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Interview with Marshall Suloway

Date: 11 August 2003

Location: UIC Historian's Office, 815 W. Van Buren Avenue, Chicago, IL.
Present: Marshall Suloway, Dr. Robert V. Remini, and Dr. Fred W. Beuttler

[The tape begins with the interview already in progress.]

Marshall Suloway: I was chief engineer, which was the city engineer. I was not a commissioner, but part of the Mayor's cabinet, since I was chief engineer. Of course, Richard J. Daley was very interested in building and engineers.

Dr. Robert V. Remini: Right. But you didn't start that way. You started in 1950, did you tell me, as the engineer?

MS: With the City, I started in 1964. I had previously been with the state highway department.

RVR: It was the state highway department?

MS: Yes. Then in 1964, I came to work for the City.

RVR: How did you come to do that?

MS: Well, the Commissioner of Public Works asked me to come. Someone was retiring. And besides, he always wanted me to come and work for the City.

RVR: Who was he?

MS: It was Milton Pikarsky, who was a very well-known Commissioner of Public Works.

RVR: I think so.

MS: Yes. So he was after me, and I was perfectly happy. But suddenly, I was transferred to Springfield. And my family didn't want to move to Springfield. And I didn't care about moving to Springfield.

RVR: [Laughs] I can quite understand.

MS: I left the state highway department and went to work for the City. I started out in 1964 as the Chief Subway and Super Highway Engineer. An appointment to that position had to have the approval of the Mayor. I met the Mayor and was then approved for that top position.

RVR: Tell me your first impressions of the Mayor.

MS: I immediately liked him. He was a very warm person. There are a lot of stories about the man. But he was a very warm person and very bright. He just was a good leader.

RVR: Oh, indeed so. He was a good man to work for.

MS: Oh, it was unbelievable. He was very supportive. And I saw him very often in my role. Three years later, I became city engineer, or chief engineer, in 1967. From then on, for the next six years followed by six years as Commissioner of Public Works, I saw him quite often.

RVR: I was going to say. Were you involved much in the building of the UIC campus?

MS: No.

RVR: It was already done.

MS: Yes. I was not at all involved.

RVR: That was outside your province.

MS: That was outside. I think it was a lot different than it had been for years. And I don't know how he did it. I routinely reported directly to the Mayor, but not as chief engineer or as city engineer. I reported to the commissioner. But at times I also reported directly to the Mayor. As commissioner, I reported directly to the Mayor. Things have changed a lot since then. There have been one and many layers between the top people, the commissioner, and the Mayor. But with Richard J. Daley, you reported right to him. Instructions or anything came right from him. It never went through another person. It was direct, which was very good. And I'd go in and discuss things I wanted to do, a certain program or maybe a sewer bond issue or something. He would sit down, talk to me, and go through it. If he didn't agree with you, you knew it because he would say, "Let's discuss this." And then he'd tell you why. He was right ninety nine per cent of the time. It was like, "Why didn't I think of that?"

RVR: Is that right?

MS: Yes. But most of the time, I had everything well planned and well thought out. So it went right through. We'd talk about it a little bit and he'd say, "Go with it." Sometimes, maybe he knew about it or it was something we'd been discussing. He'd immediately say "Marshall, go ahead with it." So he was very supportive. And you never had to worry about anybody pressuring you like aldermen that you hear about, or politicians or anyone. You never did.

RVR: And your position was never political?

MS: No.

RVR: You were not appointed because of your relationship with...

MS: Absolutely not. In fact, I tell this story. I guess I can tell it on video.

RVR: Right. Tell the story.

MS: Someone asked me, I won't even name the person. But anyway, he was high up. He asked how come I didn't vote in the primary. I said, "I never vote in the primary." At the state highway department, the first day I started, they said "Now, if you want to be professional, you don't get involved in politics."

RVR: That's because you'll have to explain.

MS: You never know. So, one way is that you stay out of it and don't declare yourself. Don't vote in the primaries. And I said, "I've done that all along." He gave me quite a lecture, this person did. He said, "Well, this is a little different, you know [RVR laughs]. You're working for the City. It's close. You're working for the Mayor." And I understood it. Because it was just a primary result, I didn't vote. I didn't vote for the Mayor. I didn't vote for anybody in the primary. I didn't declare myself. I guess I voted for the alderman because that was not by party. And I thought, "You know, he's right in this particular case. I certainly want to vote for him. I should say what a wonderful Mayor he was." And so I did. But now I'm sure, because he knew everything that was going on. He knew that I wasn't a registered Democrat. And this was probably a good year or so that I'd been working there. He'd approved my hiring and all that. It never got into anything political. It's amazing.

RVR: Yes. That's great.

MS: Those people were professional, technical people especially.

RVR: Tell me some other things that you did with his encouragement, support, and such.

MS: Well, there was quite a few that I didn't get to do. I had the support to build the crosstown expressway.

RVR: I was going to ask you about that and why that never went through.

MS: Oh, I've got stacks of material on it. Basically it's very, very short. Here's what happened. It was obvious at the start because of the number of homes that were to be demolished. Then we thought, when all of this was discussed and gone over, we decided that if we were ever going to do it, we'd give up the north part, from the Eisenhower north to the Kennedy. Although there were ways we could lessen the number taken, you just couldn't get that through to them, the State of Illinois officials. But south of there, it was very good. We've had different alignments that went through an abandoned railroad right away.

There was little or no acquisition. That started at the Eisenhower. It went south and then turned east towards the Dan Ryan someplace, at 79th or 95th Streets. There were different alignments down there. And all of them were with very, very little private property to be taken. And that was part of it that they tried to cover up, those that were against it. And it really was a transportation corridor, because we had transit down the center. And that's one corridor where we really needed it, on the west side there. It was a north south route.

Dr. Fred W. Beuttler: How far west was it planned to go, along Cicero Ave.?

MS: Yes. It was Cicero. The original one many years ago, when I was in the state highway department when we were working on it, was on California. Then, of course, it went west to Cicero. That was the major one, where the major effort was.

RVR: Where was it to begin?

MS: Well, originally it was to begin at the Kennedy Expressway.

FWB: You mean where the Edens comes in?

MS: Yes. It was where the Edens comes in. That was around Cicero Avenue and went south.

RVR: That's quite north.

MS: Yes. Then, of course, we gave up that part later to build something. We figured "Well, we could always do it later. Let's start. People who are the opposite side will see how good it is. So it started at the Eisenhower and went south, around Cicero, and then it turned east. What really happened I don't think there was much in the papers about it. But there's been plenty I think written about it. There was the state under Governor Dan Walker. He was very adamant about not building it. He took up anything where there were a lot of people against it. He joined in and that's how he won that election the first time. But anyway, he hired some people and thought, "Here's a way that we can get a bundle of money. If we do de-designate that portion of the interstate system, we can take that money and spend it on other projects."

And of course, their idea was to spend a good portion of it in Chicago, in Cook County. But that would lessen the amount of state funds that they would have to spend here so that they could spend more downstate. On top of that, a lot of the jobs that they did in Chicago with that money, they gave the money to the City and the City did it. It was the City's money anyway, but under that guise. The roads worked on were federal and/or state highways. But then they did work in the city, using those funds. The state was obligated to pay for those designated highways. It was really criminal because, not only that, but they used that money where we could have built the downtown subway system.

That was another big project, taking the elevated down and putting it underground, with extensions. There were extensions to the north to different points, but generally North Michigan Avenue and the Hancock Building, for instance. With a tie-in with the Standard Oil Building, there was to be a big transfer station where you would have CTA express trains, from the Standard Oil Building out to O'Hare.

RVR: Dan Walker was really a disaster.

MS: Oh, he certainly was. Then, of course, there was one more thing that he blocked. The Mayor appointed me to the CTA board. And then, with my appointment, I would be named chairman. The mayor appointed three of the five members. Having the majority, he could select the chairman. Milt Pikarsky went from the CTA to the RTA. It was kind of traditional that the Commissioner of Public Works would go to the CTA and be the chairman of the CTA. George DeMent was there. Gunlock was there. Different commissioners, that were commissioners of Public Works, went on to the CTA, as leader the chairman. So this had been carried on.

Milt Pikarsky was Commissioner of Public Works before being the CTA Chairman. If I followed that, I would be selected to chair the CTA. Governor Walker had to concur. He didn't have to approve, but he had to concur in the mayor's appointments. And he wouldn't do it. He started something in the news. Instead of sending me a letter directly, he sent it first to the newspapers, three days later received a copy. Of course, I'd write back. But he wanted me to back down on the crosstown expressway. If I went to the CTA, I'd have absolutely nothing to do with it. But he and the Mayor were going at it and he would not...

RVR: He tried to bribe him.

MS: Yes. He couldn't. He would not take it. So I didn't back down, of course. Finally, I kept telling the Mayor, "You know, I can't do two jobs. I'm still the Commissioner of Public Works." So, this went on for a good year.

RVR: Now, the head of the CTA, isn't that a job where you come in for an awful lot of abuse and criticism?

MS: Yes.

RVR: You were perhaps spared.

MS: Yes. Well, that's what I told him. I told him, "I'd just as soon stay here." The Mayor said, "No. We need you over there." He didn't say no so I wasn't about to. But anyway, he finally gave up and appointed someone else.

RVR: Walker had nothing against you. He was just trying to bribe him.

MS: Yes. And of course, he was saying things. Anyway, that was one case. That was also with the transit, the downtown subway. That was a separate agency from the CTA. There was a downtown tax district that was going to fund it. But still, there were federal funds involved.

RVR: Excuse me for bringing up the UIC matter, because we're especially interested.

MS: No, certainly.

RVR: Did he ever talk to you at all about this place, how he felt or what...?

MS: Oh yes. We had projects going on around here. He wanted a commuter school so that the children of Chicago could afford to go to college, so they could be right here. By then, Navy Pier outlived its usefulness really. That was his main thing. Everything was for Chicago and for its citizens.

RVR: Do you recall anything specific that he said about the campus?

MS: No, except that he used to say, "We're going to get a lot of good engineers." Of course, he was talking to an engineer. So he would say that we'd get a lot of good engineers out of the school. Of course, it was always the children. "Give them a chance to get a good education and be able to do it." I went to a commuter school. When I got out of the Army I went to IIT. I'd gone there before, when it was Armour Tech. So I know

what it's like to go to a commuter school. It was the depression and everything, you know. Then, of course, I went on the GI Bill when I came out and started over again. He was all for that.

RVR: Did you ever hire any of the graduates of UIC?

MS: Oh yes.

RVR: Were they good?

MS: Yes they were.

RVR: How long were you in that position with the Mayor?

MS: With the Mayor? Well, I was directly with the Mayor for twelve years, six as city engineer, and then I followed as Commissioner of Public Works. So it was really twelve years.

RVR: Did you continue after his death?

MS: Yes. It was just for two years with Bilandic.

RVR: Were you replaced, did you retire, or did you step down?

MS: Well, I retired. But that's when Jane Byrne came in. This was another case where she said, "You're one of the two I know I'm going to keep." Well, she was a commissioner, so I knew her. I said "Well, I'd like to go into private practice. But I'll assure you that I'll stay for two years." Well, it didn't last very long. She called me in. She said, "Do you still want to go into private practice?" I started to laugh [RVR laughs]. I said, "Yes. Why?" So anyway, we had planned to talk. I said, "So what changed your mind?" And she said, "I can't tell you." But anyway, I found out what it was. The state had a plan. And that's

when the crosstown really died, totally. She said, "But there's something in the wind, and something planned. The state says it can't be done with you around." I didn't know it was that, but it was. They made all kinds of agreements. And the state really took the city for a ride, spending the money on state projects and then not giving the city its fair share. I think she finally realized that, looking over the situation.

RVR: Is there anything in particular that you're very proud of that you accomplished as Commissioner of Public Works?

MS: Oh, there are a lot of things. It was an unbelievable time, for an engineer to have the opportunity that I had to work with the state highway department and with the city. Of course, with the city, I was higher up. So I saw a lot of everything.

RVR: It's been said that Mayor Daley rebuilt the city. The city is now, the physical appearance is to a very large extent, his doing. Was it his doing with your help?

MS: Well, I was there. And I did my part, I guess. There were a lot of things like libraries, health centers, fire stations, police stations, and police area headquarters, that were built. Then, I got an honor, which was a few years ago. And that is the LaSalle Street Bridge is now, as of 1999, the Marshall Suloway Bridge. And I think and go back over the course of fifty years...

RVR: I've always thought that that would be nice to have a street named after me, if it's honorary, or a bridge, or a high school, or whatever.

MS: It's a bridge. A lot of that goes back to Richard J. Daley and all the opportunities I had to work, not only on bridges, but on so many things.

RVR: Were bridges your main concern?

MS: It was a big part of it. Yes.

RVR: Was it more so than buildings?

MS: It was more so than buildings. It was transit, airports, water, sewers, incinerators, highways, and on and on. And when I was the city engineer, the city architect was Jerry Butler. So I worked with him. But I really didn't have anything to do with building design. Of course, if he was designing a fire station, the mechanical, electrical, and structural would probably come from my department, through engineering. There were two bureaus in the Department of Public Works. There were more than that. But the major ones were the Bureau of Architecture and the Bureau of Engineering. So we worked together. But he was responsible for buildings. When I became commissioner though, he was still the city architect. He became the commissioner after I left. But as commissioner, I had oversight on the buildings. And that's where I depended on him an awful lot because he was a very good architect.

RVR: What was his name?

MS: It was Jerry Butler, Jerome Butler. Anyway, a lot of it was. But there were all of these other highways. Of course, I did some training before that, or I shouldn't say training, but a lot of experience with highways. This was when I was with the state highway department.

RVR: Which highways were built back then?

MS: It was the whole expressway system.

RVR: You mean the whole thing?

MS: Yes.

RVR: That was the Stevenson, the Ike...

MS: Yes. I started then. When I went to the city, I worked on the Stevenson and I was responsible for it, because that's when I was the chief of superhighways.

RVR: In other words, there were no expressways?

MS: Well, they had started them. They had started acquisition in the late forties for the Eisenhower. But the only one under construction when I started with the state highway department was the Edens. Basically, that was about it because I was in on the construction of the Eisenhower from the time that the buildings were still here.

RVR: Is it true that Mayor Daley supposedly said that within the City, he wanted these highways to be four lanes? Once they left the city, they'd be reduced to three [laughs].

MS: Well, I never heard that one.

RVR: But that's what happened.

MS: Well, there were a lot of traffic studies. And the thing there is that the City was highway engineered. When you have two two-lane highways coming together, you'd better have four lanes. But it was just impossible to do it in an area like this. You'll have six lanes going into three or four or whatever it might be. You try to balance the whole thing.

RVR: Were there mistakes that were made, that if you had to do over again, that would have been re-designed, re-engineered, or you would have put up an argument?

MS: I don't know.

RVR: In other words, you're pretty happy with you did.

MS: Oh yes. And we learned. I remember that I was in on the beginning of the Kennedy, the Northwest Expressway. And we started out with, I guess it was four lanes in each direction. Our section was in the city, then the county picked up. But we started out with just a regular four lane highway. Then, someone came up with the idea that, "You know, we have this balance of traffic. Maybe we ought to put in some express lanes." So of course, we came up with the reversible lanes. So the two extra lanes were to operate in the peak flow direction. Of course today, there isn't any. But still, it works better than nothing.

RVR: They're reversible lanes?

MS: Yes. They're reversible lanes. The thing is that the rush hour is in both directions. I mean, it's just as heavy in one as it is the other. It's because of the industry going out into the suburbs and so forth, and people living out there. So that does it. But then all of a sudden, by that time we laid out the right of way. And people knew about it. So the Mayor came up and said, "You're not getting any more right of way. These people think that this is it." It was a great idea. He was all for it, the two extra express lanes, but no more. So he said, "Okay." And we worked it out then.

At that time, the state had a separate expressway department. I was in expressway location and right of way. Then I became expressway engineer for the state. When we started out with the Kennedy, it was my job to lay this road out and build it within the right of way that we'd established. And so we did. We changed this and changed that. It worked out. There was enough room. Then, all of a sudden, when we had an approved design for the state, city, and county, and federal government, the idea for transit came up. We said, "You know, it worked so well on the Eisenhower with running the transit down the center, we ought to do that with the Kennedy. We haven't started construction yet. Let's do that."

Well then we said, "Now wait a minute. Let's do this, this, and this." And I still remember that it added up to fifty six feet. So we had to take fifty six feet out of what we had for the transit. So you talk about making mistakes. We improved that one as we went along. So we put that in before we started to build and before we got into the south. We

had preliminary plans, of course. So then we had the rail in there. And first transit on the Kennedy Expressway route only went to Jefferson Park. The Northwestern Railroad objected to us putting it in there because it was going to take business away from them. There is a federal law that says you cannot spend federal money on such as what we were spending it on, on a transit facility or something, which would be in competition with another rail line. But we finally talked to them and Northwestern agreed.

We went at it again when we extended it out to O'Hare. That was pretty easy because there's this divergence of routes when you get out to Bryn Mawr and about 6400 west, Northwestern goes northwest and the O'Hare line goes due west out to O'Hare. We learned from that when we came to the Dan Ryan in the very beginning, even though there were plans in the 1940s for these routes. So people thought they knew where it was going to be. The Dan Ryan was, of course, basically north-south, where the Kennedy was at an angle. So you're buying property on a skew. So it's a lot different than going from block to block. So for the Dan Ryan, it took all of the property, let's say, from LaSalle Street to Wentworth, or whatever it was. So it may have been too much, you know. Or there was a little left over for landscaping, or something like that. Or you can put some extra stuff in there. And that's what we did. We had the express lanes in there, too.

RVR: When was the Dan Ryan built?

MS: I'm not sure how my memory is.

RVR: We can look it up.

MS: It was in the 1960s.

FWB: The clearance was in 1957 and 1958 for the Ryan. And then I think the construction was in 1960 or 1961.

MS: Yes. It was the early 1960s.

RVR: You've undoubtedly heard that in designing the Dan Ryan, that Mayor Daley deliberately placed it to separate the black community on one side from the white community on the other side. Is that your impression?

MS: I've never...no. People start all kinds of things like that.

RVR: Do you think it's true?

MS: I don't think it's true. No.

FWB: He was not going to put it right through De LaSalle Institute. He was not going to put it through I.I.T.

MS: No.

FWB: I mean, he was not going to put it right through Comiskey Park. I mean, it was just some obvious spots that he couldn't do. Who had the final site approval of the site of the Dan Ryan?

MS: When or who?

FWB: I mean who finally made the decision as to where the Dan Ryan was going to go?

RVR and FWB: We mean as to the location of it.

MS: Well, that was settled by the time I had got there. It was right after World War II.

RVR: But who made the decision, the Mayor?

MS: No. It was before Richard J. Daley the Mayor.

RVR: It was before he was the mayor.

MS: Oh yes. In fact, the early pre-war site had some early ordinance plans. Or it might have been right after. They had it, I think, on the other side of the Rock Island.

FWB: Oh, it was on the east of the Rock Island Line?

MS: Yes. Commonwealth Edison and/or the telephone company had major cables that east of the railroad. I don't remember which one or both. They relocated their lines to the west side. When the plan changed, they had to do it over again. I remember that part. But that had nothing to do with his separating them.

RVR: Are you then saying that you don't think it is true?

MS: I don't. No.

RVR: He deliberately had this built as to separate the two?

MS: Definitely not.

RVR: That's very interesting.

MS: Yes.

RVR: The Daley family will be interested in knowing too, because it's said again and again in practically all of the biographies.

MS: That was decided before he was Mayor, the location where it is now. Then of course, we added the transit in the center. But that was early. I think there's an old saying that presidents, governors, and all that get too much credit for good economy when things are good. And when it's bad, they get too much blame. And I think that goes for a lot of

things like engineers, myself included, that we had foresight to put the transit down the center of the Eisenhower.

Well, it wasn't foresight there. It just so happened that the CTA, that line, was in the way of where the Eisenhower was going. The Eisenhower had to go through the post office. That was set. It just worked out that, "Now wait a minute. We've got to put it in the center. As long as we're putting it in the center, let's depress this. This is great." But it wasn't some brilliant thinking of his [RVR laughs]. We didn't get this for nothing. It was a great idea, with grade separated CTA trains going all the way out to Oak Park.

FWB: A lot of the federal requirements though, anticipates the possibility of a rail line. I mean, you see it on I-80 all the way out west. There's enough room there for a train.

MS: I think that Chicago was the first one to put transit on the expressway. I think the toll ways saw some of that, too.

RVR: But you learned as you progressed from one to the other?

MS: Oh yes. The science of traffic engineering is like anything else.

RVR: How many expressways, total, did you build, or build on to? There would be the Stevenson, the Dan Ryan, the Edens...

MS: There was the Eisenhower, the Calumet.

FWB: The Skyway? Were you involved in the Skyway construction?

MS: No.

FWB: No. That was after. You were with the City already, by that point.

MS: Yes.

RVR: There was no planning of the Skyway when you were there?

MS: No. Now, I'm with a consulting firm now. I'm retired, but still involved.

RVR: In all of this building that was going on, did you ever hear that some people were favored, some companies were favored, or that there was any question of political influence? I mean as to who got the contracts and who got to build. Remember, there's an awful lot of money out there. It's tempting bait for all of the criminals.

MS: Yes. Well, unlike you, I heard these things. But I never saw it.

RVR: You never heard of them?

MS: No. Well, I mean, to really know, no. Absolutely not. I know that the only time the federal government came in for investigating was on fencing. There was an awful lot of fencing for the highways, when expressways had to be fenced I call it fencing. They asked me if there was any collusion or this or that. I said, "As far as I know, absolutely not."

RVR: Daley himself had a reputation for being scrupulous.

MS: Oh yes.

RVR: But there was corruption going on around him, which he may or may not have known.

MS: No one ever had or gave me orders or asked me to do anything. They were afraid to because I'd report it to the Mayor. I learned early that if he wanted me to do something, he was going to tell me. He wasn't going to tell so and so to tell me.

RVR: He never asked to appoint anybody or to contract with anybody?

MS: He never asked me to contract or appoint anybody to anything. I picked many, many consultants. This was not on a bid basis. So I could give it to a friend of mine since this was not on a bid basis. But we kept matters as clean as could be. And we had a roster of the engineers that could handle the work.

RVR: Did you have any say in who would design or build a particular...?

MS: I wouldn't with the construction that was by the lowest responsible bidder, but design, one hundred per cent. I never got an order from the Mayor's office, never, or from the Mayor, I should say.

RVR: So you knew which companies were pretty good?

MS: Oh yes, from experience, and we went by the state highway department, who rated them. The City purchasing agent, of course, did the same thing. But theirs was mostly financial, to make sure that they were capable contractors.

RVR: Of course, there was building here of UIC, with Skidmore.

MS: Yes.

RVR: What did you think of that?

MS: Well, with Skidmore, it depends on the time. Skidmore is a very good company. Now, with Adrian Smith, I think he's still the chief designer there. I'm not sure. Adrian is a very good architect and a wonderful person to work with.

RVR: How about Walter Netsch?

MS: I never had too much to do with Walter Netsch. I had some small things to do with him. His personality is...

RVR: It's prickly, to say the least [laughs].

MS: That you run into with architects.

RVR: You do?

MS: Oh yes.

RVR: Well, their masterpieces are getting in the way.

MS: There was the one that set that off, who was Helmut Jahn. I had a lot to do with Helmut Jahn. I worked with him quite a bit. He's unbelievable.

RVR: Was he [the architect on] the Thompson Center?

MS: Yes. It was the Thompson Center. But I didn't have anything to do with the Thompson Center. But at that time, I was working with him on O'Hare. So he was working on that. He is just an unbelievable person. He's got an awful lot of talent. But he's just impossible to work with. He's always right.

RVR: That's just the same way. The client laughs about your opinion.

MS: Yes. The client doesn't know what he wants [RVR laughs]. I know what he wants. That's different. I read an article about him and I guess he's changing a little bit.

RVR: Yes. The poor man has been terrified. What do you think of the design of this campus? I've tried to include as much about UIC as I could.

MS: Oh, I hope so. I think it's very good. He mentioned that there are soft spots.

RVR: Do you think that it's an attractive campus?

MS: I think so.

RVR: It is?

MS: I think so. I can't tell you details. I'd have to get Jerry Butler.

RVR: It's getting better, I think. You know, they're doing more on the south side of campus.

MS: Getting back to that, then we'll go back to you and your questions. Now, when we were choosing architects, I'd go back to Jerry Butler and ask him. I'd let him choose them. If I had some reason why I didn't think it should be, that someone was getting too much work, or something like that, it'd be different. I went with what he said.

RVR: Do you think it'd be worth our while to interview Jerry Butler?

MS: Oh yes.

RVR: I mean, there are so many people.

MS: And he's a wonderful person. He's another one, as straight as an arrow.

RVR: Right. Show me the material that you brought, so that we can have some sense of this. Do you want all of this? These you're going to keep, or you're going to give them to us?

MS: I'm going to give you what you want.... I mean, I might want to copy them. This will highlight some of the things we've been talking about [MS takes out his pictures and documents]. Here's State Street. Now, this is some kind of baseball playoff. This is in the big league. This is during the World Series at Sox Park, August of 1976.

RVR: That's not his grandson or such.

MS: No. That's just a little boy that was around. And of course, this is, well, you go to the next one. This is someone from his detail.

RVR: And you're not in this picture.

MS: Yes. That's me.

RVR: Is that you?

MS: This was my long hair.

RVR: Okay [laughs].

MS: This is Ed Bedore.

RVR: Is that you?

MS: Yes. That's me. This is the Mayor, of course. This is Jane Byrne. There's Ed Kelly.

RVR: Oh, Ed Kelly.

MS: And there's Ed Bedore. Ed Bedore was, of course, his financial person.

RVR: Oh really?

MS: And here's Richard M. now. But it's the same thing.

RVR: I guess he's saying it to a few of them.

MS: But he loved children.

RVR: That's the same child.

MS: I don't know what this is. But anyway, this is Ken Sain. If you don't know who Ken Sain, he was deputy mayor.

RVR: Oh was he?

MS: Yes. His father was, I think, Cook County Sheriff.

RVR: We can go over the map and select what we want.

MS: Here's Carter and Daley. Here's a note here.

RVR: Mr. [inaudible], he was one of the world's most famous talk shows.

MS: I'm just looking at these here.

RVR: What's this? This one is you getting federal funds.

MS: 1976 of course was the Bicentennial and every foreign visitor you could think of came to town. There was a black tie affair every month or every week.

RVR: Look at that, the Luxembourg.

MS: The airline funds were doomed. Now this is Navy Pier. It's the east end of Navy Pier.

RVR: When?

MS: It was 1976. That's when the auditorium was redone. It was a ten or twelve million dollar reconstruction of that. I'm just looking for Jerry Butler. He should be here. Of course, that's me. And that one I don't recognize. This is Ed Kelly. Oh, I forget his name. This is Mike Bilandic.

RVR: Yes. I recognize him.

MS: Here's the Mayor.

RVR: This is Navy Pier.

MS: Yes. It was dedicated then.

RVR: And you were the chief engineer?

MS: I was the commissioner. Here's a lot of the same thing. I don't know what this is about. Oh, I was APWA Engineer of the Year. This was my days as a great ball player [RVR laughs].

RVR: What team was this?

MS: Well, it was the City Council. We played the Mayor's staff and we beat them. This was some kind of awards. Daley was not involved in that.

RVR: Have you decided what you're going to do with your papers when you leave them? Are they going to relatives?

MS: No. There's certain things I'll leave for my kids. But otherwise, if the University would like them, I'd love to have them take them.

RVR: Well, it's part of the Daley collection.

MS: Sure.

RVR: That would be helpful, if you would execute that. We can do that.

MS: I had a Harry Weiss original. I knew Harry Weiss. I knew Harry very well.

RVR: Do you have any letters from the Mayor?

MS: Do I have letters from the Mayor? I don't think so. I've got a lot of letters from a lot of people. I'd have to go through them, like this one here.

RVR: We can always look at them, not that I was asking for everyone [laughs].

MS: Now this was when I was the Public Works Engineer of the Year. Now, the great thing about this was that the Mayor came for the ceremony and stayed for lunch. He stayed for the whole time.

RVR: Everybody who worked for him speaks well of him. And it isn't for political reasons.

MS: There's my wife. Oh, I've got a lot of stuff like that. She's always been the great wife of a great commissioner.

RVR: Is your wife still alive?

MS: Oh yes. These are at different times.

RVR: That's not you?

MS: No. That's my oldest boy. He doesn't look anything like that now. It was 1976. He's changed a little bit.

RVR: It was a generation ago.

MS: Now, he graduated from the University of Illinois down in Champaign. In fact, he was down there for thirteen years. He was a biology major. And this is my youngest son.

RVR: That's your daughter.

MS: That's my baby. She's fifty years old now and that's the baby [RVR laughs]. A lot of these are the bicentennial. I don't know why I grabbed these two.

RVR: Could you leave them with us to go through and maybe copy whatever we want?

MS: Oh sure. Rather than do that, just pull out what you think you want. I only want a copy of some of it. A lot of these are repetitious. There's the highlights of that. Now, how many of these do you want to look at?

RVR: Well, I don't know. We'll have to look through them.

MS: I don't know how many I've got. There are twelve of them. But they're not all Daley. Some are from 1977 to 1979.

RVR: Well, if it had anything to do with UIC, we'd be interested for the history of UIC.

MS: I don't remember when. Does anybody remember the Widow Clark house, which went up and over the CTA? I've got good pictures of that.

FWB: Some of it, depending on which it is, it's much better to keep the collection together. For example, if it's here, like an archive of Daley, or your state transportation stuff, also periods during the landing, it's a much better way of doing it rather than splitting it up in two or three different parts. You've got a career that spans three or four different mayors and about thirty five years. So that would be of valuable help together, not just the Daley material.

MS: These are public works.

FWB: They're projects?

MS: No. They're quarterly magazines about projects and so forth. Now see here, you've got Daley here. And you've got Navy Pier and different things that we did. There's one that I want to show you. Now, what would you call that?

RVR: It's artistic.

MS: Do you know why? It's because that never went out. The mayor's press secretary got that. He said, "Did you mail these yet?" I said, "They're at the post office." He stopped them immediately. We put a new cover on it or something. But if it was the Mayor, he never wanted to show something that was bad. And here, we're doing a great thing with Navy Pier, when you get the shot of that cover, showing how bad it was [RVR laughs].

RVR: That's unless you want to save it.

MS: That's a collector's item.

FWB: That's an old one when we were on the Pier.

MS: Yes. Now, are you interested in these?

RVR: Oh sure. We'll go through them all.

MS: Now I've got them. I didn't bring them. These are from 1972 to 1976. I've got from 1976 on. And these here are annual reports from 1972. They don't go too far.

FWB: They're Department of Public Works.

MS: Yes. Here's 1971. I don't know why they're on any later than that. There's pictures of the Mayor here. Yes. It was Pikarsky at that time. In 1968, of course, I was the city engineer. Well, you'll know what you're getting yourself into. If I bring you all of those things down, you'll have a lot to look at. Who does this? Do you have some helpers?

FWB: Sometimes, yes [laughs]. We're under budget cuts. I usually go through them. I have a graduate student that helps out.

MS: The reason that I'm saying that is that a lot of these are sewer programs, where the neighborhoods are up in arms. That's interesting because we used to have a sewer bond issue going on. And I would speak to Ed Bedore or someone about the budget to see how we were, as far as paying off the bonds. I knew that, going to see the Mayor, I was going to add more debt. He'd say, "No. We can't take any more debt. But if we're paying off the one and continue in it, building more sewers, that's a big problem." Then he'd approve it. I had to go in there with him and show him, by ward, where we were doing it, and how many people were being helped by this sewer system. We were making an extension of the arterial sewer system then. And we'd go for the bond issue. And I knew that I had enough data to warrant the construction. I'd check this out first before I talked to him and we'd go ahead. Every once in a while, we'd get the Midway Organization. We had finished some sewers a year or two before and it wasn't their turn. We were going to hit

another place where they were having problems. Oh, they've probably got fifty articles on that. But there's a lot of that.

RVR: That would be interesting for the history of the city, which we are now doing. We're doing the history of the university, and of course, a special role of mine. Do you have any questions for him?

FWB: I have a couple. There was one of the things that you mentioned with the crosstown expressway. A lot of the objection to the crosstown had to do with a large number of homes that needed to be taken. Was there any discussion of the taking of this area, the university? That was one of the major takings of part of land for public uses. And it was quite controversial at the time. And it was not quite a decade after that that the university was taking it for the Circle Campus. Was there much discussion of that? Or was it just kind of a general opposition to taking the land for expressways and that kind of thing?

MS: Do you know what it was? It was a personal thing. These people didn't care anything about the people that were here. They were dislocated because of the university. "Don't tell us that." They didn't bring that up. They didn't even think about that. All they were thinking about was themselves. And that came up with a lot of it. They didn't have organized opposition for the Dan Ryan. And that was a case where you really felt sorry for these people along Wentworth, in there from downtown out, it being big property. You'd be surprised how many were homeowners in there. But they were only going to get eight to ten thousand dollars for them. And it didn't matter, replacing them. It was their home. All they wanted to know was, if they wanted to know about it, what could they do, who was going to help them, and questions like that. But there was no real organized opposition to it. But this one here, it was a different day and time. Things had changed. They just had this organization and they had to kill it.

FWB: You were involved, at least you were at the state highway department, when they put in the Dan Ryan. They, of course, moved a number of Catholic parishes just east of

here. That seemed to go reasonably well. There was no real controversy there. You had to put the expressway somewhere. "It's better in your spot. But we'll do as much as we can." But there didn't seem to be any major unusual opposition at that point.

MS: No. And the thing is, the federal laws and the federal grants were different in those days. The people were paid for their homes. But they were not paid to move. They were not guaranteed a certain amount of money to buy another home or anything like that. If you were a renter, you got absolutely nothing. You just had to move. And of course, that all changed later on with the Tenant Relocation Act. But the City of Chicago was very good at that. They could not give money. But they had a complete organization that helped these people. No one else would understand. They did it for the state highway department, too. I've got things in the car. I could bring them up.

FWB: Let us walk down with you.

MS: As I said, I've got a lot of stuff at home. You see, I've moved my office. They moved me. It's the same building. I spend the winters in California. We have a place out there. So I'm gone from January to May. These moves always take place when I'm gone [RVR laughs].

RVR: That's why they move then.

MS: Yes. With my boxes, they just found three of them that have missing for four or five months.

*****END OF INTERVIEW*****