

CSEA HISTORY PROJECT

VICTOR COSTA INTERVIEW

4/2/03

INTERVIEWER: ...you were involved with CSEA, and then I'll ask you some questions and we'll go on from there, so whenever Skip says, "We're rolling," we're rolling.

MR. COSTA: Okay.

INTERVIEWER: Go ahead.

MR. COSTA: I joined CSEA in 19...

INTERVIEWER: Your name is?

MR. COSTA: What?

INTERVIEWER: You are?

MR. COSTA: I'm Vic Costa.

INTERVIEWER: Go ahead.

MR. COSTA: And I joined CSEA in 1948 and since then I worked myself right through all the chairs. I held every position in CSEA from any of the locals or chapters that you call 'em to the higher echelon up to first vice president of the Association.

I was involved in the first debate with the Affiliation. I was involved with the first strike. As a matter of fact, I was one of the officials with the other five vice presidents who wound up in jail or nearly in jail because of the strike situation.

But to concentrate more on restructuring, okay? Which really was probably the second or probably even the first greatest event that changed the tide of CSEA. We were really forced into that because the State had just instituted the Taylor Law, and that's -- I can talk an hour and a half on the Taylor Law, but we'll skip that and we're gonna talk about restructuring.

INTERVIEWER: Okay.

MR. COSTA: The Association in the grassroots was very, very dissatisfied and was dissatisfied because all the power and all the decisions were made one place and that's in Albany in headquarters on 33 Elk Street. That's where anyone was appointed, anybody wanted a job, or any...and on and on and on. They said: Here it is. You do it.

So the New York City Chapter under the presidency of Sol Bendet, okay, felt that this was -- we weren't gettin' anyplace. We had the State now with the Taylor Law and our members were really, really dissatisfied, so what happened is that he passed a resolution down

there, the New York City Chapter, that was presented to the delegates in the spring or in the fall of 19...must have been probably '70, '71, and it passed unanimously.

Now, the first chairman of the Restructuring Committee was a Randy Jacobs who was president of the New York Metropolitan Unemployment Insurance Chapter, but because of the distance involved and the meetings required, he only lasted about a month. He had to give it up because his boss would not give him the time off to come to meetings, so naturally it turned to me. I was the vice -- vice chairman of the committee and I modified the committee to a certain extent.

Number one, the committee was one of the best committees this Association ever had. The life of this committee lasted four years. If the Association were to pay consultants to do the job that we did as volunteers, it would have cost at least a half a million dollars. How do I know that? Because I have documentation from various professors at the State University that have questioned me many, many a time on the

restructuring of CSEA.

In the very, very beginning the life of the Restructuring Committee was allegedly to last maybe a couple of months. These guys aren't gonna make it. But I said the greatest attribute that I had to myself and the knowledge is that I came up from the ranks. I was a chapter president, and I held all offices in the chapter level. Then I went up to the conference. I was conference president for the Albany Region for four years and we instituted a lot of different things. We really became a model throughout the state. Various regions picked up on our doings, okay? Anyhow, from there on in I became vice president of the Association.

As chairman of the Restructuring Committee I would only accept the position if I had sole discretion as to how the committee would be run and, of course, I had one big asset and that was the delegates. The delegates wanted restructuring, no ifs, ands or buts about it.

Wenzel could get up and talk and Jack

Rice could get up and talk, but we used to beat 'em down all the time. The delegates were ready for change and that's what it was and Sol Bendet was one of our big, big boosters on that.

So you form this committee. I said to the delegates, we must have all the regional presidents on this committee. The president -- no one can appoint anybody on this committee. They have to be by the committee itself, so we appointed the regional presidents who -- by the way, they were really a tremendous input because a lot of the problems that existed at that time really existed in the regions.

Albany didn't have too many problems because this is where the shots were called, okay?

INTERVIEWER: Okay. Right.

MR. COSTA: So from there on in we also appointed the chairman of the County Executive Committee because the counties at that time were expanding at a tremendous pace. Local government -- as a matter of fact, Restructuring was the one to realize about the growth at that time, believe it or not, were the schools.

INTERVIEWER: M-m h-m-m.

MR. COSTA: The schools were growing in leaps and bounds, nonprofessionals, professionals, bus drivers, and so forth and so on.

INTERVIEWER: M-m h-m-m.

MR. COSTA: So we created what we call the School Division. Now I don't know if it's still in existence or not but, anyhow, we created that and that solved a big problem. We picked up many, many thousands of school employees that were not members of CSEA at that time. We had a certain staff that went out there just to -- to enroll the members of the School Division.

INTERVIEWER: M-m h-m-m.

MR. COSTA: We made the chairmen of the School Divisions part of our Restructuring Committee. We made the chairman of the County Executive Committee part of our Restructuring Committee, so we had a tremendous committee going.

Did we fight? We fought like cats and dogs. But we passed a certain resolution

amongst ourselves, okay, and this power was given to us by the delegates. The del...no one ever fooled around with the Restructuring Committee, and we amongst ourselves passed a lot of important resolutions.

No proposal would be presented to the delegates without the unanimous approval of the Executive Committee. If one member of the Restructuring Committee said "no," it never got before the floor. This created a certain amount of unity, okay? And if something happened in Buffalo, we knew about it. If something happened in New York City we knew about it, because the local presidents of the regions -- in those days they were called conferences --

INTERVIEWER: Yeah.

MR. COSTA: New York City Conference, the Albany Conference. We changed all that, okay?

So the next episode of the restructuring that made us really in there, whatever the Union reported was reported to the delegates in a form. No one seen the reports, no one, because of the politics involved. I had

permission to have a stenographic service and also a printing service not produce the final report until the day of the restructuring meeting at the delegates.

What did this do? It eliminated inside or outside politics. They couldn't get their forces against us and the members really, for the first time, also realized what was going on. The biggest change, probably the biggest single change was changing the structure of CSEA.

INTERVIEWER: M-m h-m-m.

MR. COSTA: There were also names like, for example, in those days a local was really known as a chapter, the Education Chapter. Today it's known as local whatever it is. Regions were changed from regions, conferences to a region, and we divided the state into six regions. Now there was one region there that we had a tremendous, tremendous fight within the -- within the Association's Restructuring Committee.

INTERVIEWER: Pretty noise
(inaudible).

MR. COSTA: That was --

(Simultaneous conversation.)

MR. COSTA: So the Restructuring Committee, per se, had a lot of power within itself. At every delegates' meeting we were allowed one full day to review all the various proposals that were presented to us. Where did these proposals come from?

Well, remember now, the conference presidents knew what the problems were because we were at the grassroots.

INTERVIEWER: Yeah.

MR. COSTA: And they met with their members and they met with their presidents, locals, so they knew what the problems were out in the field, but more than that, in every issue of the Civil Service Leader -- at that time that was the official publication of the Association --

INTERVIEWER: M-m h-m-m.

MR. COSTA: -- we had a coupon where members, members from any part of the state, were able to send in a suggestion. We received about -- I received because it came to me, about

2800 suggestions.

INTERVIEWER: Wow.

MR. COSTA: And every suggestion I sorted it. If it referred to the Buffalo, it would go to the Western Conference. If it referred to the Long Island Conference I sent it to them, and the president who was a member of our committee, naturally, would review it and say: This has no merit, this has merit.

So from about the 2800 suggestions we brought it down to about 800 good proposals and we wrote and we acknowledged every suggestion that came in to us. That was a monumental job, okay? And remember, we never went to staff for help. We did it on our own because we did not want any of this information to get out. So what happened here is that when the -- when the presidents felt this was a good time to make some major changes, we were there.

INTERVIEWER: M-m h-m-m.

MR. COSTA: And a lot of them -- a lot of these suggestions that we made into proposals really came from the grass root suggestion box, what we call it. We got letters from presidents

outside the CSEA union. So the next big thing was we had to deal with -- remember, we had the Taylor Law. We had our first strike.

INTERVIEWER: M-m h-m-m.

MR. COSTA: We now had to more or less try to convince the membership we have to become a little more militant. We have to more or less become like a union. That was the reason we changed chapters to locals, because the union organization refers to their members as locals, okay?

INTERVIEWER: Yeah.

MR. COSTA: We changed everything. We wanted to get away from the old stigma of CSEA as an organization for Albany.

INTERVIEWER: M-m h-m-m.

MR. COSTA: We turned around and received a lot of compliments from the members. The committee itself became more powerful as it went on and on and on. In four years, four years, we never lost a member of the committee. The committee was instructed and we all took a vow of secrecy, okay, that they couldn't talk about anything to anybody, members or chapters,

only amongst ourselves. We met about every six weeks for two days.

We were so powerful that the State gave everybody time off. We didn't get it. The president of the Association, Ted Wenzel, got it for us, but we never had to worry about time. We could go anywhere in the state, charge anything we wanted, which we were very conservative. We never really took advantage of it, okay, and we could talk to people.

We visited every region at least once a year where the whole committee went in and heard the actual region.

INTERVIEWER: Yeah?

MR. COSTA: The president of that region was the host man. We also visit the larger chapters. If a chapter had, say, a hundred, two hundred, we would try to combine it with other chapters in that area and just hit it once, and they would tell us -- they would really tell us what was bothering them. You know, the Association's this, the Association's that, and on and on and on.

From all this information that came in

we brought forth what we call phases and we had four major phases, and I think if you have records here you will find what Phase I -- I could show you but it'll only take away from time --

INTERVIEWER: Yeah.

MR. COSTA: -- what a phase was, Phase I, Phase II. Phase I did what, the organizational setup.

INTERVIEWER: M-m h-m-m.

MR. COSTA: And we devoted a whole year on that. That's when we came out with the six regions and the locals and the six vice presidents, which they never had before.

INTERVIEWER: M-m h-m-m.

MR. COSTA: Why do I say "never had before"? The old system, the old versus the new. The Nominating Committee would nominate five or six vice presidents, maybe four. They could come from random. They'd all come from Albany, because this was the seat of the Association.

INTERVIEWER: M-m h-m-m.

MR. COSTA: Besides being the seat of

government. So whenever committees were formed, Albany. Okay? So when we handled the regionalization and we said that each president of a region -- or each region should have a president who shall automatically be a vice president of the Association, so Buffalo had -- now they were guaranteed a vice president, Syracuse guaranteed a vice president, Albany vice president.

We also instituted a new position, executive vice president, in case the president was not able to act, and it did happen because Ted Wenzel got in a very, very serious accident. Tom McDonough had to take over the reins of the Association and he did a good job, okay?

But before we didn't know who -- they'd say first, second, third. We didn't even know if the people were qualified, okay? Where these people that really came up the ranks were qualified people. They were really good people. They knew what the Association was all about.

INTERVIEWER: M-m-m.

MR. COSTA: The next -- the next big step -- step is committee makeup. It was very,

very common and not for any politics, I don't think, as much it was for trying to keep expenses down. If a committee was formed it'd be nothing for the president to say, okay, this is gonna be a six-member committee. I'm gonna nominate four from Albany, one from New York and one from Buffalo, the extreme. What happens to the people in between, okay?

INTERVIEWER: Yeah.

MR. COSTA: So in the restructuring all committees formed by the Association must have a member of each region on that committee and that member usually was nominated by the regional president because he knew his people best, you know?

INTERVIEWER: Yep.

MR. COSTA: And the politics of that? Yeah, there were politics but you're never gonna get rid of politics. It's part of the system, any system, okay?

So the next big thing in the -- in the affairs of the restructuring was management. We spent six months on management, actually in here, interviewed people. What was their job

and on and on and on. Restructuring appointed the first professional controller. In the past we only had one man that was assigned. He might have been a clerk and he came up the ranks and, yeah, he'll make a good controller, but we were no longer talking about 25-, 30-, 40-, \$50,000 budget, \$100,000 budget. We were now at the area of a half a million, a million dollar budget, so the little fellow, who probably did a good job, we said we have to have a professional accountant, a professional controller on this.

INTERVIEWER: Yeah.

MR. COSTA: And I think Tom Collins was the first elected, and all this was also input by various chapter presidents. Major decisions at that time, the chap...the regional presidents had a lot of input in it.

INTERVIEWER: Yeah.

MR. COSTA: Okay?

INTERVIEWER: Yeah.

MR. COSTA: The next big change in CSEA came in -- in the representation of the membership. You gotta remember, in the early days of CSEA the regional president was elected

by the regional chapters. In those days it's chapters; now they're locals.

INTERVIEWER: Yeah.

MR. COSTA: So say, for example, the Albany Region, when I was regional president we had 36 chapters that were affiliated with the region, okay? The presidents of these 36 chapters elected the president of the region. So if he was a good politician, he would be in there forever.

INTERVIEWER: Right.

MR. COSTA: Ever and ever and ever because he would actually butter up the people that had the right to vote for him, okay? Restructuring said that's not good. We must give this right to vote to the members. We changed the entire constitution and made the members vote for regional presidents and also for the officers. Of course, that was always so --

INTERVIEWER: Yeah.

MR. COSTA: -- the officers of the Association, but the regional elections had a big to-do, big. It was probably one of the

biggest changes --

INTERVIEWER: Yeah.

MR. COSTA: -- in the local areas, where now the members selected the officers of that region or conference, whatever the case may be, okay?

We also have to think about here elections. We had nominating committees, we had ballot committees, and this never existed before. If they did they were informal. The president would say, John, you want to be on a committee? I put it on. You start counting ballots six o'clock. Not that there was anything hanky-panky --

INTERVIEWER: Yeah.

MR. COSTA: -- but we wanted to leave that out. We didn't want any possibility of, say, people doubting as to what was going on in there, okay? So the chapters and the regions became very, very powerful people in the structure of CSEA, okay?

The next big event in CSEA, with the change of the chapters and the regions, was the representation of chapters. This was a big

thing. We used to meet twice a year, the Spring Convention and the Fall Convention, and some very, very important decisions had to be made. Moneywise, dues increase, oh my God, affiliation.

Well, they used to vote and we used to have some sort of a lopsided voting power. Now remember that the largest single entity in CSEA in those days was Mental Hygiene. Mental Hygiene had maybe a half -- 50,000, 100,000 members because they were the largest employee section of the Association.

INTERVIEWER: I understand that.

MR. COSTA: Well, naturally, if a major proposal that would come up before the delegates, you knew that you had to get the Mental Hygiene group behind you or your Association never went anywhere. It was just dead right there.

The Association at that time was controlled by a few political figures, like in any organization, okay? They really pulled the punches and they had what they called little caucuses: Mental Hygiene caucus, Education

caucus, local government caucus. Sol Bendet, for example -- not Sol Bendet. Irving Flamingbaum. You heard of him. He was president of the Long Island Region. He had 225 votes and when he got up and something was very, very close, Irving Flamingbaum would be bombarded. Hey, Irv, you gonna -- you gonna vote for that? I don't know yet. He never was committed, but then at that very moment was the suspense of the convention.

And now how many votes do you cast, and sometimes you play it very smart. He would not cast all the votes for one. He would say 225 votes. I cast 150 for and 170 for -- 175 against, whatever the case may be. So people like that amassed a tremendous amount of power.

Then went on these caucuses. Let's take the Mental Hygiene caucus. They would meet in a separate room, usually on a Wednesday night before the convention began and they would sit there and they would debate all the major resolutions or ideas that were comin' up before the delegates the very next morning and they would always vote as a body.

Central Islip would vote accordingly. Sometimes there was a little bit of dissension, usually from the western part of the state to Long Island. Long Island isn't gonna tell me what to do. Well, what do you people know? You're out in the sticks, you know.

INTERVIEWER: Yeah.

MR. COSTA: This kind of stuff.

INTERVIEWER: Yeah.

MR. COSTA: But when it came to real, real issues, policy change, structure, they usually voted as a block. You could go right down that list and Danny Donohue will tell ya, they would say no, everybody would know or you'd be blackballed. That's how it came.

INTERVIEWER: Right.

MR. COSTA: So that's the power. We really couldn't do too much of that. Couldn't change too much of that. But we did change the voting structure. So we said, look, it's not good for just the Association local to have just one vote, two votes, so let's give it one vote for every hundred members, so that's how the structure began. One vote for every hundred

members, so if Irving Flamingbaum had 22,000 members down in the Long Island Region, he would be able to cast 225.

This presented a major problem because there was nothing in the constitution at that time to say that county people can't vote for state issues and state can't vote for county issues.

INTERVIEWER: M-m h-m-m.

MR. COSTA: So let's say a very, very important resolution came up that affected state. Irving Flamingbaum was chairman of a county division, had nothing to do with state matters at all, but he would be able to vote on state matters, so it made him a powerhouse within the state division.

The same thing with counties. The counties would be able to vote for a state or the state vote for county divisions, so we more or less broke that down and we made it what we call the county division. On major issues of the State Association, the counties were not permitted to vote on it or vice versa unless it was something that affected the policy of the

Association.

INTERVIEWER: Yeah.

MR. COSTA: Dues increase, for example.

INTERVIEWER: Yeah.

MR. COSTA: Everybody could vote on that.

INTERVIEWER: Everybody, sure. Yeah.

MR. COSTA: But if say, for example, something come up about a strike, the State Division would vote on that.

INTERVIEWER: Yeah.

MR. COSTA: Okay? What can we talk about next?

INTERVIEWER: All right. Let me -- let me go back -- that's good. Let me go back to the beginning. Now, you started this before the camera was rolling. I just want to ask you this question.

When did you first hear about CSEA?
What's your first memory of CSEA?

MR. COSTA: Probably April of 1948.

INTERVIEWER: How did you hear about it?

MR. COSTA: Well, I was -- I just went into State employment --

INTERVIEWER: Uh-huh.

MR. COSTA: -- and the president at that time -- I don't know who it might have been -- came up and said would you like to join? I said join what, you know?

INTERVIEWER: Yeah.

MR. COSTA: And I started asking him questions and then questions and I said sure, and I joined and that was the beginning.

INTERVIEWER: Yeah.

MR. COSTA: Then I served on a lot of committees at the local level --

(Simultaneous conversation.)

MR. COSTA: -- Workmen's Compensation Board. Pardon?

INTERVIEWER: But in the beginning you said it was really a social thing, this --

MR. COSTA: Well, even my time it was social. I'm talkin' going back in the 30s and in the --

INTERVIEWER: Yeah.

MR. COSTA: -- early 40s and in the --

you know, the Association's been around a long time, okay?

INTERVIEWER: Yeah.

MR. COSTA: By the time I got on, it wasn't so much more social.

INTERVIEWER: Uh-huh.

MR. COSTA: The Governor always meant -- knew the power of CSEA. More important, the legislators realized the power of CSEA and some day I'll go and tell you the history of the Taylor Law --

INTERVIEWER: M-m-m.

MR. COSTA: -- and tell you how it really began, after a blood bath.

INTERVIEWER: Really.

MR. COSTA: A real blood bath.

INTERVIEWER: Why don't you tell me now?

MR. COSTA: Well, I want to talk about restructuring first. I want to finish that up, okay?

INTERVIEWER: Okay. Finish that up.

MR. COSTA: Go ahead. You ask some questions.

INTERVIEWER: Okay. I was just going back to the beginning, but if there's more to the restructuring, you might as well -- why don't you -- did you cover that? I mean, all the things --

MR. COSTA: But remember now, restructuring was founded in 1970, '71, '72.

INTERVIEWER: Right.

MR. COSTA: Okay?

INTERVIEWER: Yeah.

MR. COSTA: After a lotta dissension from the members, a lot of dis...and the State is clobberin' us with the Taylor Law.

INTERVIEWER: Right.

MR. COSTA: Remember that huge fine? Were you the one on there? Do you remember the Taylor Law?

INTERVIEWER: Yeah.

MR. COSTA: Okay.

INTERVIEWER: Sure, I remember.

MR. COSTA: The State was clobberin' us with the fines.

INTERVIEWER: Yeah.

MR. COSTA: Remember goin' out on

strike --

INTERVIEWER: Yeah.

MR. COSTA: -- and I remember the troopers comin' up to my house and bangin' on the door handling the actual summons to appear --

INTERVIEWER: Uh-huh.

MR. COSTA: -- which I was never there. I was registered in some motel under one name but I really was in another hotel under a different name, and the troopers were actually -- they were checkin' around for us.

INTERVIEWER: Sure.

MR. COSTA: And they found no one.

(Laughter.)

MR. COSTA: And we all had the same thing. One's all McGowan and all of us --

INTERVIEWER: So you were prepared for this, yeah.

MR. COSTA: Well, we had a pretty good counsel. I think it was Harry -- Jack Rice and a few others that --

INTERVIEWER: Yeah.

MR. COSTA: -- really told us what to

do. They were very competent people.

INTERVIEWER: Yeah.

MR. COSTA: Very competent labor
lawyers, okay?

INTERVIEWER: Yeah.

INTERVIEWER: And -- but as far as the
actual timing of when the Association became
militant --

INTERVIEWER: Yeah.

MR. COSTA: -- it probably became
militant at the Taylor Law. That's when it
really became.

INTERVIEWER: Yeah.

MR. COSTA: We had to change our ways
of doing things and we did. Under Restructuring
we changed it.

INTERVIEWER: Yeah. That was
interesting.

MR. COSTA: Now, when -- you say,
well, we had a good time. Yeah, we had a good
time --

INTERVIEWER: Yeah.

MR. COSTA: -- before that. You know,
there was nothing serious.

INTERVIEWER: Yeah.

MR. COSTA: The lawyer at that time who might have been Holt-Harris or Harry Albright would get up before the delegates and say -- remember, now, this was an informal organization, not a formal organization. That's important.

INTERVIEWER: Right.

MR. COSTA: So the informal organization represented by, say, the Holt-Harris law firm -- I don't know if it was or not. I don't remember -- they would meet with the Governor just before the convention began and then he would report back to the Gov...he would report back to the delegates and the delegates would say, well, you know, the Governor wants to give us this.

INTERVIEWER: M-m-m.

MR. COSTA: And they'd be shouting, what do you mean? Our cost of living went up. Well, he's got a helluva nerve givin' us four percent. Before you know it, the Governor's right in the middle of it.

INTERVIEWER: M-m h-m-m.

MR. COSTA: Okay? And of course, he never appeared, naturally, okay?

INTERVIEWER: Right.

MR. COSTA: What happened here is that the fight would go back and forth, back and forth, until finally the delegates would decide what they're gonna do or what they're gonna say and sometimes the lawyers hands would be tied. They'd go back to the Governor and say, look, here it is. We can't go anymore. This is what they really want. They're on the warpath, you know?

INTERVIEWER: M-m h-m-m.

MR. COSTA: And then they would negotiate some sort of a reasonable raise.

INTERVIEWER: Yeah.

MR. COSTA: For example, the big, big, big battle and today, through the efforts and through the foresight of people like Henry Shemin and Grace Nolte and Sol Bendet, believe it or not, health insurance.

INTERVIEWER: M-m-m.

MR. COSTA: The State at that time said, we'll give you health insurance. Of

course, going back 35 years ago, 40 years, that was a drop in the bucket. Sure we'll give 'em health insurance.

INTERVIEWER: Yeah.

MR. COSTA: They never realized that this would be a financial albatross.

INTERVIEWER: Right.

MR. COSTA: Okay? So what happened here is we got Blue Cross-Blue Shield at that time --

INTERVIEWER: M-m h-m-m.

MR. COSTA: -- and that was known as the State employee. Now from there on in, I remember Sol Bendet getting up before the convention and saying, let's not ask for money. Let's ask for an improved plan.

INTERVIEWER: M-m-m.

MR. COSTA: Let's put dental on there, let's put prescriptions. Nobody ever thought that prescriptions would be such a tremendous cost, going back 35 years.

INTERVIEWER: Sure.

MR. COSTA: So the government said, yeah, give 'em prescriptions, but you're only

gonna get three percent, and that was it.

INTERVIEWER: M-m-m.

MR. COSTA: And the big strike, if you remember, was -- but even with that, we wound up with nothing. We got murdered. We only wound up with about a quarter of a percent more than what we were asking for. I think we were going in for 4 1/2 and I think we wound up with 4 1/4.

INTERVIEWER: M-m-m.

MR. COSTA: I don't remember it clearly, but it was in that area.

INTERVIEWER: Uh-huh. But we can't really -- I mean that was --

MR. COSTA: Well, that was the beginning of -- which I consider more important than money --

INTERVIEWER: M-m-m.

MR. COSTA: -- benefit package.

INTERVIEWER: Oh, yeah.

MR. COSTA: Okay?

INTERVIEWER: Yeah.

MR. COSTA: Today the State employee, and no one else, could afford private insurance. And not only that, what else did we add onto

that? Dependency insurance.

INTERVIEWER: Right.

MR. COSTA: Wife, children, and so forth.

INTERVIEWER: Right.

MR. COSTA: That was unheard of in the private sector.

INTERVIEWER: Right. Sure.

MR. COSTA: The private sector would never give their employees insurance. They realized that some day it would be a big, big financial problem.

INTERVIEWER: M-m-m. Yeah. We were protecting not only the worker but the family.

MR. COSTA: That's right.

INTERVIEWER: The whole family.

MR. COSTA: That's right.

INTERVIEWER: It's really important. Yeah.

MR. COSTA: Go ahead.

INTERVIEWER: Um, what did -- I mean we know what you see as the most important event. What other events in your career with CSEA were -- were the most important, besides

the restructuring? What else -- what about the law firm, the Roemer and Featherstonhaugh thing? Were you --

MR. COSTA: Well, that's a different chapter.

INTERVIEWER: Tell me about you --

MR. COSTA: That's a different chapter. You gotta remember that Featherstonhaugh and -- I call 'em Jim and -- they're -- actually were retained -- I was on the board at that time -- as in-house attorneys and they were nothing more than assistant attorneys to Jack Rice. Now, I don't remember whether the law firm paid them or whether CSEA paid 'em. I don't think they were on CSEA payroll at that time, okay? But they had a lot to do with it.

INTERVIEWER: Yeah.

MR. COSTA: And then later on what happened is they did a lot of the legal work but they became really good labor lawyers.

INTERVIEWER: Yeah.

MR. COSTA: But under the guidance of Harry Albright and Jack Rice and so forth, okay?

INTERVIEWER: M-m h-m-m.

MR. COSTA: And then there was a big battle one day between the president, which is -- which at that time was Ted Wenzel --

INTERVIEWER: Right.

MR. COSTA: -- and I thought it was Jack Rice. I'm not sure. Jack is still alive --

INTERVIEWER: Yeah.

MR. COSTA: -- a practicing attorney in Albany, a wonderful, wonderful guy. He was a very good friend of mine, okay? At least I thought he was. I still think he is. And he used to call me on a lot of things and politics were awful. The politics in the Association were a disgrace, the internal politics. That's why, if you remember what I said about restructuring --

INTERVIEWER: Yeah.

MR. COSTA: -- no member of the Restructuring Committee was to talk to anyone in headquarters.

INTERVIEWER: Right, because everybody had an agenda.

MR. COSTA: That's it. Well, they all, you know, you do this and we'll give you that and that kind of stuff.

INTERVIEWER: Yeah.

MR. COSTA: You never tolerate it. That's why I had such a wonderful, wonderful committee.

INTERVIEWER: Yeah.

MR. COSTA: They were probably the most ethical people I have met in my entire life.

INTERVIEWER: Great.

MR. COSTA: So that they -- so I think that somewhere along the line, and I really don't know the whole thing, okay?

INTERVIEWER: Yeah.

MR. COSTA: Jack Rice was no longer there, or whether the law firm pulled him or what, so I think Wenzel had to turn to attorneys. Now who better to know the Association than Featherstonhaugh and Jim Roemer?

INTERVIEWER: Right.

MR. COSTA: And they turned around and

they said, we want you to move out of here though, open up your own law firm, and I'm almost certain -- I'm not sure, but I'm almost certain that the Association -- because, remember, these kids were not -- they didn't have any money. They were just lawyers and surviving, period, okay?

INTERVIEWER: Sure. Yeah.

MR. COSTA: And they turned around and the Association, I think -- I'm not sure -- gave them a lump sum to start off, to buy typewriters and desks and so forth --

INTERVIEWER: Yeah.

MR. COSTA: -- and I'm almost certain they moved into what they call the Twin Towers here on Washington Avenue, and that's where they opened up their first thing.

INTERVIEWER: M-m h-m-m.

MR. COSTA: And they did all the work for the State Association, and that's why they became such a powerhouse.

INTERVIEWER: Yeah.

MR. COSTA: And if you remember, not too long ago when they split, what did they do?

They became lawyers for local governments.

INTERVIEWER: Yeah.

MR. COSTA: Everybody is takin' 'em on now. Come on over. Represent us and so forth and so on.

INTERVIEWER: Yeah, yeah.

Somebody told me when -- when they were here, one of them was Mr. Inside, one was Mr. Outside.

MR. COSTA: I don't know about that.

INTERVIEWER: Roemer worked inside with people --

MR. COSTA: Yeah.

INTERVIEWER: -- and --

MR. COSTA: I know they did a lot of county work.

INTERVIEWER: Yeah.

MR. COSTA: Make up -- remember, at that time the rule went through, it was like one general contract that covered the entire gambit of State employees.

INTERVIEWER: Right.

MR. COSTA: But in the county sector, in the public sector, we had a contract for

every county.

INTERVIEWER: County, municipality --

MR. COSTA: Yeah. And if you remember what I said to you about schools came in --

INTERVIEWER: Yeah.

MR. COSTA: -- now schools had to have contracts.

INTERVIEWER: Right, yeah.

MR. COSTA: So all this came under the purview of CSEA.

INTERVIEWER: Yeah.

MR. COSTA: And we had to hire a lotta people. Then we hired local attorneys because we couldn't have these two guys chasing all over the state.

INTERVIEWER: Yeah.

MR. COSTA: So they had attorneys. It was like a battery of attorneys. In a certain area there'd be one attorney, another area'd be another attorney --

INTERVIEWER: Yeah.

MR. COSTA: And they would charge back the expense.

INTERVIEWER: Yeah.

MR. COSTA: Did I answer your question?

INTERVIEWER: Yeah. Yeah. Very well. You got anything?

Let me ask you one more: You've a long history with this organization.

MR. COSTA: That's --

INTERVIEWER: You had a long history with this organization.

MR. COSTA: Yes, I did.

INTERVIEWER: So what I want to know is what lessons you think that the past has for the future of CSEA?

MR. COSTA: Well, there is no question in my mind that restructuring really saved the Association.

INTERVIEWER: Oh, yeah.

MR. COSTA: Because we were getting bombarded with all kinds of challenges, okay? Now your union structure, a union belonging to the same union can't challenge it.

INTERVIEWER: No.

MR. COSTA: So if you're not a member of that union, then you can challenge it, so

CSEA was getting challenged all over the place,
all over the place. Losing a lot of money,
okay?

INTERVIEWER: Sure.

MR. COSTA: But there the important
thing was, besides challenges, a big factor was
PEF. I don't know if anybody in the past
addressed that. Did they?

INTERVIEWER: Yeah.

MR. COSTA: Before you?

INTERVIEWER: Yeah.

MR. COSTA: How did PEF really
originate? It originated right here in Albany,
Chancellor's Hall.

INTERVIEWER: Yeah.

MR. COSTA: They had just had an
election.

INTERVIEWER: M-m h-m-m.

MR. COSTA: Or we had an election and
they became very disenchanted with CSEA, and
rightly so. If you pick up, I think, Phase III
or Phase IV of the Association, you're going to
see a chapter in there, there's this community
of interest. This was really the problem with

the professionals.

INTERVIEWER: Sure.

MR. COSTA: And they were right in what they were thinking and what they were sayin'. They said, look, true, nothin' wrong with bein' a clerk. I was a clerk myself, okay?

INTERVIEWER: M-m h-m-m.

MR. COSTA: But all you people are putting a lot of weight on the clerical end of the Association.

INTERVIEWER: M-m h-m-m.

MR. COSTA: But here we are, engineers, doctors --

INTERVIEWER: Yeah.

MR. COSTA: -- mental hygiene specialists and we (inaudible). Nobody represents us. Let's presume that you do represent us. Does a doctor represent a mechanic? Does a doctor represent the lawyers? So there was a certain element of community of interest and we -- we tried this. We got beat down on it.

INTERVIEWER: M-m h-m-m.

MR. COSTA: Why did we get beat on it?

Because there were more clerical delegates than professional delegates and we got murdered --

INTERVIEWER: Yeah.

MR. COSTA: -- because the clericals felt, well, these people are going to come in and take all the power away from us.

INTERVIEWER: M-m h-m-m.

MR. COSTA: And at that time it might have been so 'cause they did have a lot of power.

INTERVIEWER: Right.

MR. COSTA: Remember what I told you about these caucuses, you know?

INTERVIEWER: Yeah.

MR. COSTA: They would move in.

INTERVIEWER: Right.

MR. COSTA: And if they didn't like anything, they would -- they would vote it down.

INTERVIEWER: Sure.

MR. COSTA: So there was a lot of disenchantment.

INTERVIEWER: M-m h-m-m.

MR. COSTA: So then the Association come in and said, look, if you're management you

can't belong to the Association. You have to belong to another group --

INTERVIEWER: M-m h-m-m.

MR. COSTA: -- that represents you, and that's when PEF came in --

INTERVIEWER: Yeah.

MR. COSTA: -- and formed their own union, challenged CSEA, challenged it and beat 'em --

INTERVIEWER: Yeah.

MR. COSTA: -- and that was no one's fault but CSEA because CSEA did not put out the big guns. In essence, what I think -- and it's only my own conclusion -- is that CSEA really couldn't handle the professional people any more. They couldn't handle the professional people and maybe you should get 'em out of the way and just deal with the clericals.

Now, this is an assumption on my part. I have nothing factual to prove this.

INTERVIEWER: No, but --

MR. COSTA: But that's how PEF really began and, as you know, they are a very, very good, excellent organization. They represent

their members, but this community of interest is something that the Restructuring Committee --

INTERVIEWER: Yeah.

MR. COSTA: -- failed to do. They just could not get it on and, if you remember, I go back -- I said if a motion before the committee was not unanimous it could not be brought before the delegate body.

INTERVIEWER: M-m h-m-m.

MR. COSTA: So that -- that was another --

INTERVIEWER: Well, you learned from -- from the past and you used it --

MR. COSTA: Right.

INTERVIEWER: -- to make the future, right?

MR. COSTA: We could say, well, what's the future of CSEA? You know what I think CSEA needs right now? I think they need another Restructuring Committee. Thirty years is a long time to make change or not. We don't know -- you know, we had -- remember I told you we had about 2700 suggestions come in.

INTERVIEWER: Yeah.

MR. COSTA: And each one was acknowledged individually.

INTERVIEWER: Right.

MR. COSTA: Dear Mr. Brown, we thank you. Your suggestion was turned over to your regional president, George Koch in Long Island.

INTERVIEWER: Yeah.

MR. COSTA: You will be hearing from him, and he would say, I'm sorry, but this cannot be taken because really it does not fall into the thing of restructuring. You wanna see some of the suggestions we had. Astronomical.

INTERVIEWER: M-m-m.

MR. COSTA: Really mind-boggling. You'd wonder where the hell they got this stuff from.

(Laughter.)

MR. COSTA: But we did acknowledge all of them.

INTERVIEWER: Sure. That was great.

MR. COSTA: Okay? And we had to.

INTERVIEWER: It's time to do it again.

MR. COSTA: Yeah.

INTERVIEWER: You gonna volunteer?

MR. COSTA: Pardon?

INTERVIEWER: You gonna volunteer?

MR. COSTA: Sure. I'd volunteer. I
love CSEA.

INTERVIEWER: Good.

MR. COSTA: It wasn't -- it wasn't my
fault that I got -- I got thrown out of CSEA.

INTERVIEWER: Oh, I didn't know.

MR. COSTA: Yeah, I did. Not --
because another crazy thing that they did. They
had a meeting at Chancellor's Hall. What a
blood bath that was. A man by the name of Joe
Lazarony, he was chairman of the County
Division, passed a resolution that I still
believe was not his and that I still believe he
had no -- no reason to make, and I think he was
totally out of order because remember, the
motion that was gonna come up before the
delegates was not a county motion.

INTERVIEWER: M-m h-m-m.

MR. COSTA: It was a State motion.

INTERVIEWER: M-m-m.

MR. COSTA: The motion said that if

you are a professional you cannot belong to CSEA.

INTERVIEWER: M-m-m.

MR. COSTA: So he passed this motion. He introduced it and, of course, who was in the audience?

INTERVIEWER: M-m h-m-m.

MR. COSTA: Millions of clerks --

INTERVIEWER: Right.

MR. COSTA: -- that felt these professionals are takin' this away from us.

INTERVIEWER: Right.

MR. COSTA: And literally they voted against it -- or voted for the motion.

INTERVIEWER: Yeah, right.

MR. COSTA: And everybody that was a professional, including myself --

INTERVIEWER: Had to go.

MR. COSTA: -- had to go. Now they start playin' politics, and I'm not gonna mention names because a lot of 'em are still around. A lot of these people were very, very friendly with their commissioners and deputy commissioners. They would go to them and they

would say, look, I'm about to be thrown out of CSEA because I'm a professional. Can you switch my title to a clerical? And the commissioner would say, oh, yeah, you're a good one. You know, there's a big advantage on it because I'm gonna represent you people eventually, so isn't it better for you to deal with me than somebody from New York City or Albany or Buffalo?

INTERVIEWER: Yeah.

MR. COSTA: So the commissioner would pick up the phone, call up personnel, change John Smith from whatever it is, associate medical attorney, to clerk.

INTERVIEWER: M-m-m.

MR. COSTA: Same grade, same thing. So that was a big, big thing for CSEA.

INTERVIEWER: M-m-m.

MR. COSTA: Please, don't take me wrong, okay, but they lashed the brains and the heart of the membership, the brains and the heart of the Association. These people knew who to see, when to see and how to see them, knew what to tell the commissioner. Remember, these were highly, highly skilled employees and we

lost 'em.

INTERVIEWER: M-m-m.

MR. COSTA: We didn't lose 'em. We threw 'em out. That was the beginning of PEF.

INTERVIEWER: Right.

MR. COSTA: Did I answer your question?

INTERVIEWER: Yeah.

MR. COSTA: Okay.

INTERVIEWER: Yeah.

MR. COSTA: You probably never want to hear from me again.

INTERVIEWER: No, no. We're gonna want -- we're gonna want you back, but I can't think of anymore -- I've asked all my questions. What have you got?

INTERVIEWER: What's -- what was your -- your take on the affiliation with AFSCME.

MR. COSTA: Pardon?

INTERVIEWER: Have you -- the affiliation with AFSCME?

MR. COSTA: Remember, we were getting challenged all over the place.

INTERVIEWER: Right.

MR. COSTA: We were winning these elections and suddenly we're losin'.

INTERVIEWER: Yeah.

MR. COSTA: What is really shockful today is that the County Division of CSEA is really gone to pots. We've lost a lot of counties, okay? Probably that's CSEA's fault as much as it is local aggressive affiliation. That's what it might be, okay?

INTERVIEWER: M-m-m.

MR. COSTA: I belong to -- so you have to join us. Don't vote for them. Blah, blah, back and forth, back and forth. As I said, the politics within the Association were astronomical.

INTERVIEWER: Right.

MR. COSTA: And that's why we go back to this Restructuring Committee, said you can't talk to anybody --

INTERVIEWER: Right.

MR. COSTA: -- unless the whole committee's here. So the affiliation was a big, big move for the Association because we would no longer be challenged by every little union. We

were guaranteed. But it also became a big financial burden. Remember, we were a small organization. We had --

INTERVIEWER: Yeah.

MR. COSTA: -- maybe at that time 200,000 members.

INTERVIEWER: Yeah.

MR. COSTA: And to pay the dues that the AFSCME wanted, they could bankrupt us. And they knew they could bankrupt us, but they didn't. They worked a deal where they would pay so much, so much and on.

INTERVIEWER: M-m-m.

MR. COSTA: We had numerous board members at that time that really fought against the affiliation. I was for the affiliation because of the fact that I felt it would do away with all these challenges, and you could use your staff in servicing the employees.

INTERVIEWER: M-m h-m-m.

MR. COSTA: We had already lost the PEF section, so now we had to protect ourselves, and when the final vote come on, just barely made it by the Board, barely made it by the

Board, and that's how the AFSCME affiliation started. They had meetings on top of meetings. They had meetings all over the state. They took a lot of the material from restructuring and applied it to themselves. Not material as much as methods.

INTERVIEWER: Methods, yeah.

MR. COSTA: Okay. How to get around and so forth and so on.

INTERVIEWER: Yeah.

MR. COSTA: Now I think -- of course, I was out of CSEA at that time and I don't know whether they shared the well or not and I haven't kept up with it or ran it, but they seem to be working out, but they are losing a lot of (inaudible) government --

INTERVIEWER: Yeah.

MR. COSTA: -- elections. I'm almost certain that living in Troy, I think they lost the Troy election. I think they're represented by another union and I think they lost -- I'm not sure but I think they lost the Long Island (inaudible). You know, you're talking about thousands of employees.

INTERVIEWER: Yeah.

MR. COSTA: Okay?

INTERVIEWER: Yeah. Could be.

MR. COSTA: And -- do you have another question?

INTERVIEWER: I don't. I'm all --

MR. COSTA: If you just give me one minute, I want to check my list. How's that?

INTERVIEWER: Good.

INTERVIEWER: Good. Yeah.

MR. COSTA: Do you have to go? I can leave.

INTERVIEWER: Oh, no. We're gonna be here all day.

INTERVIEWER: We're gonna stop the tape here, okay.

MR. COSTA: Communication in itself was a very, very long discussion with the Restructuring Committee.

INTERVIEWER: M-m-m.

MR. COSTA: Remember, we had a van. I don't know if you knew the van. They call it the whale. We had this huge -- I have a picture of it. We used to have this huge van and this

van had two drivers with it and they would go on the road, all of the outlying districts, like go to Malone or Syracuse or Pulaski or Utica, and they would tell the presidents in that particular area, our van will be there. And they would have all sorts of questions and employees -- they would park that, say for example, in front of the State Office Building in Syracuse.

INTERVIEWER: Yeah.

MR. COSTA: And as the employees would come out they'd say, I've got a question or I've got this (inaudible). Then the next day the van would take off and go to, say, Rochester, and they would do this about once or twice a month. That was the van. That was the beginning of nice communications.

INTERVIEWER: Yeah.

MR. COSTA: The other thing that restructuring did was they -- what we call the -- the pyramid. If it was an important thing that had to be addressed, the pyramid plan worked beautifully. You know, the pyramid; it's from the top. It would come from the president.

We are experiencing difficulty in this particular area.

INTERVIEWER: M-m h-m-m.

MR. COSTA: The president or his assignee would call up the regional presidents. The regional presidents would designate somebody in their region with, say, three chapters -- with three locals or five locals and so forth, and they would turn around and talk to that committee.

INTERVIEWER: Yeah.

MR. COSTA: Before you know it, within a half an hour, the entire Association was covered.

INTERVIEWER: M-m-m.

MR. COSTA: That was known as the pyramid system we had.

INTERVIEWER: Yeah.

MR. COSTA: And --

INTERVIEWER: The Taylor Law. Let's start with the Taylor Law.

MR. COSTA: Taylor Law.

INTERVIEWER: Yeah.

MR. COSTA: That's a good one.

INTERVIEWER: That's a good one.
Let's hear about it. Why was that more
(inaudible)?

MR. COSTA: I got another one here
that's just as important as the Taylor Law.

INTERVIEWER: Okay.

MR. COSTA: If I can find it. I just
scribbled these notes from the top of my head --

INTERVIEWER: I'm glad you did.

MR. COSTA: I could probably do a
better job if I had time to research it.

INTERVIEWER: It's all right.

MR. COSTA: Taylor Law. We have to go
back prior to the Taylor Law, about this
informal organization we talked about.

INTERVIEWER: M-m h-m-m.

MR. COSTA: You know, the president of
the Education Chapter would go golfing with the
president of the Audit & Control Chapter, and on
and on and on, or they would have a little
picnic or a party or they would play poker on a
Friday night, so there was this closeness
between these few. Very, very wonderful people.
Don't get me wrong. They weren't playing games.

INTERVIEWER: Yeah.

MR. COSTA: And they were actually looking for the best benefits for the employee --

INTERVIEWER: Yeah.

MR. COSTA: -- and they would call up, like you get Joe Feeley. He had a big job with the Department of Taxation and Finance and he was president, and a great president at that. You get Wenzel. He was sort of a Deputy Commissioner of Education or thereabouts --

INTERVIEWER: Yeah.

MR. COSTA: -- one step below, so he had access to the commissioner at any time --

INTERVIEWER: Yeah.

MR. COSTA: -- to go in, and he'd say, what do you think of this or what do you think of that. Now whether decisions were made at that level, that's not really something that you can say, okay?

INTERVIEWER: Yeah.

MR. COSTA: But they used to get enough input from these people that they could make an agenda that they would turn around and

present to the law firm and say, when you go in to the Governor, this is what we want.

INTERVIEWER: M-m h-m-m.

MR. COSTA: Then we had wonderful people like Henry Shemin, who was a referee with the Department of Unemployment Insurance, and Grace Nolte who had another big job with the department, and these people were our Resolutions Committee and they would stay two days at a time. They would get something like 2- or 300 resolutions passed and then fought and then out of that maybe 5 resolutions would be voted on.

INTERVIEWER: Yeah.

MR. COSTA: So anyhow we were doing this on an informal basis.

INTERVIEWER: M-m h-m-m.

MR. COSTA: And the Association said, well, maybe it's time we become a little bit more formal, okay?

INTERVIEWER: M-m-m.

MR. COSTA: And Rockefeller was gettin' disturbed. Rockefeller was the Governor at that time. He was gettin' very, very

disturbed with the system of negotiations, although I don't know. I never was part of the negotiations. But anyhow, he came up with this idea of a Taylor Law. You probably know what the Taylor Law meant. The Taylor Law was named after Professor Taylor from the University of Pennsylvania. He's the guy that did the entire gamut.

INTERVIEWER: M-m-m.

MR. COSTA: Now, however, he didn't speak to too many people. Like I said, in restructure we would go all over the State.

INTERVIEWER: Yeah.

MR. COSTA: He had meetings but meetings of the higher level. What happened here is that Rockefeller accepted that. He said, I think it's time that we have -- I think it's time that we have formal negotiations, that we have meetings amongst the staff and amongst my administration and the employee unions. Now he never really mentioned CSEA. He mentioned anybody, all right?

INTERVIEWER: Yeah.

MR. COSTA: Because, don't forget,

this Taylor Law covered everybody, counties and so forth. Although I still say -- maintain, although I have no -- no knowledge of what really happened inside that Governor's Office, but he knew that he was dealing with CSEA, okay?

So they had this big, big meeting. The Legis...they went to the Legislature. The Legislature said, Governor, we're not touchin' it until we get the blessings of CSEA, and that's what happened.

INTERVIEWER: H-m m-m-m.

MR. COSTA: They finally, finally took a vote.

INTERVIEWER: M-m h-m-m.

MR. COSTA: And CSEA didn't buy it the first time, so they assigned a very, very skilled counsel to fight this, Harry Albright. He's now -- he still lives in New York. He still represents financial institutions down there. He is a wonderful, wonderful, exceptionally brilliant attorney.

INTERVIEWER: M-m h-m-m.

MR. COSTA: So what happened here is that he came before the board and he said, Look,

you guys gotta go for this Taylor Law. You've got to go for it. It's important. It's the salvation -- and it probably would be because you now would no longer be at the whim and fancy of the Governor.

INTERVIEWER: Right.

MR. COSTA: Now you had sit down, and you had basic contract talks. I give you this, you give me that. I'd say no and on and on and on, okay?

INTERVIEWER: H-m m-m-m.

MR. COSTA: So what happened here is that we were at -- we were called at a meeting at the Ambassador Grill, it's a grill on Elk Street. It's not there anymore, I don't think. And we were -- we were there for, oh my God, from maybe 11 o'clock in the morning til 12, 1 o'clock at night, and Harry Albright did his damndest to sell this to the board. It's now time for the bell to toll.

The vote was taken. It was unanimous with the exception of Sol Bendet. He was president of the New York City chapter. He would not buy the Taylor Law. So naturally,

with the vote that he had, okay --

INTERVIEWER: M-m-m.

MR. COSTA: -- it went right through.

It went back to the Governor and the Governor said, okay, and at that time I don't recall whether they had a big battle in the Legislature over it or not, but the vote came out to be tied in the Legislature.

INTERVIEWER: H-m m-m-m.

MR. COSTA: And the Governor needed one vote. Now I don't know. I don't remember whether it was in the Assembly or in the Senate, okay, but it was a tie vote and this one assemblyman or senator switched his vote from a no vote to a yes vote and that was the beginning of the Taylor Law.

INTERVIEWER: Fine. Close one.

MR. COSTA: And that's a lot behind it but --

INTERVIEWER: Yeah.

MR. COSTA: -- but I'd be here for three hours --

(Laughter.)

MR. COSTA: -- but I was a member of

the board when that vote was taken and I voted for the Taylor Law.

INTERVIEWER: Yeah.

MR. COSTA: And that was the beginning of really now we gotta change our methods of operation --

INTERVIEWER: Right.

MR. COSTA: -- and Sol Bendet picked it up. In the meanwhile I lost and now we got to start changing. And if you remember -- well, if you read through it, that was the beginning of negotiation teams and negotiation committees, and if you look under restructuring you'll find out that no committee would be assigned unless it had equal representation from all the various regions, all right?

INTERVIEWER: Excellent.

MR. COSTA: So it worked hand in hand.

INTERVIEWER: Yeah. It was like the turning point between from being a social club to being a union.

MR. COSTA: Yes, it was.

INTERVIEWER: Yeah.

MR. COSTA: Yes, it was.

INTERVIEWER: Yeah.

MR. COSTA: The Taylor Law made the Association what it is.

INTERVIEWER: Yeah.

MR. COSTA: And the Restructuring Committee just changed its method of operation.

INTERVIEWER: Right. That's really what it was.

MR. COSTA: Yeah.

INTERVIEWER: Excellent.

INTERVIEWER: Great.

MR. COSTA: Do you have any other questions?

INTERVIEWER: Nope.

MR. COSTA: Okay. Just wanted to show you something and I'll be out of your way.

INTERVIEWER: All right. Thank you.

(Whereupon, the interview of Victor Costa was completed.)

C E R T I F I C A T E

I, JEANNE M. CARPENTIER, do hereby
certify that the preceding is a true and accurate
transcription of the taped proceedings held in the
above-entitled matter to the best of my knowledge
and belief.

Sworn to before me this

_____ day of _____

My commission expires
