after we got married, you start realizing how expensive life is and—

[0:28:17.2]

Rien Fertel: Married life and just, like, adult life?

[0:28:20.8]

Galen Iverstine: Kids and how do you plan for the future. I need more income. That was the bottom line. And how do I scale up? I only had access to eight hours of retail per week through farmers markets, and then I like dealing with restaurants, but they're the customer that wants a lot of one thing, so it creates a liability for the rest of your cuts. I was using the slaughterhouse in Eunice, that's where we were doing all of our slaughtering at the time as my processor, which was super expensive.

[0:28:56.0]

Rien Fertel: Why? I'm guessing because it's clear across the state, more or less.

[0:28:59.4]

Galen Iverstine: It's three hours from the farm. The processing costs were super high, so I had $1.20 per pound in meat just by the time I got it cut and packaged, and then once it gets cuts and packaged and frozen there and it gets stamped with a state stamp, there's nothing I can do with it. So if I have a freezer full of five-pound pork shoulders, and a

customer wants a three-pound pork shoulder, there's nothing I can do. And then there's all these cuts that I end up with that I can't add any value to because it's under inspection.

So around [20]14, we had the idea, I was like, well, if I can take those eight hours of retail that I'm doing at a farmers market in a week and extrapolate that out and kind of calculate what does—I think I'm open here, I don't know, seventy-something hours a week. What can I do in seventy hours of full retail? And that was the point of like, well, we got to raise a lot of meat. So we spent [20]14 and [20]15 building on farm inventory, which was very expensive, and it was tough, because you have a vision of something that is going to open, you're sitting on all this inventory, and you can't realize it until you open.

[0:30:20.5]

Rien Fertel: Did you stick with the big three: cow, chicken, and pig?

[0:30:23.4]

Galen Iverstine: Beef, chicken, pork, and turkey. So we started putting plans together in [20]14, shopping space, finding a location, design, making sure we had the capital to open the thing, and we got open in October of 2016, so right after the 2016 flood we opened and been here ever since.

[0:30:48.9]

Rien Fertel: So not all of the meat comes from the farm, but some does. How many farms do you work with, what are the numbers, if you care to share them?

[0:31:00.6]

Galen Iverstine: Currently, we're slaughtering about 150 to 180 head of cattle a year, and that's going to be primarily about three to four beef producers that we're working with. And when we pick beef producers, we're certifying they're using protocols that we approve of: grass-fed, they're not using any hormone implants, and they're not using these sub-therapeutic antibiotics.

On the hog end of things, we're dealing with three producers, and we're slaughtering about 300 head of hogs a year. Then on poultry, we're dealing with one producer out of Singer, Louisiana, Greener Pastures Farms, so they're doing eggs, chicken, and they may produce some turkeys for us this year, and we're running through about 10,000 chickens a year and then about 400 turkeys.

Then we also have a rabbit producer that we're dealing with, and we've had a few other producers come to us about carrying their product. We did lamb for a little while and quickly learned lamb is just not something that Baton Rouge has a high-enough demand for year-round for us to spend any time on it.

[0:32:12.1]

Rien Fertel: So where are the farms, more or less? You don't have to list all of them, but where?

[0:32:17.7]

Galen Iverstine: The beef producers are pretty much all over the state. There's a guy in New Iberia; Slaughter, Louisiana, around Zachary; Alexandria; and then—I'm trying to think where else. And then some people in Amite as well.

[0:32:35.2]

Rien Fertel: Do they slaughter it themselves, they take care of that, and deliver it to you? How does that model work?

[0:32:42.3]

Galen Iverstine: Kind of works both ways. It depends. I'm still doing a lot of their hauling for them. I'll go pick up and bring it to the slaughterhouse, because, unfortunately, we don't have many slaughterhouse options in the state, especially on this side of the Mississippi River. Everything's on the west side of the Mississippi River, and there's nothing closer than about three hours to the farm.

[0:33:00.6]

Rien Fertel: Like Eunice, you mentioned before.

[0:33:01.8]

Galen Iverstine: Eunice. And then there's a federal plant now that McNeese State University owns that's in Lacassine, Louisiana. But other than that, that's about it, and

then those slaughterhouses. So Eunice will deliver whole sides and carcasses back to us, and then Covey Rise Farms, they're around the Northshore, they are using McNeese State as a kill plant, too, and they will backhaul for us from McNeese.

[0:33:32.5]

Rien Fertel: Have you heard why there aren't more or any slaughterhouses around New Orleans and Southeast Louisiana on that side towards Mississippi, or even around here? And because this is an Ag school.

[0:33:43.4]

Galen Iverstine: Yeah. There is a federal plant on LSU's campus, but nobody has access to it.

[0:33:48.0]

Rien Fertel: What is that about?

[0:33:50.1]

Galen Iverstine: It's a teaching lab, and they're not willing to—it's funny, all of these plants have to operate, they can't make a profit, they're nonprofits, so it gets a little sticky.

[0:34:02.6]

Rien Fertel: The federal ones?

[0:34:03.5]

Galen Iverstine: Well, the university-owned ones. So it gets a little sticky on dealing with a for-profit producer using your facility. I understand it. But it's not unique to Louisiana, access to plants. It just goes back to the general centralization of the whole meat industry. There used to be an abattoir in every town, and you can still see remnants of them, but the local market dried up, everybody. So all the beef producers in Louisiana now are cow/calf producers that have their calves under contract, that go to a feed yard, and then get processed out of a large plant. And that's something we're seeing is there's more and more demand for a local plant or more local plants, because the plants that are there overwhelm with the amount of individual producers that they're processing for.

[0:35:00.9]

Rien Fertel: So what does the farm look like now? Are there animals on the farm?

[0:35:06.0]

Galen Iverstine: Yeah, yeah, we still have some cattle out there, a few hogs. We're not doing poultry right now, mainly because we're thinking about maybe coming closer to Baton Rouge. That's potential—

[0:35:19.1]

Rien Fertel: With land.

[0:35:20.2]

Galen Iverstine: Yeah, possibly selling that place and leasing land, which, if I could do it all over again, I would lease land.

[0:35:28.0]

Rien Fertel: Land is expensive.

[0:35:31.1]

Galen Iverstine: And there's plenty of leasable land out there.

[0:35:33.8]

Rien Fertel: How often do you get to go out there to Kentwood?

[0:35:36.2]

Galen Iverstine: Two days a week. Yeah, and then I have a guy who lives there full-time.

[0:35:41.6]

Rien Fertel: Has he been there since 2014?

[0:35:43.8]

Galen Iverstine: No, so in [20]14 I started—once we moved back to Baton Rouge—I had two H-2A visas that we did for three years.

[0:35:54.1]

Rien Fertel: What is that again?

[0:35:55.5]

Galen Iverstine: H-2A is a migrant worker visa program through the Department of Labor, and the H-2A is for agricultural labor. So you can have the visa for ten months at a time.

[0:36:07.7]

Rien Fertel: Sponsoring people.

[0:36:10.3]

Galen Iverstine: Yeah, you're a visa sponsor. So I had two of those, which I did for three years, and then once I had the shop kind of up and staffed, in [20]18, I went back full-time on farm and then had one person living on farm that was kind of overseeing everything.

[0:36:28.5]

Rien Fertel: You said that you would have done it all over again, you said that earlier in our talk about those early years at the farm, is there anything you really, really miss about waking up on the farm or being in that rural place?

[0:36:44.2]

Galen Iverstine: Yeah. I like alone time. It was funny, I would go from Monday to Friday and not really talk to anybody, and then go to the farmers market on Saturday and talk to people for five hours straight and not have a voice when I left. Seriously.

[0:37:02.7]

Rien Fertel: It sounds overwhelming. It must have—

[0:37:06.3]

Galen Iverstine: It was a little bit overwhelming. Then you just get back and it's silent. I didn't have a TV, I didn't have Internet. The amount of reading and reflecting and work that you can get done when you're not distracted by Internet, TV, and your work is in your backdoor, you're a pretty productive person.

[0:37:27.7]

Rien Fertel: What would you read? Were you reading animal husbandry books, textbooks?

[0:37:31.7]

Galen Iverstine: Yes, production books. I'm a nonfiction person. I don't really read fiction, so any topic that was interesting to me, global politics, stuff like that.

[0:37:43.9]

Rien Fertel: So tell me about the offerings here, and did it all start here? Were you doing sausage, bacon, other stuff at the Baton Rouge farmers market?

[0:37:54.1]

Galen Iverstine: We were on a small amount, mostly because it was so expensive to have it done by the slaughterhouse, which was another big motivator for us to get our own thing up and going, to make more use of the animal and have more variety of products, and the consistency wasn't that great and we had no control over the recipes and things like that. So, yeah, that's been our biggest surprise after opening here is the variety of products we're making. The amount of SKUs that I have is kind of baffling to me. I think in the case right now there's like a dozen different smoked sausages, and I have a guy in the cut room right now that's cutting 300 pounds of pork to make sausage tomorrow. So it's a lot larger part of our business than I ever thought it would be.

[0:38:47.0]

Rien Fertel: What's the process of making, designing a new sausage? Do you have recipe books? Do you just trial-and-error it?

[0:38:53.0]

Galen Iverstine: There's some trial and error, but there's some general principles to stick to, so you have a fat percentage and a salt percentage, and everything starts there. We want to be about thirty percent fat and about a percent to a percent and a half salt. From there, you just got to make sure everything's balanced. You don't want to be too heavy on one thing.

And it was funny, once we kind of got our feet underneath us and had the inventory to start playing with new sausage recipes, about six, seven months after we opened, we started getting creative, and the biggest lesson we learned was on our Flyin' Hawaiian sausages, it's a pineapple and jalapeño smoked sausage. Something we didn't know, that you can only learn from trial and error, unless you just have asked around, is that there's an enzyme in pineapple juice that eats up the fat in pork, which is fine as long as it gets cooked immediately, but we left our first batch in the cooler overnight and were going to smoke it the next morning, and we came back and all the casings had exploded. It was just a big greasy mess. And it was like, "What in the world happened?" And, sure enough, pineapples will break down fat inside of the casing.

[0:40:03.8]

Rien Fertel: So where did you learn—and about the butchering, I'm guessing you do some butchering here. Did you have to go to school? Like, I went to a weeklong school at Fleishers up in upstate New York ten years ago to learn it on a whim with my uncle. Or did you just sit down with a pig and just—I know some people learn it that way too. How did you learn that?

[0:40:27.5]

Galen Iverstine: A lot of videos.

[0:40:30]

Rien Fertel: YouTube videos?

[0:40:34]

Galen Iverstine: University of Kentucky has amazing cut videos that one of the professors there put together, basically anything you need to know. I can't remember his name. But before we opened—there's a slaughterhouse in Mississippi, so we went to—me and our first butcher that I hired, who, oddly enough, had no butcher experience, but I had the philosophy that I would rather take somebody with food knowledge and is good with people, and teach them how to butcher, than take a butcher with no people skills and teach him how to be a people person. Because everybody who works here, you are the salesperson. So that was the philosophy there. Whether it was right or wrong, I don't know, but I think it's worked pretty well because most of the conversations we have are how to cook.

But he went and worked—so we went to basically it was a meat-processing three-day class up in Kansas City that one of the producers of some of the equipment that we bought puts on. So we went to that, and there we met a guy who was opening a slaughterhouse in Mississippi, and we convinced him to go let our butcher go get in the cut room with them like two days a week all the way up until we opened. So he did that for like three months before we opened, and went and cut with them.

But, still, being a whole-animal shop, we can pretty much cut anything, and we would have—like for our first few months, people would come in and ask for something that we never heard of, and we said, "Sure, yeah, we can do that." And then we'd run to the office, watch a YouTube video and then go cut it. [Laughter] So it was a lot of trial and error.

[0:42:11.4]

Rien Fertel: Like some European cut or something?

[0:42:13.1]

Galen Iverstine: Yeah. We try to practice seen butchery as much as possible, because it gives us a lot more carcass utilization, and that's what makes us unique, is people can come here and get those cuts that, A), they've either never heard of, or just can't find anywheres else.

[0:42:30.2]

Rien Fertel: Just a few more questions. And you expressed surprise about this, but you've been in this business for ten years, and you're still young, but you're like the old guy on the block, doing this. Do you know, have you inspired younger farmers or other butchers that have opened other shops elsewhere? Is there a lineage starting with you?

[0:42:57.0]

Galen Iverstine: I don't know if it starts, but I've had tons of people come either work with me for a day or give a tour. William, who's cutting pork right now, he has family land around Clinton, Louisiana, and has the dream of having a farm up there, so he's always—I'll give him however much time he needs to go to conferences. He just came back from the SARE conference in Arkansas, so he's doing his due diligence and getting involved in the industry. Unfortunately, there's not a ton of that. I learned it the hard way, is just getting into farming is hard. It's tough. It's capital-intensive, and banks aren't loaning money to young farmers, and there's just not a lot of capital out there for people to start farms.

[0:43:48.1]

Rien Fertel: Do you encourage or discourage other people to do it?

[0:43:54.7]

Galen Iverstine: Certainly encourage them, for sure. I just sometimes like to be real with them about margins and volume. Everybody forgets—when they come and say, "I'm going to raise 100 chickens." I'm like, "Well, 100 chickens ain't gonna get you very far." And what's the difference in raising 100 chickens and 1,000 chickens? Not much.

[0:44:18.8]

Rien Fertel: Capital-wise.

[0:44:20.4]

Galen Iverstine: Capital-wise, labor-wise. If you're dealing with 100 chickens, you might as well do 1,000. And that's something Will Harris really talks about is this is a business. You've got to think about a business first. We can romanticize this all we want, but it's got to feed our families at the end of the day, and if it's not doing that, what are we doing?

[0:44:42.5]

Rien Fertel: And like Will Harris, I know you travel around a bit kind of promoting the ideals that you believe in. When I walked in today, you said you're on a council, on a board. Can you talk about that? Do you see it as activist work? Why do you do that, when did you start doing that, and what does it look like?

[0:45:04.0]

Galen Iverstine: Yeah, it was funny, and I'm on an Ag leadership. It's a class, it's a two-year program through LSU, where they take twenty-five people in Ag, either producers or Ag business or something like that, and there's a lobbyist who lobbies on behalf of agriculture a lot. And he said, and it really stuck with me, is, "If you're not at the table, you're going to be on the menu." So that was, oh, yeah. So if you're not there fighting for what you see as the problems in the industry or access to the industry or unfairness in the market or something, nobody is, and you're going to get drowned out by the big guys.

[0:45:47.6]

Rien Fertel: So what are you fighting for? If you could change things on a local level, on a state level, on a federal level, what do you tell lobbyists, what would you change in—

[0:45:56.9]

Galen Iverstine: Yeah, there's a few things that are pretty relevant right now. There's some labeling laws that are up, as far as three years ago they repealed the COOL Act, which is a country-of-origin labeling on beef. So now an animal can come to the United States, get processed, and all of a sudden be a product of the United States. That got repealed three years ago, but there's a bill in committee right now to reverse that and redo the country-of-origin label requirements.

[0:46:26.2]

Rien Fertel: That's in D.C.? That's a federal—

[0:46:29.8]

Galen Iverstine: There's a senator from South Dakota is drafting that, and he's got a cosponsor out of South Dakota as well.

And then truth in labeling as well, which is a big thing right now with synthetic meats and things like that, is can they call that meat? What's the definition? Now we're getting all these, like, granular definitions of what constitutes meat. Did it have to have a male and female produce a progeny, or can you just take cells and put them together in a Petri dish? I mean, that's a big thing because now—

[0:47:06.5]

Rien Fertel: Where do you fall on that?

[0:47:07.3]

Galen Iverstine: Well, it all gets down to some industry and who has the advantage in industry, and if all of a sudden somebody can produce meat in a Petri dish and not pay a land note and not pay labor and not pay inputs, now I'm having to compete with that person, they can label it meat, that doesn't seem fair.

So there's things like that, there's some labor issues, there's some water-rights issues and things like that I'm paying attention to. Then, also, while I talk about how capital-intensive farming is, there's got to be a way that we can get Ag land that generations are leaving and get it into the hands of producers willing to produce on it without buying it. There's got to be some way to incentivize older generations to allow their farm to be run and farmed by a newer generation. I don't know what that looks like, whether that's some tax incentives for them or tax incentives for the family after the farmer dies, because our average age of the American farmer keeps creeping up, and I think we're at like fifty-eight now or fifty-seven.

And what are we going to eat? We've seen how difficult these trade negotiations have been on farmers. It's only going to get worse the more we're import-dependent on food. The United States has no reason to be import-dependent on food, but we need people producing the food, for a competitive wage and making a living.

[0:48:52.6]

Rien Fertel: So you're kind of building new connections, a web of connections through this?

[0:48:58.6]

Galen Iverstine: And what's been fun is building those connections with people in other segments of the industry. I've been very careful since I've been doing this is to—people always try to drag you into a fight with another farmer on how they do it. I will never say another farmer is doing anything wrong. It's a hard life and they are making it, they're making it any way they can. So for me to tell a guy who has been growing soybeans for years, "You're doing it wrong." Nah. I'm too young and naïve to have anything like that to say to them. So what's been fun is with these groups is meeting those people and learning about their processes and operations and things like that and seeing what the common ground is that we can all lobby on behalf of agriculture.

[0:49:52.7]

Rien Fertel: So over the past week, I've been talking to a lot of farmers who work on the water, right, so, fishermen, oystermen. Do y'all communicate, or are most of the people on these Ag committees, are they land-based, or is there kind of a synergy?

[0:50:08.9]

Galen Iverstine: Yeah, there's a synergy. We went down and talked with some oyster fishermen and the future of oysters in the Gulf is bleak. We're looking at this huge oyster operation. We found out all those oysters are coming out of Texas, because we got real

coastal problems that is being addressed, but it's a drop in the bucket at the rate that we're going. Then we got to see a lot of some of that coastal restoration work and what it looks like. But what was funny is we talk about how expensive coastal restoration work is, and we went toward Port Fourchon, which is 1,700 acres which was created in the marsh, so you don't have enough money behind it is the basic—when you got oil money behind you, yeah, sure, you can do all the coastal restoration you want, but that was kind of a takeaway for me.

[0:51:04.5]

Rien Fertel: I'm originally from Acadiana, where what we think we call meat markets sometimes down there but don't look like this, sometimes, but they specialize in boudin and cracklins, maybe they have some stuffed chickens or something, and I know a bit of that culture exists even this far east in Baton Rouge. How does your place, this butcher shop, resemble those old-school places in Acadiana, those Cajun places, and how is it very different?

[0:51:40.0]

Galen Iverstine: Ours probably resembles what that place looked like forty years ago before the big grocers came to town.

[0:51:46.3]

Rien Fertel: How so?

[0:51:48.0]

Galen Iverstine: All those were butcher shops at one time, and some of them still are. But most of them figured out what the grocery stores aren't willing to do or can't do, the big corporate grocery stores, and focused on that. We're more of an every-night-of-the-week kind of shop. You're not going to eat boudin and cracklin and stuffed chickens every night of the week, but you'll eat chicken thighs or chicken legs and you might eat some ground meat and you might eat a steak here and there and sausage. So we have something for every night of the week. That's what we like to tell people.

People always, "Oh, man, meat's expensive." It can be, but not if you plan it out. Yeah, you're not going to eat filet every night of the week, and you shouldn't eat filet every night of the week, but we can get you most nights covered. That's the difference. We do still kind of—there's a lot of misnomers about what a butcher shop is in Louisiana these days, so we do get people in that are like, "Where's the boudin and cracklin?" And we do boudin, we do hogshead cheese, we do a huge amount of smoked sausages, but we've got so much more than that. And it's funny, the first three months we were open, we tried doing hot boudin. Baton Rouge isn't a hot boudin town.

[0:53:06.7]

Rien Fertel: Right, like in a crockpot in the back or something.

[0:53:08.7]

Galen Iverstine: Yeah. I got one game in town I can do. That's Jerry Lee's over on Greenwell Springs, and he does a great job at it, so he can do that. I think it has more to

do with who's passing you every day, like what type of work are they in. Acadiana, it's a lot of oilfield, and here's it's doctors, lawyers. So it's just a different demographic.

[0:53:31.2]

Rien Fertel: Were you surprised that—you said you chose proteins because it didn't exist. Looking back ten years ago—or it didn't exist the way you wanted to do it. Looking back over the past—in Baton Rouge, yeah. Well, even New Orleans to some extent. We have some, but it's still lacking, and it came around the same time. Looking back, were you surprised that you were able to open in 2010 with these other places? Or why was it missing, I guess, at that point, is my question.

[0:54:04.8]

Galen Iverstine: I think it had to do with most things in Louisiana; we're five to ten years behind every trend. So if you look East Coast, West Coast, New York—like you said, you went to Fleishers in 2010, and that movement was happening in 2010 and before that. And Michael Pollan's *Omnivore's Dilemma* was written, what, probably [20]05, [20]06, something like that. So we were catching the tail end, and nobody had entered the market yet. I think that's probably—.

[0:54:41.5]

Rien Fertel: Just one more question. So the theme of the Southern Foodways Alliance this year is the future. What do you see as your future, the future of proteins, meat

growing in Louisiana, in South Louisiana, future of your business? Would you encourage your—are you going to bring your kids in here when they—

[0:55:04.2]

Galen Iverstine: My kids can do whatever they want, but they will have a job as here as soon as they turn twelve, if they want. The more and more cattle producers I've met in Louisiana, the more and more I am encouraged because they're all thinking about the sustainability of their farm, and they're all looking at—and it comes down to they're all looking at lower-cost ways of running their farm and making it more grass-based. There's a huge kind of groundswell of that happening in Louisiana because Louisiana's positioned great for grass-fed beef production.

[0:55:40.0]

Rien Fertel: This rotational grazing. People are trying it out.

[0:55:42.0]

Galen Iverstine: People are getting on board. And it's especially important for them to have a better market for their product, because beef cattle prices—I don't know if you've paid attention to them, they are not great right now. So those guys are really getting beat up on selling their calves at sales, and if there's a way that we can communicate with them to say, "Hey, look, you hang on to that animal for another year, and you've got a much higher-priced commodity that we're willing to take."

Now on our end, it's going to mean creating a larger market. So just like we took our eight hours at the farmers market and created seventy-something hours here, what's

next for us is creating a wholesale market for these products. Sure, it may kill us by having our product in grocery stores, but that's more farmers' products out and available to the public.

[0:56:40.2]

Rien Fertel: Do you know when that's going to happen, and is it only going to be Baton Rouge, and is there enough—

[0:56:43.7]

Galen Iverstine: That's something—it's going to be a while. That's a pretty big endeavor to—the way we envision it is slaughterhouse production facility that supports our shop as well as gets our products out to more restaurants and more grocery stores.

[0:57:03.2]

Rien Fertel: So you even hope for a more local slaughterhouse, like a Baton Rouge area slaughterhouse?

[0:57:08.6]

Galen Iverstine: Yep, one that we operate, yeah, that's kind of our goal is have a processing facility where animals can come in, where farmers know they have a market

for their product. They can come, drop it off, they get paid for that animal there, and we handle the processing and getting it to a customer.

[0:57:27.0]

Rien Fertel: And what does that take to open a slaughterhouse? Is it just means of capital and then licenses?

[0:57:30.7]

Galen Iverstine: Yeah, capital. Yep, it's money.

[0:57:33.2]

Rien Fertel: Not that that's all, but—

[0:57:34.9]

Galen Iverstine: Yeah, but what we're doing here is building—we've built a brand that we can build off of and build a history that somebody is willing to capitalize, because the demand's there. But nobody's willing to jump in, and that's something we're willing to do.

[0:57:56.4]

Rien Fertel: So you're hopeful for the future, the future of meat-growing?

[0:58:00.2]

Galen Iverstine: Absolutely, yeah, and the benefit that we have in Louisiana, in this market, is people are always going to love good food, and if you can get them to try it and the demand's there, we can grow this thing. Yeah, for sure. But doing it incrementally, that's part of the reason I go back to our decision and kind of shifting gears at the farm is, at thirty-three years old, how much debt am I willing to saddle myself with? I don't. I don't want to. I want to be profitable at the business I am and let it, again, organically go into the next phase of things. Patience.

On our Ag leadership tour, we went and toured a container nursery in Amite, Louisiana, and I learned so much from that guy just about patience. He's doing fourteen million dollars a year of container plants and never borrowed a dime. That's patience, making sure you're well-enough capitalized to do the next thing so you're not just paying a bank the rest of your life.

[0:59:06.3]

Rien Fertel: I think that's a good place to stop. I want to thank you for doing this.

[0:59:11.1]

Galen Iverstine: Thanks for coming by. Anytime.

[End of interview]