

Interview from the preparation of

Fell's Point Out of Time



Paul Swensen, Moran Towing, Interview – January 27, 2004

Jacque Greff, interviewer. Kraig Greff, camera

[Jacquie]

To start out and tell us who you are and how long you been working in Fells Point and how you got here and stuff...

[Paul]

Well let's see... My name is Paul Swenson. I am the Vice President and General Manager for Moran Towing of Maryland. Moran Towing has been in Fells Point since about 1967. We moved here from Pier Two Pratt Street back then, and the pier was made livable and habitable with offices and a space for a Port Captain. And at the time we were operating 13 to 15 crews in Baltimore and we had 7 tugboats here.

I became involved with Moran in 1976 when I tied a tug boat up across the way at the Vane Brothers, formerly what was the Vane Brothers' Pier, and their water site operation was there...

[Jacquie]

Which pier is that?

[Paul]

That's directly across here the Broadway pier. Right across from my office.

[Jacquie]

OK.

[Paul]

And I was pleasantly introduced to a very, very historical member of the community. Duff Hughes' father and grandfather ran the chandlery out of what was then their pier facility. And Duff's grandfather came over to the tug boat and said, "Captain, is there anything you need? We have a newspaper for you. Do you need any supplies, any stores or anything? And we are here to help you if you need anything." And I just thought that was a really neat thing. The Hughes family has had an impact on my coming to Baltimore, and also the people that are a part of Fells Point and were for many, many years. Just nice people, very nice people.

And then I was offered an opportunity to come to work for Moran, which was then Curtis Bay Towing Company. Curtis Bay Towing Company started in Baltimore, and I believe, historians would

probably say that I am wrong, but I believe it was 1917. And they were a family-owned company until 1955, when the Moran Family bought the Curtis Bay Towing Company and its affiliate, which was Curtis Bay of Virginia.

They never changed the name for marketing reasons, because they thought that if they put a Moran houseflag on the Curtis Bay Company, which had a very strong positioning in the Mid-Atlantic, that it might interfere with their ability to continue to develop sales and get clientele, because we would be part of the Moran umbrella and then the autonomy would be gone. So, they never changed the name, until I believe it was 1988 when Mr. Moran finally decided it was time to bring everybody under the same house. So, we then became Moran Towing, part of the Moran Towing Corporation and name.

As I said earlier, I started with the company in 1976 in Operations. I did Operations for a couple of years. I moved into Marketing, Sales and Project Management. We were doing a lot of coal projects back in the early '80's and looking to develop coal transportation on the Chesapeake Bay. In 1985, I was asked to take a position in our Philadelphia Company as the acting General Manager to sort of get things... we had some management issues going on at the time and so I was sort of sent there as an intern Manager.

Well in the fall of 85, actually it was the end of the year, my former President and somewhat mentor, Malcolm McCloud, told me that I didn't have a job in Baltimore anymore. [laughs] I had done so well they wanted me to stay there and continue to run our division in Pennsylvania. So, I did. However, I said that if I did that, I wasn't going to move to Philadelphia. My family was settled here. My two boys were in school at Gilman and my wife was an attorney and a partner at a law firm. So, it just did not make sense. I said I would commute. So, I did that until 1993 when I was asked to come back and manage the company in Maryland again.

So, since 1993 I've been very close to Fells Point, probably much more so than in the prior 9 years. I'm one of the local folks now.

[01:04:55;21]

[Jacquie]

Can you give me a big picture of Moran's operations. Kind of roughly how big are they, what kinds of things do they do, how do the different offices differ?

[Paul]

Ok, that is easy.

We operate in every major port on the east coast and we have an operation in Port Author Texas. We have ship docking operations in Portsmouth, New Hampshire; New York; Philadelphia; Baltimore; Norfolk, Virginia; Charleston, South Carolina; Savannah, Georgia; New Brunswick, Georgia; Fernadina Beach, and Jacksonville, Miami, and Port Author Texas. These are all ship docking operations, but intertwined with some of the companies, we operate clean petroleum barges that carry fuel, and also carry heavy oil up and down the east coast and in the Gulf and

barges. We also have a dry ~~boat~~-bulk¹ fleet of barges that carries everything from fertilizers to iron ore. We've taken grain cargos to the Mideast, to South America. We've done special projects where we've taken finished steel in those same ~~boat~~-barges. So, we have a very, very broad transportation background. And project work, we've done project work for utilities for years, delivering coal and oil to all the major electrical producers in the Northeast and the South as well. So we're pretty diversified.

[01:06:39;28]

[Jacquie]

You mentioned ship docking. And that is what the tugs do, right? Can you give me a real simple explanation of about what a tug is used for in ship docking?

[Paul]

That's an easy one.

In the Port of Baltimore, for example, a ship arrives at Cape Henry at about 4:00 this afternoon, say a container ship. Let's say to make it simple, 9:00 tonight he arrives at Cape Henry. 9 to 10 hours later, he is knocking at the door in Baltimore looking to dock and start unloading the cargo. When the ship gets near the Key Bridge... well the bay pilot will give an ETA for... which is the estimated time of arrival for here in Baltimore, when he departs Cape Henry. And when they get to the Bay Bridge, they generally call the second time and say "I'm either going to be a half hour early" or "15 minutes late" or "I am right on schedule." And then they, in turn, call their office who, in turn, call our dispatcher, which we have here which operates 24 hours a day, 365 days a year. And, the two dispatchers converse as to the time that the ship is going to be here, and then we would dispatch a tug or tugs out of Fells Point to assist that ship. And again, the maritime business is 24 hours a day, 7 days a week, so, if the ship is here at 3:00 in the morning, we have to send a tug out at 2:00 to go attend it. When the ship gets up to the Key Bridge, the tugs usually fall in along side. There is a docking pilot that comes out on the pilot launch. He gets aboard the ship and relieves the bay pilot from his responsibility. And the docking pilot then positions the tugs to maneuver into the berth. And that can take anywhere from 45 minutes to an hour and a half.

[Jacquie]

Now, are these docking pilots and the ... are they absolutely essential, or are they a safeguard?

[Paul]

Yes. It's what I refer to as very cheap insurance. And I think that most ship owners view it as the same, as good insurance.

[Jacquie]

And, what kinds of ships come in that need the tugs' assistance? What kind of products, where do they go?

¹ These changes were made by Paul Swensen on ~March 18, 2004. They are not in the DVD transcript.

[Paul]

Just, I think, that about 7% of the ships that come into the port of Baltimore do not use tugs. And [some of](#) those are very large container ships. And that's not to say that they don't ever use tugs because there is no such thing as "never" in the marine environment.

Well, we have container ships that bring containerized cargo in and out of the Port of Baltimore. We have auto carriers, which carry ~~roller~~ [roll-on](#) cargo. We have coal ships that come in, and they take coal in and out of the port. We don't have any grain ships any longer. There is a fair amount of petroleum products that come and go, and chemical tankers. There is a fairly significant amount of iron ore that comes in to Sparrows Point where they, of course, make steel. I think that's... Oh, and wood products – we have a very, very nice niche business in the pulp and paper industry now in Baltimore.

[01:10:13;18]

[Jacquie]

And how big is Baltimore's shipping and harbor relative to other parts of the country? Not detailed, but just kind of general.

[Paul]

In overall tonnage, and again don't quote me, but I think we were number 18 (?) last year. We were the second largest ~~rural~~ [ro-ro](#) provider in the US last year, which is a very significant amount of business. The auto business was up 31% last year and the overall cargo grew by 12% in the Port of Baltimore.

[Jacquie]

So Baltimore is a pretty significant shipping port?

[Paul]

Yeah, yeah. We don't have near the number of ships that we did 20 years ago, or for that matter 10 years ago. But, that's not because the cargo is not here. The cargo is definitely here. It's because the ships have grown so much in size that you now have ships that call in here that can handle 2, 3 or 4,000 ~~TUs~~ [TEUs](#). And, instead of having 5 and 600 foot ships that only handle 1500 or 2,000 ~~TUs~~ [TEUs](#), they handle 3 times the capacity that they did 10 years ago, in some cases. So, you no longer need the number of ships. You just need the cargo to fill them up.

[Jacquie]

And Baltimore is continuing to be competitive. It's not projected that we are going to lose...

[Paul]

No. I think Baltimore is very well positioned. I think the Maryland Port administration has done an excellent job of marketing the Port. I think they work very hard. Jim White, who is the Port Administrator, is a great guy, and he's very knowledgeable, and he's done very well for the State of Maryland, I think.

[01:12:05;10]

[Jacquie]

OK. And then your operations in Fells Point – can you talk about how Fells Point fits in the big picture of Baltimore Harbor from your standpoint and from the standpoint of Baltimore Harbor and the working waterfront concept?

[Paul]

Well, let's see... Moran has had a very comfortable home here. It's been very much a part of the Fells Point community since the mid '60's. I think that the people that live here that are a part of the Fells Point community would like to see the tugboats stay here, all the time if they could. I mean, stay forever.

Unfortunately, there's a lot of development going on and people having wonderful ideas about how to transpose this wonderful old pier in to some sort of a hotel or condominium or ... And I don't really feel that that's a part of the history of Fells Point. I think the tugboats have been here for a very long time, and I think that people would like to see them stay here.

And, we have no intentions of leaving... at least not before I retire. I had negotiated a lease 6 years ago with the City that was a 20-year lease – a 5-year lease with three 5-year options on top of that. It was a good negotiation. It was a very good deal for Moran, and it was a very good deal for the City. And I know that the city has every intention of honoring that lease with whatever happens to the Recreation Pier. But, to regress just a little bit – I think we are getting off track. Your question was what is the working waterfront of Fells Point?

Moran or Curtis Bay moved here for a couple of reasons, I think, I mean I wasn't here in 1967... But most of all our employees at the time lived in Fells Point or Highlandtown or Canton. So it was, they sort of had an interest of us staying as close as possible. So, we had people that worked on our tugs that walked to work everyday. And so, in that sense it was a good thing for Moran to be in Fells Point.

And Fells Point, back then, still had a fairly significant amount of ship traffic in here. There were a lot of piers... Belt's Wharf used to get ships. They used to put ships on the other side of the Recreation Pier. Dominos Sugar... And you had the shipyards that were here, Key Highway Yard, and that was a very, very active yard up until they finally went broke. But, there was a lot of business downtown, then, and of course because the ships have grown larger, the shallower draft of this part of the Port made it sort of prohibitive to bring ships in here any longer. So, the ships moved further out in the Port. But we stayed here, and we've just had a great life in Fells Point, and we want to continue that, and I think it's a good thing for us.

[Jacquie]

Well, speaking as a member of the Fells Point community, I definitely want you to stay, too. And everybody that we've talked to wants you to stay – aside from developers, who we really haven't interviewed that much.

[Kraig]

It wouldn't be the same. It's not even Fells Point without the tugs.

[Paul]

Well, that is very nice of you to say.

[01:15:49;27]

[Jacquie]

Do you still have a number of employees in the local area?

[Paul]

Well, interestingly enough, over the years, as wages became better, people changed their lifestyles. So, they no longer wanted, they wanted to move out in the county or further away, because that was the thing to do. So, the next generation moved away from Fells Point because they didn't want to live in the same little rowhouse that their parents and grandparents lived in. They wanted a better life. So they built houses out in suburbia and they moved there.

Well, I've seen that go full circle. I got probably 4 or 5 employees right now that live in Canton, and live in Fells Point and live in Highlandtown. And I was thinking of that earlier today when we had talked. It's just kind of gone full circle. There are still a lot of younger, well middle-aged guys, I guess I'm almost there, that like the lifestyle of country living, so they will never change. But I find that the next generation coming up is sort of going back to where their grandparents were. I find that kind of interesting.

[Jacquie]

How many people do you employ here?

[Paul]

Well, let's see... Last count it was about 32 full time people. Our tugs have 4 men to a crew on the harbor tugs that we operate when they go out of the harbor for an extended period of time. We usually put extra men on there, depending on what the job is going to be.

[Jacquie]

Going back to my question list, we were talking about the working waterfront – is there anything else that you feel like ... as ... back from the working waterfront?

[Paul]

Well, Domino Sugar is, I guess, probably one of the last holdouts in the Harbor, in the Inner harbor, and I think it would be a real crime for us to lose that 'cause it's a huge employer, it's a great business, and you know they bring ships and barges up here, which is again, I think, is unique to this part of town. And I would hate to see that uniqueness disappear completely. And then, of course, General Ship Repair, they do ship repairs and barge repairs, so they have quite a bit of maritime activity going on over there.

[01:18:26;20]

[Kraig]

Find out what does each person do on a tug. There are 4 people on a tugboat. One is the captain. What are the other people?

[Paul]

OK. We have the crew of a tugboat, of a harbor tug in Baltimore consists of 4 people: a captain, a mate, an engineer and a deckhand. There is usually 2 men up on a watch – they usually work 6 and 6. But harbor tugs are a little different because they don't necessarily work around the clock, so if they know they're not going to have any night work, then they may all just call it a day at 5 o'clock. And conversely, sometimes when there's not a lot of work during the day, they'll take off and go home. But, the crew of the boat is 4 men. And we believe that is the right number, and it's a safe number. When I first came to work here, we probably had 7 men and 9 men on the boats.

[Jacquie]

Why did that change?

[Paul]

Technology, number one ... the cost of doing business ... competitiveness with other ports ... union verses non-union operators... So, the tugboat industry is a very competitive business.

[Jacquie]

Do you have competitors in the Harbor here?

[Paul]

Sure. McAllister, who live right down the street at Seagirt Terminal, they have a couple of platforms there that they operate. They've been our competitor, I guess, since the beginning of time. The Morans and the McAllister families have been in the tugboat business since the 1800's, and very competitive, in a nice way.

[Kraig]

Why do they all sound Scottish?

[Paul]

Well, actually it's Irish.

[Kraig]

Well. Irish, Scottish, I wasn't sure of the Morans

[Paul]

The Morans and the McAllisters are all Irish.

[Kraig]

Irish.

[Jacquie]

Well, beside from the fact that residents of Fells Point like Moran, and Moran appears to be very happy here, would it be a big problem if you had to move for your operations?

[Paul]

Well, yeah. Because its going to change a lot of peoples life styles that are going to have to commute to a new part of town. Finding a facility is a huge problem in the Port of Baltimore. They are just not available. There are a few people that have expressed interest in Moran becoming part of their little group, but again they are in far removed places. And, I think the visibility and the profile, Fells Point would lose that completely. These places are not close by, they are on the other side of the Harbor. So, we would just be gone.

[01:21:29;08]

[Jacquie]

Speaking of Baltimore Harbor, can you talk about the Master Plan. I've read a couple of articles in the Sun about it. Seems to be a new development they are trying to...

[Paul]

The Master Maritime Plan, or I guess it's correct to say the Maritime Master Plan, we had to change the name because of some of our friends in the city decided that that was not the appropriate name for this little group that we have... Anyway, about 20 years ago, it was recognized that there needed to be some sort of cohesiveness in the Port, with development starting and industry being forced out of the Inner Harbor. Things were changing, and it was decided that somebody needed to sit down and sort of plan this out so the growth was done in a manner that was good for the City, good for the maritime industry, good for the tourist... [Phone rings in background.]

And so, this group was put together made up of people that are part of the working waterfront – the police, the Coast Guard, city planners... And so they sat down and they spent probably a year or two years developing a Master Marina Plan, which basically says that there will be, you can build births for 6,000 boats over the course of the next 20 years and you can... And this is where we think they should be, based on the navigational needs of the Port, based on the deep channel access, based on the pierhead line... And all of this criteria was all pulled together and this Master Maritime Plan was developed. And it was actually pretty well done. If you like, I'll get you a copy of it...

Well, let me just go on a little further. 10 years ago, there were a lot of people... Now the harbor has changed, over 10 years, the dynamics of the Harbor have changed tremendously. So 10 years ago, there were all of these applications in to build marinas, everywhere. So the Mayor at time got the Planning Commission together and said, "We need to review the Inner Harbor Master Marina Plan again." So 10 years ago, it was opened up and reviewed. There were some changes made, not major changes, but there were some new areas that hadn't been part of the plan that were being looked at for marinas, for hotels, for condominiums... And so it was opened up and there were some changes made and some people were not happy with the changes, so they went about trying to find other ways to convince the Mayor that we needed to do things differently. But for the most part, it stayed intact and worked fairly well.

This past year, in 1993, well actually in the fall of '92, the City Planning Commission once again set out to review it, because things have changed so dramatically over the last 10 years with all of this new development, that we needed to take another look at it. So myself and, there were I guess about 25 people on the Review Committee, sat down and went through the whole process again. And, again made some minor changes, but the considerations were navigational safety, environmental safety, and general water site safety. Recognizing that you needed to have public access to the water and also trying to maintain the view corridors around Fells Point and all around Canton and places where people were proposing to put up huge high-rises, and all of a sudden where you had a view for the last 20 years and lived here, you don't have a view any more because somebody just put a 14-story building up in front of your house.

So, the proposals that were put forth, we said that we could make recommendations – it was up to the Mayor to make the final decision as to which of these things... But, he pretty much went along with the entire program. And the City Council approved it about a month ago, and its done. So, it's good.

The changes in the Fells Point area – there was a request to put a 50-slip marina at Union Warf, which is right around the corner on Wolfe Street, that was approved. And that was pretty much it. That was the only change in Fells Point. And, recognizing the fact that the view corridors are not to be changed. So, whatever happens to the Recreation Pier is not going to affect people that live on the other side of Thames Street.

[01:27:24;06]

[Jacquie]

I was talking to some one at the Preservation Society yesterday, Romaine Somerville, and she was showing me this map of the planed developments in what used to be industrial buildings all around in Fells Point – there is a lot of development going to happen here over the next few years.

[Paul]

Yes, there is.

[Jacquie]

So, your concern about development is that people won't tolerate the tug noise, or is there more than that?

[Paul]

Well, I have this wonderful analogy I have used several times, and I will share it with you again because I think it is a good story.

Supposing you had a were on 5th or the 6th floor of the Recreational Pier and you just spent 3 quarters of a million to a million dollars for this absolutely gorgeous piece of property, condominium. And, you like to get up in the morning on Sundays and have your New Times and your Washington Post and your latte and your orange juice. And about 9:00 on Sunday morning this tugboat starts its

engine, and tugboats inherently, when they start up, they belch diesel fumes. And all of a sudden, there is this diesel smoke all over your latte and all over your newspaper.

How many times do you think that's going to happen before you say, "Enough is enough. I don't want this. Get these tug boats out of here." Or how many times are you going to be woken up at 2:00 in the morning when the tugboats are backing up out of the slip and say, "Gee, that's cute." But after 6 or 7 times, I think you are going to get sick and tired of it and you're going to say, "No, I don't want these tug boats here any more. Whatever we've got to, we've got to get them out of here."

So, I just, I don't see that there is compatibility between tugboats and condominiums. You know, the Recreational Pier, I think, would make a wonderful place to put the Pride of Baltimore, to put the Lady Maryland, to put a maritime museum... Give the rest of it back to the community, the second story, where they want the Ballroom, to get that going again, to have community activities. But doing that, who is going to pay the bill? So, I often wonder if another sort of an outlet place would do well here. Where you had several Izod, or Polo or whoever all those people who do those outlet things... if one of those wouldn't do very well here, especially with all the people that are moving into the Canton area, and Tide Point, and all around town...

[Jacquie]

According to Lori Guess, the idea of putting condos on Rec Pier has been absolutely canceled, and nobody's talking about it any more.

[Paul]

That is correct.

[Overlapping conversation.]

[Jacquie]

So you're not concerned about condos a few blocks away. It's the people that are right next to the tugs that you're concerned about?

[Paul]

Yes.

[Jacquie]

Because there's a lot of additional development that is a few blocks away, but I guess that's...

[Paul]

I don't think that is going to have a negative affect on us, at least I hope it doesn't.

[Jacquie]

Yeah, Laurie painted this picture, that this was one of pictures with word kinda of things... she was reading in the paper one day, this developer was standing on top of his building one day and he was building talking about how he loved seeing the tugs and the ships going by, that they were like

pieces of “moving art.” And her reaction was just to fume, because all the building this developer was doing, he was putting the working waterfront at risk, and his “moving art” was going to disappear.

OK. The working waterfront, we’ve talked about this quite a bit. And we talked about the development issues. Are there other issues? Do you see doom on the horizon several years from now? If you had a crystal ball, what would you be predicting?

[Paul]

Well, I don’t think you’re ever going to see the Fells Point waterfront the way it was 50 years ago. It’s gone – that’s never going to be.

[01:32:03;24]

[Kraig]

What was going on 50 years ago for those of us that are not...

[Paul]

Well, I can tell you what was going on 25 years ago, but I can’t tell you 50 years ago.

Fells Point has had a lot of characters here. I can remember back in the ‘70’s, and even probably up until the early ‘80’s when there were still grain ships calling over at Locust Point, and the shipyard was still here and still and operating, and there were occasional ships at Belts Warf, and Clinton Street had a lot of working piers, and there were a lot of smaller ships that would come in.

Well, these ships were not on the schedule like they are today. A ship could come in and stay 3, 4 or 5 days. And that’s what it would take to unload the ship. So naturally, you’ve got crews, and they have a tendency to take of the pleasures of life, alcohol and other things. And, these are from all over the world. There was a bar up here, the Acropolis, I don’t know if you guys remember that... But you could walk into the Acropolis at 10:00 at night on almost any night of the week and take a cigarette and just hold it in the air, and the electricity would light it. There was so much intenseness with all the different nationalities. There would be Italians here, there’d be Spanish here, there’d be Greek here, there’d be Indians here... And they’re all dancing and having a good time, but you were just waiting for the wrong guy to step on the wrong guy’s foot, and powee [slaps hands], World War III. And it didn’t happen very often....

[Jacquie]

Was that like at Broadway and Eastern? ‘Cause there was a bar there that’s changed hands.

[Paul]

Yeah, there has been several that have changed hands. They had belly dancers in there....

[Jacquie]

Just the other day, somebody was just talking about the Acropolis and belly dancers, I think it was PJ...

[Paul]

But, it was a ... real working waterfront just like Marseilles, or anywhere else around the world. And these are real characters. You know, that's gone. That's never going to come back. It's been too "yuppafied."

I don't know if, I mean, there's not enough ship traffic up here any more to really maintain a quote unquote working waterfront in Fells Point... I'm hoping that there might be a nice mix of boaters... There's talk about building a shipyard, the Living Classrooms talking about building a shipyard right down near where the new museum is, right around the corner here ... [phone rings] I can honestly see... because those sort of cottage industries have done extremely well up in New England, and that would be just great if we could do that again. They take in and they teach the new generation how to do that old carpenter work, and shiprights. And there's probably 15 schools up in Maine that do that now. I would really like to see some of that, perhaps, come back into this community. I think that would be wonderful.

[Jacquie]

Yeah, maintain some of that diversity that's been here, that people complain about us losing...

[Paul]

Yeah.

[Jacquie]

Any stories??

[Overlapping conversation.]

[Paul]

We had our share of characters. They were good, hard-working, honest people, but they were characters...

[Jacquie]

Without naming names, can you describe?

[Paul]

There were times when people drank a lot. I mean, we're going back 20, 25 years. It was not uncommon... I can remember the first time... going aboard a tugboat and the captain offering you a drink. And 25 years ago, that just wasn't acceptable ... on off-shore boats, which was where I'd come from. But on harbor tugs, well, 25 years ago when you went aboard a ship, the docking master, which was then the captain of the tugboat, when he went up on the ship to finish the job, the captain either handed him a bottle of whiskey or a carton of cigarettes. That was traditional. So, you do 75 ships a week, and there's 5 guys doing those 75 ships, and that's a lot of booze. [Laughter.] And it gets consumed. And they share.

[Kraig]

So now there is no drinking on the boats...

[Paul]

It's all business now, and it has to be because....

[Kraig]

It was all business then, but it was more monkey business...

[01:38:15;00]

[Paul]

Well, we weren't as regulated as we are now. The industry itself was not regulating itself as well as it does now. It's a whole new world.

[Kraig]

Do you think the Valdez had anything to do with the tugboats, or did the regulations come before or after that incident?

[Paul]

I think that there were regulations before, but the Exxon Valdez certainly had a lot to do with changing public opinion and changing ... the regulatory agencies really clapping down on all sorts of alcohol and drug related issues. I think that the train tug incident down in Tuskalooosa where the tugboat had a guy on board that really didn't know what he was doing, and he ran into the bridge in the fog and knocked the train bridge down, and the a passenger train came over and there were 30 or 40 people killed. Because the train ran off the track and derailed in the fog. I think things like that have forced the industry to look at itself much closer, and say, "If we don't regulate ourselves, then the Coast Guard and the Department of Transportation are going to start regulating us, and we really don't want that."

[Kraig]

So the Coast Guard's still above you?

[Paul]

Absolutely.

[Cut rest of response at Paul's request. 01:39:57;18]

[Jacquie]

Change the subject totally, we have about 2-3 minutes left and we can change tapes if you want to go on, but I think we're probably just about done... Are there some final thoughts that you think would be useful or interesting to us that you have in your notes that you haven't covered?

[Paul]

Yeah. Advice to the Fells Point community. Hold the course. Don't deviate. Just keep doing what you're doing. And stick together. That's what I would tell the folks in Fells Point. And I know that that's a very difficult thing to do, but I know its something... that's the only way you're gonna beat the developers and get what you guys want in Fells Point, is if you stick together. Everybody's got to have the same message.

[Jacquie]

In know, when we first came here, we were wondering, "Why are these people all fighting?" And then, as we've done interviews, we've understand better what all the issues are... People have to like.... they can't give an inch because these developers will come in and ...

[Kraig]

Yeah, if they find one little screw-up, they got it. I still want to see the tugboat captains hanging out... that's why we're here.....

[Paul]

Well unfortunately, that does not help the tax base in the City. You have to do some things to improve the tax base.

[Jacquie]

But having personality in a neighborhood has got to have something to do with...

[Paul]

It also has a lot of value, and that's what brings the tourist here, but....

[Jacquie]

But there wouldn't be anything to see ... and at some point, some of the people that would pay money to be here won't want to be here because it has nothing to offer...

So... Preaching to the choir. Thank you.

[Paul]

You are very welcome. It was fun to do it.