



MASSACHUSETTS CULTURAL COUNCIL
FOLK ARTS & HERITAGE PROGRAM

AUDIO TAPE LOG

Accession No.: MH-04-06-D Date(s): April 14, 2004

Fieldworker(s): Maggie Holtzberg and Anne Emerson

Interviewee(s): Joseph Nigro Jr. (Metropolitan Building Trades Council) and Joseph Dart (State Building Trades Council)

Event: Informational interview with these two leaders of labor

Place of Recording: Joe Nigro's office in S. Boston

Recording Equipment: HHB Microphone(s): Shure

Recorded in: stereo Tape Brand and Format: DAT, 65 minutes

Amount Tape Used: Cassette: 1 DAT: ABS time: _____

Related Accession Numbers: _____

Brief summary of tape contents: Nigro responsible for PLA - Project Labor Agreement
Joe Nigro - represents 40,000 workers

Counter/ABS	Contents
-------------	----------

	<p>JN: We are at the Building and Construction Trades Council of the Metropolitan District, which is an affiliate of the Massachusetts Building Trades Council. I'm Joe Nigro, General Agent Secretary Treasurer.</p>
--	---

	<p>MH: You were just talking about preparations for the Democratic Convention.</p>
--	--

	<p>JN: We are planning and are in the final draft stages of a show at the Expo Center called the "Big Dig Experience." And it's celebrating the American worker. Not only the workers from the trades but the architectural firms, the engineering firms that created this wonderful new project in Boston that's nearing completion. I did mention, going back quite a few years with Move Mass 2000, one of the key people that was involved in getting Move Mass setup was Harold Hesnees, an attorney for Hale and Dorr. He explained to the group of business men, labor leaders, conservationists and environmentalists, the Conservation Law Foundation - he brought that group all together and stated at that time this is an opportunity for Boston to change the course of Boston's history. To get rid of the Artery, to create a great park scene, to change the infrastructure of the city. He said that in congress, in many states across the country, these type of projects, because of the longterm nature of them and the disturbance to the business community and everyone else, they have been defeated. His idea was to bring this group together under a banner called "Move Mass 2000." That was formed. We had regular meetings once, twice a month at the time when it first started and continued to have those meetings for four or five years after the project started. Some of Move Mass 2000s ideas were brought before the Scheme Z committee, which had 26</p>
--	--

designs. The group that was from Move Mass 2000 helped solve that problem. To make the West End satisfied, to satisfy the environmentalists who were worried about the Charles River Basin.

Harold came up with a great idea. He gave, as an example, the Westway in New York -- a project that was planned, that would have transformed the New York Harbor, and how it was defeated by a few people who were against it. It might have business people that had property there that might have been disturbed. Harold was able to convince the Artery Business Community to be formed with a great group of guys. Rick Demeano has been heading it for years. John Drew is their president now. Rick has been keeping the Artery Business Community up to speed on what's going on. The traffic has been controlled in the city. The businesses have been able to thrive, to gain business in Boston while this was going on. And while we were spending ten years underground, under their basements in the city of Boston.

It's been a great experience. We have many world renowned architectural firms that have worked on this project. New innovations in construction that have been very important to future jobs in this country. We think it's an example of how major public works projects should be contemplated, acted on by congress and approved by the general public. They were fully aware of everything that was going to happen over the next ten years.

AE: You have an outstanding safety record.

JN: The safety record on the thing has brought down the cost of our accident insurance. That's another new thing that was created on this job; it was called a wrap around insurance policy. It was bought by the Mass Highway Department. AIG happens to be the company that's running it right now. They have taken care of all the different insurances on the job on one wrap around insurance policy. It's the lowest figures that we can see in the country for industrial accidents. Which is a stunning record on a job this size. And the dangers in this job, we have lost a couple of building trades workers. We really strive to make that not happen again in the future.

This is one of the things with the Labor Management Safety Committee that meets once a month. It's been meeting once a month for the last ten years. What we're looking for is how to prevent future accidents. We've been able to come up with great ideas so the workers on these jobs will be safer.

MH: Last week I was talking Dan Kuhs and Woodman. They specifically talked about on the history of the Big Dig, the safety regulations had evolved and changed. That it had been an incredible record of low fatality

JN: We probably have the lowest in the country right now. It's well below the national averages. I'm talking 4 and 5 percentage points below the national average. And the cost to the Commonwealth in the insurance policy has reflected that. There are hardly any workers comp claims on this job. For the amount of people that have worked. We've worked probably 80 million man hours on that job, the building trades, so far. That's a lot of man hours. We're very proud of that record. Because of a Labor Management Committee sitting down and finding out

what was going to happen next, running our people through a substance abuse testing before they got on the job, making sure that the safety was adhered to.

AE: Were there some innovations specifically that came out of the Big Dig, that you think might have changed the industry standard?

JN: There may be a few. Right at the moment I can't come up with one. I think that one of the differences here, this is a road job. We were underground quite a bit. Some of the work that's happened since we got on top of the roads again, on the exposed roads, there's been all kinds of new changes that we're trying to develop. We've been very thankful for the way the Boston Police has handled it. Boston Fire Department - they have rescue squads. Special money was set aside for the police and the fire department for underground rescue attempts that would possibly happen during the life of the job. All that was planned ahead of time. A security system while you were underground; we knew where every man was and every woman was, while they were working under there, for the length of the job. And if there was an incident down below there was a special area - they called them, uh God, the area where everyone was supposed to go. You knew where you were supposed to go so you could be counted.

MH: You mean brassing in?

JN: There was a brassing area. You had to brass in. You had to pass through a light when you went into the tunnel and you passed through a light when you came out of the tunnel. So if there was an incident, we'd know how many people were in the tunnel, how many people were down below. And they had an assemble to go to, if there was an incident. We practiced that quite a few times. Thank God we never had to use it. It's the ability for the fire department to respond to an incident, a cave-in or something like that. Once again, we didn't have those incidents but we were prepared for them. It took extra money to do those things.

[Joseph Dart walks in - Joe Nigro introduces him] Joseph Dart. Joe Dart, President of the state building trades . . . this is . . . Maggie Holtzberg , Anne Emerson. How are you ? Joe just walked in from the state house where he's been lobbying for us. [Anne explains why we are here - why we are recording.]

JN: First of all, they're doing a museum and they're well ahead of the project Joe, from what they've told me, they've already raised two and a half million dollars. They've got quite a committee there [he is referring to the Boston Museum Project's prospectus.] I don't see any labor people on it yet [laughter].

Everyone thinks of the 14 and a half billion dollars. I've been told that six billion of that is inflation. There is an awful lot of miscommunication out there. I'm not saying that this project has been the purest project in the world. There's probably been mistakes made by a lot of people. They are being cured. But I think after that after 14 years there is no one being indicted in this area, right? And it's 14 years of a project spending that much government money, with the federal highway department honoring the work of the people - this project has already won hundreds of awards - architectural awards, design awards, you can see all that in Dan McNichol's book. Those stories are never told. The story of the opening of

93 South was the big thing on everyone's mind just recently. Where Citizens Bank wanted to hire the Boston Pops - the grand opening. Well that became a political venue for certain politicians who are just tired of thinking it was a waste of money. They said it was a party. I said it was a celebration of the work that people had done for the last ten years on that project. And it should be celebrated. That's what we're hoping we will be able to do with the Big Dig Experience. And I hope your museum does the same thing - celebrate something that's changed the face of Boston.

AE: Obviously this is a very big project. It's a 165 million dollar project in the long run.

JN: The museum?

AE: The building is projected at about 80 million dollars. But then the entire project with the contents and the endowment to create and do city history center is a big fundraising effort. In the meantime, we want to get busy building some of the programmatic things that will be happening there. And clearly the Big Dig is one very big Boston story. And we have an opportunity now to really collect some of these stories while they are fresh in people's minds. So our goal, ultimately, is to do an oral history project that might have as many as 100 oral history interviews. We're starting with a pilot of about 8. [Anne explains new technology for accessing oral histories.]

JN: Well Fred Salvucci would be a history person that you've got to talk to. He has this down pat. There's Senator Ted Kennedy, who led the fight. Tip is gone, Tip O'Neill is gone. I happen to mention it to Ted at our convention last week in Washington and he said, "Don't forget Senator Sanford." The fellow who broke the tie in Washington. He actually had the 60th vote, which was a very important vote to get the funding to begin with on this project. It was Terry Sanford.

MH: Is he from the South?

JN: He's from the South. [Terry Sanford, former governor of North Carolina, died in 1998.] I don't know how Ted did it. He convinced Terry to come along with him. Senator Byrd, from West Virginia, who helped lead the fight down there with Ted on this. West Virginia got the testing of the fire suppression system for the tunnels. We tested that. We built the system in an old railroad tunnel in West Virginia. That was West Virginia's piece of the big dig. Maryland had the Ted Williams Tunnel. There is steel from the steel mills across the country. There are fan units, gigantic exhaust fans, they came from one of the big developers in the country. Cement from all over the world plus bridge segments that came from Maine and New Hampshire.

Well there were 17,000 different building trades people that worked on that job in the last ten years. 80 million man hours were worked. That's not counting the engineering firms from across the country that were designing this. The architectural firms - the bridge was designed by a Swedish [sic] architect. It didn't just stop at the United States. There were people from around the world that benefited. Obioshi[sp] from Japan, a major, major contractor on quite a few of the jobs here. He was a bidder with Modern Continental, the joint venture. They learned an awful lot while they were working on the project about the ways to do this type of project.

Innovations - frozen ground that held up the South Station trains. We had to freeze the ground under the railroad tracks while we were pushing a tunnel through underneath the railroad tracks. The satellite program of positioning the tubes across the channel. It was done by satellite. Right to an eighth of an inch they were on target with that satellite program. It was done with precision. Building ships in a dry dock, we called it the catch basin down by Gillette. We had to dig a major, major dry dock. It was built with a wall, with the Atlantic Ocean on one side and the dry dock on the other. In that dry dock we made segments that couldn't be brought in any other way. They were bigger than battle ships. They were then floated. They were heavier than battle ships. They were then floated after they were built and positioned. That's how they dropped them into place. Amazing type of work that was being accomplished.

The Ted Williams Tunnel - 13 different segments being made in Maryland. They were floated up here by special tug boats that brought them up here. They were outfitted inside our pier, and then sunk into the Boston Harbor. All in position, brought together, sealed, opened up, finished. It's an amazing, amazing story.

There is the slurry wall construction through downtown Boston, which allowed us to hold up the Artery Tunnel while we were building underneath. And allow traffic and business to go on while we were working underneath the city. Most people never knew what was happening for the first 8 years while that was going on. There was no sign of us working; we were all underground. That's another -- slurry wall construction, an European design. It came here, which has changed the face of how you build buildings now. We're using slurry walls in foundations everywhere, to either hold out the ocean or to hold up the city while we're building underneath it. It's a great, great invention that was used here, probably for the first time in this country.

AE: One of the important things we want to do is capture the voices of the real people that worked on this. This museum wants to be about not just the famous people of Boston, but what was the experience like for those people who actually worked on this.

JN: Well, there are a lot of good stories out there. The people who have worked for ten or twelve years and been able to put their kid through college while they were working there. I was told one time that the average dollar in Boston rolled over five times in a paycheck. If that's the case, there was an awful lot of money that was rolled over in the city of Boston through the 80 million man hours we worked.

AE: Have a lot of those workers come and gone?

JN: No, most of them were Boston residents. The engineering firms had people from around the country. But we did have, during the real peak construction season here, which was approximately three years ago, which was the peak of everything coming together, we probably had about 8,000 extra people that came to this area. Experts, electricians, welders, or whatever they were, iron workers - they came from all over the United States to work here. Most of them are gone

now. They had an experience. They had the big dig experience also. They were from almost every state in the United States.

Well I'd say, it's nearing completion. We still have a year and a half of work down there. I think the crew is down to about 2200 people right now. And that's after 14 years.

MH: What would you say, out of the 14-odd unions, trades that have worked on this job, what would be the top, if we were going to go interview tradespeople, what comes to mind?

JN: Well, I would talk to Bill Ryan, who had 965 cranes on the job. So that meant there was 965 operators. They were calling it Cranes Beach at one time down there. He's one fellow. Jay Hurley from the Ironworkers, he had hundreds of ironworkers recruited. Carpenters, the electricians and the laborers. Mostly, the basic trades and a few mechanical trades. They were key people that were building this. The pile drivers - you've talked to Dan Kuhs.

MH: And I've talked to Ken McLean.

JN: Ken's group is the tunnelworkers. They are part of the Laborers International Union. They did a lot of the tunnels that were pushed underneath the city. They did the holding up the Red Line. They built a special 120 feet below three different railroad lines that were running in front of South Station - they held up roads, South Station, and the three railroad lines while they built the foundation for the highway that was going 120 feet below South Station. They had to hold up the rest of the city while that road was being built underneath there. That was a real marvel. Men on their belly digging out the sludge that was underneath the city. The archeological finds - that community wanted us to stop construction when there was a find. They were accommodated too. We didn't brush them aside. We gave them a chance to work and to explore to bring back the history from 350 years ago.

The Big Dig Experience is four months away. Anything that you can do, add to the show if you want to, if you want to run your own booth.

[Maggie mentions the Smithsonian Folklife Festival and the presentation of occupational folklore and the idea of having workers being interviewed at the Expo.]

That's some of the stuff we're going to be doing. Actual people that have built these bridges and tunnels - they will be displaying what they had to do. It's a big story - 14 and a half years of one project. These guys have been there.

MH: Well has there been any kind of story gathering or oral history within the unions? Any kind of documentation?

JN: We're not into the museum type business. I think that we have records of the 80 million man hours or the injuries that didn't occur. We have the statistics from the insurance companies. The awards that were one by the different organizations, like Move Mass 20000. There is an oral history out there, there are people that did the job. They can be found. We don't keep the history. We're here to do the job

and get it done as quickly as possible and get out to there. I think the business manager of each local union would have - to tell you the truth, business managers have changed over the last 14 years. Some have retired. Some are new guys. But there is someone in that local union that could feed the information of how many of their members worked there. How many dollars came into their health and welfare plan, many dollars came into their pension plan, how much was spent during these years. The individuals will be able to tell you about how they could buy a new house, how they could buy a new car, probably had three cars, three trucks during the length of this job. Probably could save for their kid's college education. And how much they put aside for the future.

One of the things the building trades is famous for is we work in cycles. It's ten years up and ten years down. That's been the cycle for the last 100 years in the building trades. You have ten good years and you have ten bad years. 89-93 we were desperate for work. Then all of a sudden this job started and it was able to sublimate a lot of people from across the state working here.

It's just what we're facing now. We're facing a little bit of unemployment. This is after 14 years of working there. We're starting to see unemployment and how people's moods changed. Everyone was very happy when there is full employment. That's one thing that we strive for all the time in our politics. People that worry about producing jobs. The planning that went on for this probably took ten years before it even got to congress. That's a story that has to be told, and how long it took. It started out as the big dig, and then Ted Williams Tunnel was added a few years later. Salvucci would be able to give you that complete history. He's the proper guy to talk about that.

JD: Plus your own experience doing the Project Labor Agreement. The months it took to put that together. Which was a unique experience in and of itself.

JN: We actually started the Project Labor Agreement in the Boston Harbor Clean-Up, which is probably the Supreme Court decision that allowed Project Labor Agreements in public agencies. We've had project labor agreements for years and years and years before that. Grand Cooley Dam and Los Alamos and a few other places, were all built under project labor agreements. But they were built by private companies. Government sponsored, but they were built by private companies. But this is the first time a public agency like the water resource dept, - the MWRA in Boston or the Mass Turnpike Authority was able to sign a project labor agreement. The Supreme Court ruled nine to nothing. We signed a contract, we lived under a contract for two or three years with no problems. But the PLA was in place, but we couldn't enforce for the first few years.

The Project Labor Agreement has been copied. The Boston Harbor Agreement was copied on the Big Dig. And it's been copied across the country on every major project in the country since then.

MH: Tell us a little more what it is.

JN: A Project Labor Agreement guarantees longterm, complex jobs that are mult building jobs that the local unions and the owners, whether they be a city of a town or a state or an authority, is able to enter into a contract that they will

guarantee to the taxpayer that there will be no work stoppage for the life of the contract. And for 13 years there's been 15 different unions in this city that have gone through four or five different contracts. Some of them have had strikes during the expiration of their contract, but the Big Dig and all these other PLAs continue to work. And the men are committed to work through the contract. We cannot strike during, or grieve anything; there are no wildcat strikes. There is a grievance procedure. There's an arbitration procedure that's in place that guarantees labor harmony with the owners and with the taxpayer. What we're guaranteeing is we're going to be there every day doing the job for you and getting the best buck for your dollar; not wasting your money.

It's spread across the country and it's really a great tool that cities and towns and states and authorities can use when they have major projects like this.

MH: I had a question about jurisdiction. The little I know about tunnelworking and pile driving, there's some overlap.

JN: There is.

MH: Who decides?

JN: There's been jurisdictional records kept for 100 years. We have a joint board in Washington that's made up of contractors and unions. They argue their cases down there. If there's a jurisdictional dispute here on the Big Dig, it went to an arbitrator who was stationed here in Boston. He'd make the decision with no stoppage in work. Usually he can go back on the records and be able to tell whose jurisdiction the work was. So there hasn't been, I don't think there's been 2 or 3 questions on the whole Artery about jurisdiction. Maybe there's been more, but they are usually settled before they even get to the arbitrator.

JD: One of the benefits of the PLA is that Joe made provisions for those issues to get settled before the work even began.

AE: How do your two worlds divide?

JN: Joe is the president of the state building trades council. We have ten separate district councils. I have the greater Boston Metropolitan, which I represent 26 cities and towns. And he has ten other people that are either presidents - Joe and I are probably the only full-time building trades reps in the state. And everyone else has a part-time. Because of the jurisdiction that I represent, Metropolitan Boston, it's where most of the business and colleges are. They need a full time guy here. And Joe does most of the negotiating for the rest of the state and does all of our legislative work on the hill.

JD: To give you some perspective, Joe [Nigro] represents about 30,000 men and women-

JN: -- 40,000.

JD: I'm sorry. There's about 75,000 statewide, so he's more than half of the family basically. In the Metropolitan area. So it's a very key, it's the moving force in the local building trades council.

MH: And you were both in trades originally?

JD: a paper hanger by trade and when Joe was negotiating the agreement for the Boston Harbor Agreement and for the Central Artery, I had his same job, but I had the western part of the state. Berkshire County, Pioneer Valley area. Only came to Boston in this capacity in the early 90s. Joe has the history of these projects.

JN: He's the second famous paper hanger in the world.

MH: Who's the first?

JN: I'm not going to say because Joe is a far different guy than the former one. [laughter] He's the great paper hanger. And I was an electrician by trade. I started as an electrician apprentice in 1960 and rose up through the ranks of my local union. And then was elected to this job 20 years ago, actually 1985. 19 years in this job here.

MH: There were a lot of electricians employed in the Big Dig too, right?

JN: Yes there are. There still are. That's where most of the mechanical trades, the people that did the mechanical work came at the end of the job. There was always electrical work needed on the job, but most of the fan units, the fan buildings, they had the mechanical work after the building was built. That's where the electricians have come in. And they're doing the traffic control systems now, which is the probably the most advanced traffic control system in the world. That's another first in this area. Honeywell, our friends from Fishback and Moore are doing that job.

AE: How many contractors do you think will be represented in the Big Dig Experience?

JN: Well I hope they all will be, in one way or another. There are probably 27 major contractors, general contractors, construction managers. There's some joint ventures there. The lead is Bechtel Parsons Brinkerhoff who control the coordination of the whole job. But every segment that was built had its own general contractor, who had to comply with the safety rules set up by Bechtel and their safety consultants. Everyone had to have their own safety plan, that was approved. That coordinated all the safety plans for all these areas. Each one of those contractors had many subcontractors working for them, whether they were concrete or steel contractors, electrical contractors. I would say there probably were 400, 500 subcontractors and probably 50 to 60 general contractors. Those are the mechanicals and civil. Then we had the engineering contractors, the geophysical, the planning ahead of time. There were 500 or more contractors working on this job.

AE: We raised a bit of money to get the pilot project going, but we can see if we actually manage to bring this project to fruition, we're going to need to find some funding sources. The contractors have occurred to us as a potential group.

JN: Well you're not the first group that has come to us. By the way there was a group about four years ago that came. They were a think tank. Similar to what we're trying to do here - on showing the advantages to other cities and towns of how this works. The think tank was looking for millions of dollars from the contractors and it just wasn't available at the time. Someone has to put this history together, to show people the best way to do these things. I think you have a great idea here and it will be a permanent piece of history.

AE -- innovations in city government

JN: We've had some changes. They had to divide up who owned it. Whether it was going to be the Mass Highway Dept, whether it would be Massport or Mass Turnpike Authority. Putting the land together afterwards - I think some of those arguments are still going on between the city of Boston and the Mass Turnpike Authority. On who owns the land and who has the rights to build on them. Maybe they haven't been settled yet but they will be sooner or later.

AE: We're bidding on parcel 18.

JN: There's the Horticultural Society which had a great plan. Just recently the YMCA in the North End could create a beautiful center for the people of the North End, a meeting center for the elderly. [Anne Emerson's Boston Museum Project lost on this very parcel.] That could be another great great project for the portion of land that was taken away from the North End at one time. They could be given something back there. This history is a great idea. I wish you well with it.

AE: Who are the stakeholders in caring about the recording of this history?

JN: I think the country is a stakeholder - the United States of America is a stakeholder. We've got some negative press and they've made a political football out of it. Certain people while running for office or in office who wanted to make a big stink about money being spent. I happen to work on the Alaskan pipeline in '75-'76. That was a 7 billion dollar private project. But without it, that oil would be still laying under there and no one would ever be able to take advantage of seeing what they've been able to see through an 800 mile that was built alongside the Alaskan pipe line. People have been able to get up there and see the Alaskan wilderness at its pristine best. Without that road, you would have flown over it at 5 miles up in the air. You would have never seen the polar bears going underneath the pipe line and the antelope running underneath the pipe line. But this is something people will be able to visualize through your museum - how things were built and how best to do it. I think you're on to something good here. The people that would be joining in would possibly be the federal government - state government should do it.

The engineering community. I think that they might benefit from the good part of this story. The engineering/architectural community. The problems that you can face when you're proposing a project like this and how best to overcome them.

Those are the people who will be selling these projects; the Bechtels of the world. Having the community support it - that's one of the, like I said, Harold Hesnees came up with this idea. I give that man more credit; he did a lot of the lobbying in Washington for the Big Dig. He knew what he was talking about. He knew what problems we'd run into and he brought all those people together.

I don't know if you've talked to Move Mass 2000 yet, they are a key group to talk to. The Artery Business Committee.

JD: The engineering schools - there were so many innovative engineering techniques employed on the Big Dig. For the first time. Some were only done in Europe prior to bringing them over here. But some were done at a scale that was first in the world. I think that would be appreciated.

JN: University of Mass, Lowell in industrial safety. They've have grants from the federal government and our group in Washington has granted them money for 10 years to survey ways and safer ways to do the job. They've come up with some great ideas -- silica protection. Things that we never heard of before, silica exposure.

MH: Along the line of collecting stories from laborers, workers, trades people, what about going to each of the unions and asking for very small amounts of money to capture that and make a permanent record.

JN: Well after the "Big Dig Experience" you can do anything you want with those labor unions. I'll introduce you to them all. [laughter] We're looking for funding right now, as a matter of fact. There are so many people with outreach right now in this community, because of the Democratic Convention. This might be a bad time. Because everyone is being asked to support the 2004 Convention. And our regular charities that are going on right now, they are not getting the funding they're used to getting because there is so much unemployment.

AE: What funding are you looking for overall for the Big Dig Experience?

JN: That's the second question you've asked me - and I'm holding back. [Maggie learns that the project is trying to raise 2.5 million dollars by late May] You're persistent [he chuckles].

AE: It just keeps occurring to me.

MH: The goal is the same; we're both headed in the same direction.

JN: You've probably already exceeded what I expect to raise for the Big Dig Experience - alright - and you told me when you came in here 3 million?

AE: But that's for the whole museum. The planning for the museum.

JN: Just the planning for the museum? Well, you've exceeded what I hope to raise.

AE: It takes an incredible number of very expensive consultants to plan a museum, as it turns out. You have to do it right, if you want to make sure you have the audience there.

JD: [Who has been diligently looking through the Boston Museum Project's portfolio] Is this a newly formed consortia?

AE: Yes. 1999 the board - so five years.

JD: A lot of these folks are connected with other museum type endeavors?

AE: Yes, many of them. We're actually doing a separate partnership network, which isn't reflected in the board. That will be the next stage of governance structure. So, we're doing a series of partnership agreements with the Commonwealth Archives and the Mass Historical Society.

JD: Okay, so they're all supportive. It's not like you're going to be competing against any other museum.

AE: It's part of the design that this is not to be competing. It's really to raise all boats and particularly, to promote the real small places. I used to run the Old State House. Those places really need support and they need to have visitation driven to them. So the idea is embed their stories within this museum in a way that people get excited about going to see the real place. We've done a big chunk of visitor research; we spent about \$70,000 so far on visitor research testing these ideas. It's coming back very positive that this would increase people's interest in going to multiple other history sites. That if they could find the stories in a framework, they're going to want to go and find the sub stories.

JN: One of the good things about the history of Boston is already here. It's the Freedom Trail. But a lot of these museum will be on the Freedom Trail. The Horticultural Society, your group.

AE: The Freedom Trail is really the Revolutionary and Colonial history. What we have in Boston is that we're missing 200 years of history. We have all of the immigration stories, all the city building stories, the landfill, Big Dig, the glacial original land mass. All of the innovation stories. Part of this museum will be about what's been created in Boston. Why is this place such a driver of creativity and new ideas in the world? How do we connect to the world.

JD: It certainly would be an appeal to the larger labor community to participate, in terms of, if there was some sort of segment dealing with labor history in Boston. This is the cradle of not just the independence of this country but a lot of the labor movement as well. There's already been research. They have stuff over at the Archives. You may want to talk to state president, the secretary treasurer about that. If you're looking beyond just engineering accomplishments, it sounds like it's going to be a much broader, cultural, - o.k.

You should talk to Bob Hanes, who is the President of the AFL-CIO and his treasurer, Cathy Casaveer. I think there would certainly be an interest, in terms of the long term project. None of us have a lot of money. Unions, by their very nature, are not allowed to have a lot of money, quite frankly. There would be a lot interest in a historical perspective around labor, within the Boston community. Because it's a very rich history.

JN: Forty hour work week.

JD: Various unions that were instrumental in creating the national labor movement.

MH: Jim Green, who I met with, mentioned that.

JD: Jim Green, yeah. He'd be excellent. Tom Juravich at the University of Massachusetts Labor Studies Program.

AE: We'd love to coordinate with you.

JN: Well that'd be great because I think a lot of the stuff that you'll see coming out of the show will be things that you can use in your own project.

JD: That'd be great and it would be a permanent record.

JN: This record is supposed to be filmed. I think the group probably has some rights to it.

MH: Which group is it again?

JN: It's called the Big Dig Experience, LLC.

MH: And Dan McNichol is involved with it?

JN: Dan McNichol is one, Danielle Jennings and John Thoms. Another guy, John Kane, an attorney out of Washington. They're actually going to put on the show. Another group is the host committee, which is most of the societies, construction associations. Then there's a guest host committee that will be the dignitaries that have had some play in this. I'm hoping to have Ted Kennedy and young Tom O'Neill III, as his father did such a marvelous job as speaker, Governor Dukakis, Governor Weld who was the democrat and then a republican. We had to maintain that harmony between two parties to keep a project going that was going to go through three or four administrations so far. That's happened. That was something people worried about. The transition period was wonderful. It went from Dukakis to Weld to Cellucci to Swift to Romney now. Some people have been better than others, to tell you the truth, in getting this done. The directors - there have been four directors starting with Peter Zuk, the Mass Highway's public guardian when it started. There's a history there that has to be explained.

[Anne asks for the names of some of the people involved in project and Joe Nigro gives us names. Joe Dart asks Anne if she's talked to Matt Amorillo and she says she has.

JD: They're [MTA] inclusion in this thing was a result of some funding issues. Originally it was under Mass Highway and then there was a shortfall in money. They were looking for additional resources. The federal dollars were dropping off a bit and the state had to come up with more money. That's when they gave the responsibility over to the Turnpike Authority. So they are the governing agency. They are in a better position financially than the state is. They've been very supportive.

JN: I think he's 100% behind this one. He's listed as a honorary host.

MH: Whose the creative person?

JN: We have other groups that are involved in that. This has been in the planning stage for about four months. We were going to run this at the convention center -

JD: Do we need that [the recording machine] any more?

MH: No, it's finished.

END of TAPE