

## **Interview Transcription**

**Narrator: Eloise Hirsh**

**Interviewer: Shanna Farrell**

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Farrell: Where did you grow up?

Hirsh: I grew up in St. Louis, Missouri.

Farrell: Okay. And then what brought you to New York?

Hirsh: I came east to school.

Farrell: Where did you go to school?

Hirsh: I went to Sarah Lawrence. When it was all girls.

Farrell: Oh, okay. What did you study when you were there?

Hirsh: I majored in Political Science.

Farrell: Okay, and...

Hirsh: Actually, even though I majored in Political Science, I had no idea what an election district was when I graduated.

Farrell: Really?

Hirsh: Yeah. I knew everything there is to know about John Locke, but not that much about "on the ground" politics.

Farrell: When you were in college, did you know what you wanted to do after?

Hirsh: Well I knew generally. I knew that my plan was to make the world better, generally. I was very active- this was during the Vietnam War- I was very active in the Peace Movement.

Farrell: Okay.

Hirsh: Growing up in St. Louis I had been active in the Civil Rights Movement. I had initially, when I was getting ready to graduate, I thought that I wanted to go into I wanted to go into journalism, television journalism. This was before women were in television journalism. This was when Pauline Fredericks, was the only- you'd have no idea who that is- she was the only women- this was in the Sixties- she was the only women correspondent on TV at the time. And so when I was graduating and was trying to get a job in TV, the only job that women could get at that time was secretarial, even if you had a Master's in Journalism, which I didn't have at that time.

So, I took a production job in TV for a small medical educational video company and I took some production courses at NYU at night, actually. But that did not pan out.

Farrell: So...

Hirsh: But then what happened was that- this was in the Lindsay Administration, which was a very, well, it generally in the country was a much more expansive and optimistic time. Kennedy was elected and it was a very, very different time. A friend of mine was working in the Mayor's office- Mayor Lindsay's office- and she was leaving her job and called and asked if I wanted it because the guy she was working for was looking for just a general smart person. So I started in Mayor Lindsay's office in 1968.

Farrell: Wow.

Hirsh: And, I worked on the first floor of 51 Chambers Street. How weird is that?

Farrell: That is pretty weird. Full circle.

Hirsh: I worked somewhere on this floor, and I don't remember exactly where, which suite of rooms, and the place has been not very redone, but I mean the room configurations are different, but when I found out that this office was going to be at 51 Chambers on the first floor I thought that was pretty funny.

Farrell: That is funny. Is there a big difference in government now then there was then? I mean, what are the differences that you've seen?

Hirsh: I think that there is much less optimism, much more cynicism. On the part of the public there's much more distrust of government. Civic dialogue, public conversation, public meetings are much less civil than they were. I mean, I've been in the public sector for my whole career and just over the years it's much angrier- the public is much angrier. And especially, I think in the last twenty years- I mean there are tones written on this- there's all kinds of forces at work about why people are angry and more dissatisfied and so on and so forth, but as a person who works in it, I mean you experience it. In the beginning it was fresher. Of course I was fresher too...

Farrell: People are less civil now than they were in the Sixties?

Hirsh: Yeah. I know that's hard to believe, but only some people were uncivil in the Sixties.

Farrell: Ah.

Hirsh: Everybody's uncivil now. I mean there were the "yippies" and different sort of self-styled various revolutionary groups, but general public was not angry at government or a situation, whatever it was, but it was not as vile...

Farrell: Interesting.

Hirsh: ...as it is now, in my experience.

Farrell: That would make sense. I guess general public...

Hirsh: Yeah, it's become more the coin of the realm, abusive and curse, and threatening. I remember- I spent eighteen years in Pittsburgh- and one of the things that I did in Pittsburgh was, I was the Director of City Planning and I remember during a public hearing about a group health home for mentally challenged people in a neighborhood, and was a very heated hearing and at the end of it a woman came up to me and grabbed me by the scarf and said, "I know where you live."

Farrell: Whoa.

Hirsh: That kind of thing just sticks with you.

Farrell: Has that kind of stuff affected you today? Do you carry that with you?

Hirsh: Carry... Well, of course you always carry your own experience.

Farrell: I mean do you take those experiences-

Hirsh: What it means is that I work very hard to, when I'm thinking about public interactions or when I'm thinking about developing constituencies for this park, for example, I think very hard about how to engage people in positive ways. I don't just let it happen because if you just let it happen, I don't know where it goes. And even if you plan and try to figure out what are things that constituents, what will be engaging to different kinds of constituents or helpful in different communities you still don't know where it might go. That's also maybe a question of age as well. I just try to be more strategic.

Farrell: You said that you were in Pittsburgh. You were there for eighteen years, is that correct?

Hirsh: Mmm hmm.

Farrell: How did you move from being the First Deputy Commissioner of Parks and Recreation into the City Urban Planner in Pittsburgh?

Hirsh: Husband job, had to move.

Farrell: Did you like Pittsburgh? Did you feel connected to the city at all? I mean, you had spent so much time here...

Hirsh: Well, when we were first moving there I was not happy about it. But my daughter was little, she was three and a half, and actually, we were moving from a wonderful house in Brooklyn, but it was a neighborhood that which today is golden, but then was not that safe- it was Park Slope. When we moved to Pittsburgh, I could just let her go out the back door and I wouldn't have to think about it. And that was on the sort of mom-front, on the logistics-of-life-front initially when we got there it was a lot easier. But professionally it was hard to get going because Pittsburgh is a

really small town. It hadn't had, up until that point, hadn't had as New York has, a tradition of reform movements. Periodically, some reform person comes along and people vote out the old and in the new. Pittsburgh doesn't have a reform tradition. Because of the way the economy there was and big steel industry and so on and so forth, it, everybody had gone on a certain way basically since the 1880's, 1860's. I was lucky enough to be involved in the campaign of a new reform person who actually did get elected. I did some consulting also when I got there. When I had my daughter, I was thirty-nine at the time, and I decided that I wanted more control over my schedule that the basic fifty, sixty hour week jobs that I was used to having and so I and some other friends who had also done their career first and then had their kids, we sort of formed a middle-aged moms consulting firm. People were constantly calling us and asking us to take jobs because we all had good reputations and we said, "No, we won't take a full time job, but if you have a project that you would like us to do, we will do it." So, I was doing that actually when we left New York for Pittsburgh. I was doing that after I was First Deputy Commissioner and other intervening things. So when I got to Pittsburgh, I tried to form a similar middle-aged mom consulting practice before I actually got involved in the government. It was hard to do there because the career-first-children-second thing was more of a big city thing than a Pittsburgh thing. So there weren't that many middle-aged moms there who were...

Farrell: ...working

Hirsh: ...who were professionals who had had their kids late. So that's all to say that's how I got started and, and I had a great run in Pittsburgh government job in Pittsburgh. One of the things that actually was relevant to this job was there was a huge- well, a lot of it was relevant to this job because the left over open spaces in Pittsburgh were all where dead steel mills were. This is relevant to Glens Falls, also.

Farrell: Yes.

Hirsh: Paper companies and what not.

Farrell: Yes.

Hirsh: I know. So the reform mayor that I was working for at the time, Tom Murphy, his thing was let's make assets out of liabilities. We were really focused on river front development, really focused on downtown development, and one of the things we did was we turned a two hundred-acre slag dump into a beautiful new urbanist community, which the process for doing that was reminiscent of this in some ways, was actually very difficult because the neighbors were used to the slag dump. They were afraid that a) something toxic would be stirred up as we went about doing it and b) that we put in Section Eight Housing, which we actually had no intention of doing. Do you know what Section Eight Housing is?

Farrell: Yes, I do.

Hirsh: Okay.

Farrell: That's very interesting.

Hirsh: This particular development was next to one of the very successful neighborhoods in Pittsburgh, so they didn't want any poor people coming in, and actually it wasn't our intention to bring poor people in. We wanted to do some affordable housing but we really were not interested in doing public housing there. But anyway, what we did was got a community committee and let them to choose the environmental monitor. And now there's a waiting list for this.

Farrell: Really?

Hirsh: Oh yeah, it's a fabulous place.

Farrell: Did you have a Community Advisory Group? Was it a Brownfield Redevelopment Incentive?

Hirsh: Yeah.

Farrell: Is that why they made you put Section Eight Housing on there?

Hirsh: No, but we didn't. We didn't have to. There was-

Farrell: Oh, oh.

Hirsh: No, we didn't have to. That's what the public, but because folks...

Farrell: Oh, I see...

Hirsh: ...assumed the worst, as they often will, but it wasn't the case despite the fact that we kept saying that's not what's happening.

Farrell: Oh okay, that makes sense. I thought that that was part of the...

Hirsh: No...

Farrell: ...the incentive.

Hirsh: No, no, no.

Farrell: Oh, okay.

Hirsh: No, no. Actually, we did this with a private developer and we didn't need big incentives. We actually gave the developer a huge break on the property but he made the investment.

Farrell: Okay. So then how did you transition from Pittsburgh back to where you started from?

Hirsh: Back to New York? Well, even though we really did have a wonderful time in Pittsburgh, it never felt like home. My husband I really did not want to end up there. So we decided to come home. And when we came back I actually really never

intended to work full time. I wanted to find one project to work on. I was looking around and I talked to the Park's Commissioner and I said that I'd be happy to be on any boards, or anybody needs some advise or consulting or whatever would be useful. But he called one day and he said, "Have you ever thought about working full time, really?" And I said, "No, I really don't want to, but what do you have in mind?" And so he told me about Fresh Kills. And I said that I would go take a look at it. And actually when he said, "Fresh Kills," I have to say there was like this internal recognition- I said, "God, how fabulous. I must do this." The fact that my husband had been Sanitation Commissioner in the Lindsay Administration- did you know this...?

Farrell: I did not know that.

Hirsh: There was something just really good karma about it and when I went out to see it, I went out on one of the Park's Department tours. God, when did I go? The summer of, spring of 2006, I guess. I'll never forget, it was a misty morning. We were driving up these hills, pheasants are wandering around and I'm thinking, "Oh, my God." It was just thrilling. I mean, it just was like love at first sight. It was just really physical how much I wanted to do this project.

Farrell: So you felt connected to this before you...

Hirsh: Totally. I felt connected to the place and I felt connected to what it's about: reusing land. I'd had a lot of experience reusing land in Pittsburgh.

Farrell: How did your husband feel about that since he was the Commissioner?

Hirsh: He thought it was great.

Farrell: He did?

Hirsh: Yeah.

Farrell: Does he support redeveloping this land?

Hirsh: Sure. Yeah...

Farrell: That's really cool, everything, full circle.

Hirsh: I know.

Farrell: What year did you join this team?

Hirsh: Freshkills?

Farrell: Yeah.

Hirsh: September of 2006.

Farrell: Okay. So it'd been...

Hirsh: Just as...

Farrell: ...closed for five years.

Hirsh: It had been closed and what had happened was there had been a three-year planning process that had been led by the Department of City Planning with the landscape architecture firm of James Corner.

Farrell: Mmm hmm...

Hirsh: And they led the process and then when the Master Plan was issued, the project was given to the Parks Department to implement and that's when the Parks Department started looking for an Administrator.

Farrell: Okay. So you weren't involved in choosing James Corner?

Hirsh: No, I was not.

Farrell: Okay. Had they already started capping some of the...?

Hirsh: Oh, sure

Farrell: Okay.

Hirsh: Oh yeah. Two of these mounds have been capped since '96, '97. It was closed since 2001 and the agreement to close it had happened a year or two before that. I don't remember right now the exact year...

Farrell: I think it was in '96.

Hirsh: ...the agreement was made to close it.

Farrell: I think it was in '96. Was this team assembled when you started or were you...

Hirsh: No.

Farrell: ...hired and then the team was assembled?

Hirsh: I was hired and then the team was assembled. Although one person who's no longer with us had been the main Department of City Planning person involved in the planning process. His name is Michael Marrella and he's the person who just managed, I don't know if you are familiar with the City's Waterfront Plan that they just issued. Well, Michael was the Project Manager for that. So Michael had been working through the whole planning process and then he came on to our team that I was assembling to manage all of the environmental impact work which had to happen, which took two and half and several millions- four and half million, actually- it's very expensive. So, yeah there's Michael and Carrie was Department of City Planning hire. But then I pulled in Angelyn, who's our Architect and then we have had a state funded position, which was an outreach person who would do our

tours and do the education program in the schools and what not and, and we've had really terrific young people that we've hired as a group. By that I mean we do group interviews and all agree on a candidate. I have a management philosophy, which is very flat organization, lots of input from everybody. Since about mid 2007-2008 everybody has been involved in gathering the team. It's a tiny team.

Farrell: Yeah, I noticed that when I walked in. You guys do a lot of work for a small team.

Hirsh: Yes, we do. We are all really stretched and stretched.

Farrell: What's been the most challenging part of the job?

Hirsh: Oh, God. It's really hard to say most, but I could describe three different segments of huge challenge. For me personally, being in the middle of the organization, whereas for the previous twenty-five years of my career I had been at the top of the organization, being in the middle and not being able to control my resources is extremely frustrating. I can't control what we need. I must beg and plead. Now I'm sure actually that the Parks Commissioner would say the same thing in these time; these times are very difficult. So not being able to control resources to do what needs to be done for everything. The challenge of the inter-agency nature of the project. I mean, this is, this has to be a working partnership with the Department of Sanitation. Our agency cultures are very different and our agency missions are very different. The mission of the Department of Sanitation with regard to Freshkills is to make sure that that site is meeting all the regulations correctly, and that is a different mission from opening the site up to the public. Now, those two missions are in fact mutually reinforcing because making sure the site is living up to regulations means making sure that the site is safe. But it's easier to meet regulations when you're not worrying about people wandering around. So, the challenge of figuring out how we meet that mandate- marry up our mandate with that mandate- it's challenging. I would not put it in the frustrating box but I'd put it in the challenging box. The thing that's in the frustrating box is dealing with the State Department of Environmental Conservation, the DEC, "The Regulators."

Farrell: Okay.

Hirsh: Because at least in the administration that was in until Cuomo's Administration came in, the changes haven't all filtered through yet, but the regulations for landfills are much less precise than regulations for Brownfields and so it gives regulators more discretion about what they can require you to do and it just means long lead times for review, even if you can ... I mean it's unclear to me that that agency believes that this should be open to the public. But that's my take, that's, that's my experience of it, with all of the questions and safeguards and, not even safeguards, just stupid stuff. I don't know, I'm waxing inarticulate here, but they can't always tell what they are asking, they don't always seem to be consistent in what they ask for from us. They apply different rules to different sections and working with DEC is very, very frustrating. You probably hear that from people in



Sanitation. That's a huge challenge. And the politics of Staten Island are a huge challenge.

Farrell: That actually brings me to another question.

Hirsh: Okay.

Farrell: Has it been difficult to negotiate the stigma and public perception of the park with both the people in Staten Island and New York City at large?

Hirsh: Mmm hmm.

Farrell: I guess how do you negotiate that?

(30:00)

Hirsh: It's not a negotiation; it's an experience, which is one of the reasons why we are so gung-ho about our tour program and so gung-ho about any programming that we do because if you're a Staten Islander and you have lived with the City of New York dumping on you for fifty-years, you're not going to get over that because the City of New York declares that they're doing this nice project. Not happening. What we see is when people come on our tours and they see the site, we've had people burst into tears, "I can't believe how beautiful it is," thought they'd never live to see the day, so on and so forth. So what we would really like to do is to do everything we can through actually controlled access, through public art, through study, through research and demonstration kind of grants, all kinds of things that start to change, start to let people believe that in Staten Island a change really is going to happen. But it really has to be experiential because there is just too long of a history, too much understandable anger. Now, as far as the rest of the City is concerned, I mean there are different constituencies that are interested in different things. This project doesn't have a high enough profile from my point of view, a lot of people don't know about it. You know about it because you're interested in this stuff. For example I was talking with a woman who runs a big parks related foundation who had no idea that it was closed and there's a park planned. A lot of people think that it's still going on, "well then where does our garbage go?" People are horrified once they find out all the amount of money we could have spent and what the current plan is, but a lot of people don't think about garbage, as Robin would say. So Freshkills is about garbage. Until we really have champions and a project profile that is consistently painting the picture of Freshkills as a place that is about renewal and transformation it'll stay that way. So that's why we are so focused on our programming activities. New York is a big noisy place where all kinds of programs are clamoring for all kinds of protection. My colleagues, not in the big, fancy parks, like Central and Prospect Park, but my colleagues in Van Cortlandt Park, and parks in Queen, everybody is trying to get attention for their project.

Farrell: Yeah.

Hirsh: Now I think that this is incredibly special; it's so huge, no other park is about what we are about. We just have to find we have to find a better voice and we have to find a better microphone.

Farrell: I know that you do that through your newsletters and I've read the most recent one. Because you're trying to market those to people that don't know about the park and do know about the park, and people who maybe are more familiar with environmental language and who aren't, do you find it to be difficult to sort of strike a balance in content and language and making those newsletter more niche but more broad?

Hirsh: Did you think it was niche?

Farrell: Parts of it. I did. The whole thing about the composting toilets- amazing, because you break everything down. But there was some stuff about the tidal wetlands that I'm familiar with because that's what I know.

Hirsh: Right, right, right.

Farrell: But, yeah...

Hirsh: I don't know, I think we have to play to both and we think about both. I think that if he had more resources, if we could do more different kinds of programming and if more of our projects were actually being built, there'd be more talk about it. Do you read our blog?

Farrell: I do. It's, it's fabulous.

Hirsh: Yeah.

Farrell: I enjoy your blog a lot.

Hirsh: Yeah.

Farrell: So for the people that do know about this and do know about your programming, how have they reacted to the sustainability of the park, like the tree nursery and the seed farm and the composting toilets?

Hirsh: Mmm hmm.

Farrell: Are they supportive?

Hirsh: Yeah, absolutely, yeah.

Farrell: Okay. And on the tours are people learning them excited about it, are they not really understanding?

Hirsh: No, I think they are. Although, you'd have to talk to Doug who gives the tours about that, but yeah, certainly the people that- what I end up doing is taking out VIPs or people that are fundraising. The people that I am taking out are already sort

of interested in that kind of stuff, so everybody thinks that it's incredibly cool. One of the themes that emerged during the planning process, which was a very wide spread, you know hundreds of people, Staten Island got involved in sessions. One of the things that emerged was having the park have aspects to it that reinforced the whole sustainability message. So yeah, I think people get it what this is about. I think there's some concern on the part of the Parks Department Operations staff because this about changing how facilities function, but that's the direction the Parks Department is going in anyway.

Farrell: Yeah.

Hirsh: We're just leading on that front.

Farrell: Yeah, that makes sense. I could see as that might add to one of your challenges as well, but that's I guess maybe an asset to the project.

Hirsh: Yeah.

Farrell: You had mentioned the relationship between the DSNY and yourselves. In an ideal world, what would that relationship look like?

Hirsh: I wish that I shared an office with some of my counterparts in the Sanitation Department. I wish we worked in the same place. I wish we sort of had joint custody as opposed to negotiated inter-agency agreements that we currently have. Not that there's not antagonism, but they need to protect what their doing and what their agency mission is. So the more you work with people, the easier that gets. I always think that just being physical proximate helps, but that's probably not happening. But that's the ideal.

Farrell: Okay.

Hirsh: And ideally I think that the two departments should share the governance. That's not going to happen- actually I shouldn't say that that's not going to happen, who knows. I'm going to stay lobbying for that for awhile, but at the moment what it is that the Sanitation Department has jurisdiction over the site and as we build. Facilities jurisdiction will be transferred to us and we'll have a memorandum of understanding that governs are operating procedure and their operating procedures.

Farrell: Have you gotten a lot of Sanitation workers going on the tours or interested in the park?

Hirsh: I don't know of any Sanitation workers that have gone on the tours, but I do know that the guys currently working on the site love it. When we did our big Open House last October, the Sneak Peek- do you know about that?

Farrell: Mmm hmmm.

Hirsh: The guys who are working on the site thought it was the coolest thing. Everybody got really involved and they built us a beach for the canoes. We wanted some of their big equipment to be out so the public could see it. I think that we have made them understand that we think that what they've done is great and we want to keep highlighting the real work that went on there. That's a tricky balancing act actually with the public, but with the Sanitation guys, I mean the guy who was the site superintendant right now, his family grew up in Travis, which is a neighborhood that abuts it. He brought his parents to Sneak Peek. So the guys who are working out there think it's very cool and also actually, the chain of command within Solid Waste, everybody whose high up in the chain of command spent major time at Fresh Kills.

Farrell: While it was still open?

Hirsh: While it was still open.

Hirsh: For example when I took one of the higher-ups out to the site on a particularly gorgeous spring day last year, because I was trying to show him something about South Park, he looked around and said, "God, this looks like Tuscany."

Farrell: What's been the most rewarding part of working on this project?

Hirsh: The most rewarding part of working on this project is my staff. They are without exception smart, talented, self-directed, dedicated, mission-driven. I just love them. Coming to work everyday, the best part of it is being with them and having this team that really is so focused on this one thing and is making it happen. It's very, it's very hard; it's very discouraging because we make so little progress that's visible but that's the most rewarding part. The second most rewarding part I guess, let me think... What is the second most rewarding part? We're doing it. When we hit a milestone like groundbreaking for Schmul Park, or we do these

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huge, big, couple of big public events and have a lot of people recognize the potential of the place, kind of all at one time, those are really rewarding things. Because otherwise the progress is slow and there are little victories that happen along the way, but also there are little setbacks. The most rewarding thing you could say is getting to work on something like this. I mean, who gets to work on stuff like this? And I think that's something that the staff recognizes. I mean, that's why they are so driven. Who gets to work on the biggest landfill-to-park transformation in the world? Us six!

Farrell: What are your hopes for the park?

Hirsh: That it comes to be. It's decades until it's done, of course, so my job is really to make it be inevitable, create the conditions and constituencies that move it along, that make sure that this space stays as a public asset. One of the things that is worrisome is that it's still not mapped as park land, and that's a political issue and

even though I know that nobody will ever allow garbage to be dumped here again, when something is not mapped park land that means that you can dump other things on it, like you can dump uses- you can dump garages, you can dump adolescent jails, you can dump all kinds of uses- Not In My Back Yard kind of things on a site like this if you don't protect it. So that is why my final hope for it is that it comes to be. There will be changes in the plan along the way, and that's fine, that's as it should be.

Farrell: Do you have a favorite park or section?

Hirsh: Hmm. That place that looks like Tuscany is actually pretty.

Farrell: South Park?

Hirsh: It's in South Park, yeah. But there are different things that I love about it actually. When you drive around the eastern mound, the immensity of the eastern mound, just it's hugeness. And there's also a huge man-made infrastructure that is managing the water and it's made of gabions, and that is pretty. You're in the middle of this natural working landscape and then there are these huge man-made interventions and the mental construct of that even as you look around this incredible beautiful place, it is totally engineered. And so as much as I like particular beautiful places, I love the fact that this place is just the most vivid testimony to the strength of nature and the creativity of people.

Farrell: Do you consider yourself to be an environmentalist? Maybe a better question would be, would you describe yourself as an environmentalist?

Hirsh: You know, I'm not the person in the office who remembers to separate the trash. Everybody else is. I actually think that's a generational thing. To me environmentalist means that you're an advocate for the environment possibly as opposed to other things- I'm sounding evasive in ways I don't like, but I'm trying to sort of parse it because I care about the balance of things. I would say I'm a sustainablism as opposed to an environmentalist, I guess that's what I would say.

Farrell: I like that. That word does very much encapsulate the word "balance" and that's what this park is all about, as well. Do you have any reflections about being a woman working in government?

Hirsh: Yeah, actually. I think you get- also lots written about this obviously- my consultation approach and flat organization approach and team approach, as opposed to more hierarchical, I think is easier for women to do, and I think it's helpful in our governmental work and inter-agency work where you're working in a forest of silos. The fact that I'm comfortable in a less hierarchical structure, I tend to think that's a woman thing. On another front though, I think that women have the chance in government, as opposed to actually the private sector, to get more responsibilities sooner. If you're in government and you're competent you stick out. Because executive level work in government pays less than private sector, you get

more executive responsibilities sooner, so I think that's a good thing if you don't care about money. Is that the sort of thing you were looking for?

Farrell: Yeah. I guess my last question for you is that if there is one thing that you would want people to know either about this park, government, those sort of themes, what would that be?

Hirsh: One thing?

Farrell: One, two...

Hirsh: Wow, that's a hard thing to say. I guess maybe it is that this is a place that has so much potential to be the most potent teaching moment about how our society has been wasteful, needs to control what we do about it, but also we can transform; we can change, we can be better. I think that this site says if we decide to, we really can restore places that we've harmed; all the lessons that go along with that. The word harm in that is wrong because harm makes it sound like somebody did something bad on purpose and in fact, somebody had to think about where this city of New York was going to put its trash. Maybe what this is further about is how you can come back from the bad unforeseen consequences of what you do. And the other important thing is the people that are working on it both in Parks and in Sanitation care about it. They care about doing the best job they can to bring this site back to the public. I would love that to get reflected. Both Parks and Sanitation care about this project that we are all doing together, from our different vantage points.

Farrell: That's great.

Hirsh: Okay.

Farrell: Is there anything else that you feel like you wanted to say, or?

Hirsh: I don't think so. I'm sure something will occur to me in the middle of the night.

Farrell: That stuff usually happens. Well thank you so much.

Hirsh: You're very welcome.

Farrell: I appreciate your time.

Hirsh: Sure, sure. Happy to do it