

ORAL HISTORY INTERVIEW TRANSCRIPT W/GREG SIMPSON::

Julie Pittman: Mainly it's recording the, the oral histories of people who live in the community and learning about that, but we wanted to also get the perspectives of what's going on with the old Gorham site because a lot of people there worked there...

Greg Simpson: Sure

JP: ...or are related to it in some way.

GS: Uh huh. Beautiful. That looks familiar [referring to map of Gorham site]. I brought some others too in case. So we've got plenty to go off of.

JP: (laughter) Great. No problem. All right, I'm going to move this a little bit closer to you. [unclear] comfortable. So far I can hear you so it's good. Um, but if you could, would you introduce yourself.

GS: Sure. My name is Greg Simpson. I am a project manager at Textron. I've been with Textron for a little over seven years. Prior to that, I was an environmental consultant with two different companies for four years in Philadelphia and for four years in Boston. I'm an environmental engineer. I'm a licensed professional engineer. That's my background. And I've, you know, been doing this for Textron now for about seven years.

JP: Okay. How did you end up in this position? Is this, you know, your dream job to do this, to be a project site manager?

GS: Oh I don't know if anyone has a dream job. (Laughter) This was, like I said, my background is an environmental engineer. That's what I went to school for and you know, coming to Textron was, you know, based upon. Actually, my wife got a residency position at Women and Infants so that necessitated our move to Providence and honestly there was an ad in the newspaper and I applied and I got a job and I've been here for seven years. So.

JP: There you go. So could you talk a little bit about the, the history of Textron and how it came to purchase the Gorham Manufacturing Company?

GS: I can give you some dates. I don't know, you know, a lot of the history behind it but Textron purchased the Gorham Silver Manufacturing Company, I believe it was 1965 or 1967. I, you know, I'm not sure of the reasoning at the time, but that's what I see in papers that I read.

JP: I have a paper here that says '67.

GS: Yep. That makes sense. Yep. Yep. And we operated the business until 1985 - 1986. I think the operation until '85 and the property was sold in '86. So that's, you know, I don't get involved in the business aspects (laughter). I just have to deal with what's, with what's left.

JP: Sure, sure. And on that timeline, it says that Textron came to an agreement with the city of Providence in '94 to remediate the property and I was wondering if you knew the history of how it was decided that, you know, Textron needed to remediate it?

GS: Well, there was multiple what are called site assessments that are done dating back to the '80s, probably at the time Textron was looking to sell the property where an environmental consultant would come in and collect the soil samples, water samples, have them tested. A lot of that is based upon the knowledge of the, of the facilities, what went on there, what materials were used. So probably out of those up front site assessments, it became, you know, known that the property had been impacted. And the city's involvement, in terms of this agreement, the city had actually foreclosed on the property. Textron sold, as I understand, the property to, my understanding was, a real estate development company, who in turn sold it to another real estate development company and ultimately one of those third-parties defaulted on their taxes and the City of Providence therefore became the owner of the property and at the time, all of the historic Gorham buildings were still up. There was a tremendous amount of buildings that were there before. I don't know if you've seen the old air photos but there was...

JP: No I have. Yes. Sorry. I, I have.

GS: There's upwards of, you know, 30 buildings, you know, big brick buildings. I think over one million square feet of floor space was out there and there was issues with asbestos materials at the time and the city was anxious to redevelop the property, to get it back on the tax rolls and, you know, make it more of a profitable building and take care of these old structures that were out there. So, in the agreement with Textron, it kind of facilitated the city to come in to do the demolition. You know, Textron would contribute to that and in the agreement, it specified that Textron would remediate the property to allow for these commercial uses that were identified at the time to come in and reuse the property.

JP: Yeah, so, could you explain how Textron understands its responsibility for the cleanup, because I know that different parcels need to be remediated to different...

GS: Sure.

(TIME STAMP: 6:02)

JP: ...codes and how does Textron think about that basically?

GS: Sure. We, um, the agreement with the city envisioned an industrial, commercial use of the property, consistent with how it was used when Gorham was there. So for the certain parcels, just looking at a map, I know this won't work well on recording (laughter), but, we call parcel A, where the former Stop and Shop is, where the retail zone is, this is parcel A. Parcel B is where the high school is. Parcel D [in actually – Parcel C] has been identified as the YMCA parcel. There was a time when the YMCA had an interest in constructing a facility there. And then Parcel D has also been called the park parcel. It has this sort of odd shaped parcel along the cove and in back. As I mentioned before, the, the

agreement with the city called for an industrial, commercial cleanup. When the city, in 2005 - 2006 I believe, went ahead with plans, basically built the high school out there, obviously that's not an industrial commercial use. That's something, you know, a more sensitive population would be involved. So the city, when they did that, essentially took responsibility for that, for that Parcel B, given that it was a more intensive use, in terms of the cleanup there. The remaining parcels, you know, are still cleaned up to industrial commercial use. Parcel A has been done. There's a building that's out there. Parcel C, that I should go back and state that, Textron's responsibility comes in when there is a, when, in the absence of a development plan. Parcel C has always had development plans for it, whether it be the YMCA or now the city has plans to construct a parking lot for the school and fields in the back. They have submitted a plan, a remedial action plan to do that, such that this plans. So, when there's plans involved, from a development standpoint, it didn't make sense for someone to go in to do one thing only to have another entity with plans on it to come in and do something else, maybe taking up what you've done. So our requirement would be in the absence of plans. Now we are, we have submitted plans to address this Parcel D, this park parcel, which includes Mashapaug Cove as well. So we have plans right now pending in front of the Rhode Island Department of Environmental Management now, for that.

JP: So just to clarify, Parcel B where the school is, for example, the city is now in charge of the...

GS: They did, they did well, it's basically all done for that parcel. The schools built. The one thing I should clarify is with groundwater, there's groundwater impacts on the property. Those still come back to Textron. So regardless of what parcel lines or usage, you know, groundwater doesn't really get involved with that. It's under the ground. So that, that comes back to Textron. So, if there was groundwater work to be done on Parcel B, which there really isn't, just depending, just based on which way the groundwater flows. But if there was, it would still be, still be a Textron responsibility.

(TIME STAMP: 10:08)

JP: Okay. And so, this is a question I had beforehand. The Parcel, Parcel D, for example, was rezoned for some use as residential or a school use or something like that, would the responsibility to, like, further remediate that fall back onto Textron or the developers?

GS: Well. It's kind of a grey area. I think it would depend on the timing of everything. You know, we've got, we've got plans now in front of Rhode Island DEM to put, to cleanup Parcel, Parcel D. And I should say also, I should have mentioned this before, is that Textron has voluntarily committed to doing a residential cleanup on this Parcel, Parcel D, the park parcel. It wouldn't really make sense, you know, for us to clean it up but, would need to prevent public access to it, so we would clean it up and then put up a chain-link fence and then people could look at it but they couldn't go out on it. That, that doesn't really make sense. So, we voluntarily, on our own, even though were only required to do it up to industrial commercial cleanup, were doing a residential cleanup over here so with Parcel D, you know, this, this will all be, you know, cleaned up to a residential, basically for unrestricted use. So, whoever wants to come in once were done, whatever the city wants to do, that's the city property still. You know, they will have the ability to do that.

JP: That's great. That's good, you know...

GS: Yeah, you know, we're, we, we certainly take interest in this proj-. I mean, we're, Textron is based right here, right down the street. You know, it's, you know, it's something I know management felt important. That, you know, we don't, we want to do the right, this is where, you know, our employees live. This is where everybody is. So it really makes sense for us to do things like that.

JP: Yeah sure. What about just, you know, we're asking about people's relationships with the pond, and what about you, working with this for seven years now. Have you developed any sort of relationship with this site? You know, will you be excited to use it someday or...

GS: Oh yeah, I've been, I mean, I've been personally in this site for seven years and, we've had, you know, multiple meetings with the public and you know, unfortunately, with the environmental cleanup business, sometimes it moves at a glacial pace. It's, sometimes, it's not easy to do. There's multiple approvals involved. So for me to put this much time into it and you know, develop plans and, you know, facilitate them to get them through, to get approval, to get them out to the public, you know, to actually be able to be in a position to say that you know, you know, we're done, we're completed. Yeah, absolutely. I would take great pride in that. That would be a good accomplishment. So, some day we'll get there too. But unfortunately, it does take time.

(TIME STAMP: 13:15)

JP: Do you have any idea how long it will take? Is there like, 10 years - done. [finger snap]

GS: Well, it depends where you are on the property. Next year at this time, we'll have completed the work on, on, let me show you a different figure. Kind of orient this the same way. So this is just Parcel D.

JP: Okay.

GS: And what we did is we broke this up into different segments and we're going to do this in different phases. I can tell you why. So Phase 1, we've done multiple investigations. This is just some, this is like just kind of different points that we've sampled and where and I identified where we have soil impacts. And based upon that, the remedy will be to grade things out and bring in clean soil and isolate the impact such that the risks for people here is that. And it's kind of silly but it's based upon people, you know eating the soil, ingesting the soil, and just you know. That's how some of these cleanup criteria are identified. There's toxological studies done to identify what concentrations are safe and what are not so. We are addressing this Phase 1, which you see this line here is all this and this portion here. This will be done next year. Phase 2 is actually the cove itself. Phase 2, we will be getting further data this year. That will be completed in 2013, so the following year. And we left this portion in back will be for last. Because when we do the cove, it's very intensive work. There's a lot of soil that needs to come out. Sediments at the bottom of the pond that need to be dried out, so you need room to work. So you can't, you can't do that work portion of the property you just cleaned up. It doesn't make sense, it's dirty, it's messy. So we're stay- saving this part for last. So once we get done with the cove, which is scheduled for 2013, the following year we are going to come back to do this parcel in 2014. So in terms of this park parcel here, including the cove, you know, in 2013 - 14 - excuse me, we should be done. So that's the upland soil. As I mentioned the city has plans to do this YMCA parcel in place. Parcel B is already done. Parcel A is

already done. Which leaves groundwater. We just completed an evaluation in the summer that is, it's a test that basically, our approach right now that we think is the best way to do it is to contain the groundwater. So we do that by extracting it at certain points. So you pull it out of the ground. You treat it, you clean it. And then you discharge it. And by doing that, it allows you to, to control where the groundwater is, and slowly, by dilution, you know, you're removing the contaminants. And that, that's a multi year process. These contaminants tend to persist in the environment. You know, there's a reason why all these industries back you know, 30, 20 years ago, they use them, because they were, they were strong. They hung around a bit. So that, we're hoping to get in next year, 2012. And again once that's in and operating, that's going to run for many years. So it's different. It's ultimately, you know, the time when Textron can say you know, we're done, you know, we don't need to be involved here anymore. It's many years out. It's many years out. And that's just the nature of the beast with a lot of these environmental cleanups.

JP: Sure, sure. I've read some community letters because the, the Rhode Island Department of Environmental Management has just files and files and files online and there've been some community letters that are talking about Textron's future responsibility to keep people educated about these sites, you know, to let them know the history, let them know about the soil cap in place, and just, you know, ensure that it continues to be a safe place for people. And is there any sort of plan for that or, how would that work?

(TIME STAMP: 18:18)

GS: Well, we've had, we've had multiple public meetings. We have also, we have sent out, we've sent out mailers at times. Here's an example of one. This was from June of '08. But it was, you know, informational notice to folks to let people know that, what we're doing, what our plans are. And you know, we, we found that helpful. So just between public meetings, the website that you mentioned is, you know, albeit it might be intimidating for folks who don't, maybe have all the background, there's a lot of information on there. It's a very comprehensive data repository. But, you know, between that and the mailers. Any time we do a new investigation out there, we are required to send a letter to, you know, per the regulations, to the abutters of the property. One of the comments that came out of the last public meeting was, you know, well, you know, why don't you send it to everybody around here. The 450 properties. So we're going to do that and you know. So we're. You know. We've certainly found that it's much more helpful for us to be up front with, about you know, our plans, what we're doing, you know, if people have questions. You know my name, my names on every single one of these pieces of paper that goes out. My phone number and everything. So, you know, we're hopeful that will you know, give people, you know, at least let them know that if there's a question about anything going on, that they can, that there's a person they can call and talk to. Not only me but the contact for Rhode Island DEM is on there as well.

JP: Sure. That's great. How do you think. I mean how, how has it been to work with the public, as part of Textron? Like, do you think people understand the efforts that you're making? Have there ever been protests?

GS: Well. I wouldn't say pro-. I would say the relationship has changed, you know like many relationships. There's ups and downs. I think you know, when I first got involved, when I first joined Textron, you know, there was no plans for the, for a school there and the site was very quiet. We had done, we have done work out there in the past. There was a large petroleum underground tank that we. It was 100,000 gallon tank that we removed. We stabilized the soil and that's actually what allowed the, the Stop & Shop to be built, it's built over a corner of that. We did an aggressive groundwater treatment, actually, two rounds, out there in early I think 2001, 2002, followed up in 2004. And the public wasn't, wasn't really involved there at that point in time. And it seemed to be, what seemed to be that point was when, when the people found out that the school was being built. And nobody knew about it. And, you know, the city came and started building a school and that's when you know, there was people in the neighborhood that you know, started speaking up. And that's when, you know, and, we as being involved in the property, you know, we felt the brunt of that too. And I think a lot of that had to do with, you know, because we hadn't been out there really in the past. There really hadn't been much public involvement in the previous work that has been going on out there. People were happy that there was a Stop & Shop there. You know, they can go, it's a beautiful place to buy food, you know. It's right in the neighborhood, and. But when the school went in that's when, you know, at least we sensed that there was this perception out there that Textron and the city were one entity and that we had to do a better job about you know, listening to people. To getting out there, and you know, being more forthright in the information and educate people. And you know, I think you know, those first few meetings that we went to was, I wouldn't say confrontational, but it was, you know, it was a, a little stressful I think for all parties involved because people weren't happy. They were upset. And I think a lot of that had to do with the fact that they didn't understand you know, a lot of the history and now you know, we go to meetings. I mean, I've seen some of these people for seven years now. I know them on a first name basis, a lot of them. So I think that's, that's helped out. So that's changed. So I would say now, you know, individuals are not, you know, I would say, you know, ecstatic about Textron, but I think that they can see that you know, when we're out there, when we say we're gonna do something that you know, we are gonna do it and you know, if they have concerns or if they have questions or suggestions, we'll listen. And you know, a lot of the times, if it makes sense, then we'll, we'll, we'll act on them. So, I think, you know, there's been you know, a little bit of trust that's been built up over our years of involvement, such that I would say you know, again you know, do these folks love Textron? Probably not. You know, do they hate us? Absolutely not. But you know, we, we work together.

(TIME STAMP: 23:58)

JP: Sure. Yeah. Thank you. In terms of who is actually out there, working on the site, I've run across the name MacTec consultants, I think. And is that, how exactly do you remediate it, you know?

GS: Ummm.

JP: Because, because I imagine it's not like Textron's main you know, business, is to, to remediate sites.

GS: Right no right. Yeah and that's really what I do. Is we, we don't, Textron has, we have two people in our, in our environmental health and safety office that manage the existing environmental sites, the

legacy sites, the sites where Textron businesses either current or prior, Textron owns over 1000 businesses bought and sold, have you know, have impacted properties. And a lot of that had to do with, you know, what was state-of-the-art waste handling back in the 1960s and '70s. It's now known that that's not, that's not what you do and that's not how you handle chemicals. So, so I, along with another gentleman, we, on behalf of Textron, we manage those sites and, but, to get the, to do the day to day work, you know, to go out and get the samples and do the reports and everything, that's what we hire an environmental consultants or. And MacTec is one of those consultants that helps us out on a fair number of projects. So they are the ones who have the staff and capabilities and resources you know, to go out to collect soil samples, water samples, you know, to make these fancy maps and you know come together with a strategy, and you know, tabulate all the data, and then you know, compare it to the appropriate standards. And then you know, evaluate the various technologies that are out there to actually clean up these impacts. So you know, we rely heavily on our consultants to do a lot of the legwork. So, that's what MacTec does out there.

JP: Great. Great. And you guys mainly manage these other sites. Are there many other remediation sites?

GS: We have, you know, where we have identified, you know, financial liabilities for, and they can vary, from very, very little to quite a bit, we've got a little over 100 projects. You know, mostly in the United States. We have a few international ones. Again, you know Textron's been around since, for over 90 years I think. You know, doing a lot of manufacturing. They, we make airplanes, helicopters and you know, we've owned various businesses, and a lot, mostly in the industrial nature which is you know, cleaning metal you know, grinding, processing, that kind of work. So yeah, we've got, we've got a little over 100 projects where, where we've been identified. And some of those might be instances where. [Bumped microphone.] Whoops! Sorry. A facility had, you know, sent waste to a landfill or a processing facility and that facility has had a release to it and per state and federal regulations, all those entities that sent material there are now responsible for the cleanup, as it should be. So, you are responsible cradle-to-grave, is kind of the saying. So at instances where we might be one of, you know, literally a thousand parties cleaning it up, where we might have sent you know, a drum or two. So we might have a very, very small share or at other instances, where we've owned and operated and are the sole responsible party, then that share would be much bigger.

JP: Sure.

GS: And it all depends on what's, what's out there, and you know, what your receptors are and if it's out in the middle of the field then that's usually, you know, a little different than somewhere right in a neighborhood, right next to a pond, next to a school, next to neighborhood. That makes it a little different.

JP: Sure. Sure. Speaking of cradle-to-grave, we took a field trip around the site and we talked about where the slag pile used to be and one of the students was like "where did it go?" you know, and I'm just wondering, what do you do when you're getting rid of the stuff? Where does it go?

(TIME STAMP: 28:42)

GS: That depends upon what's in it too. The slag pile, the, the. I've never dealt with the slag pile before. It's not something that we typically deal with and what happened with that is, the slag by its characteristics was very high in iron content. I guess one of the facilities, they smelt, so they smelted kind of the waste and the scrap to recover what any silver and gold as they could because that made sense, you know, obviously. But then, what there was left, I guess was put in this pile in the back. You know, dating back from the 1800s. And what we found out was that, you know, when we were characterizing the pile, was that it was very, very high in iron, such that it was actually recycled at a facility, I believe in Pennsylvania. I think this was 2006, for its iron content. You know, what happened with it then, or you know, what products it went into, I don't know, but it was very high in iron, high in, yeah. Yeah. So it was able to be recycled. Other materials that don't have a characteristic that would allow it to be recyclable you know, would go to, probably, a land fill. You know, that has controls, that are all lined and you know, and is permitted to accept whatever is in that waste stream. So, the slag pile went to Pennsylvania.

JP: All right. Good to know.

GS: What happened to it after that, I don't know. (Laughter)

JP: That's great. That's great. Cool. Just making sure I'm checking off all my questions.

GS: Sure.

JP: Okay. Here's one. I don't know if you can answer this but, I was just curious about how much it costs to remediate a site like this and where does the money come from within Textron?

GS: Sure. We've spent a lot of money out here. (30:49) I don't have a current dollar figure of what we spent to date. It's in the millions of dollars. We're anticipating spending many more millions of dollars. I think our estimate right now is, is upwards of five million dollars over the next ten years. Per federal accounting standards, were required to, required to look out 10 years into the future and put forth what we call our most probable spending about, you know, so we get input from MacTec and the consultants about what we think, what they think is going to be required. Textron is required to have that money on hand [unclear] of what, what we're looking to spend in the next 10 years. That's what we call our liability estimate. And that's, that's just money that Textron's businesses have made that the corporate office keeps on hand in a, in a reserve account that gets audited. It gets reported on you know, and the SEC in its quarterly reports, that's all in there, about you know, what our estimates are, what our most probable estimate is. So, and that's you know, something that the federal accounting agencies, the SEC has required. You know, if companies have, due to their nature of their operations, you know, extremely high environmental costs, they need to have those funds on hand, because obviously they want to protect against the company going bankrupt and not having the money to deal with it. So, so that's just what were required to do. So yeah, we've spent probably, maybe ten million dollars out there since, over the last 20 years, I'd say. So it's, it's a lot of money. It's, it's, it's one of our bigger sites that we have.

(TIME STAMP: 32:59)

JP: Okay. That's most of my questions. I guess just, any more you know like, personal ideas about this site, of what you want to happen or how you feel about it (laughter).

GS: You know, as I said, these, these sites, you kind of get attached to and you know, you really want to see cleaned up. You know, my prior job as a consultant you know, I was working for a company like MacTec and actually doing the work and doing the design so you know, I still enjoy that aspect and you know, seeing a project through and you know, this is one where I think that you know, I think we really have a chance to make, to make a lot of progress over the next couple of years. You know we've got a schedule that's out there and a lot of that was driven by the neighborhood involvement too. And you know, it's not only. You know, it's one thing if Textron wants to move forward but we need the state to be involved and we need the city and you know there's multiple parties on this one such that. And I think a lot of the attention that the neighborhood groups have, have, have put on the site have caused everybody to sit down at the table and say, "Okay, I'm going to get you this plan but you need to review it and have it back to me by this date or else you know, we can't construct this in the wintertime." So it, there is a lot of that involved. So that's been good to see in the last couple of years I think. You know, the various entities involved here have come together and that's been good to see too so you know, I'm hopeful here that we're going to, that we're going to get out there soon and start to clean up, you know, to continue the cleanup that's been ongoing for ten years now. So, so that's about it.

JP: Right, right. I think, I think that answers my questions as well.

GS: Great. Good.

JP: Thank you

GS: Good. Excellent. Have you had an opportunity to get to talk to any other folks involved?

JP: Well right now, everyone is doing their own interviews with different people, people who lived here were worked in Gorham, things like that. And then we also, we all had to do a research project about something around the pond and I had to write a paper about Ocean State Job Lots Plaza (laughter).

GS: That's on the other, somewhere, yeah, my bearings are our off.

JP: Yeah, no, yeah. It's hard to tell.

GS: Yeah.

JP: But, so were slowly...

GS: So this is a group kind of project? Oh, neat.

JP: Yeah, I think there are like 20 something kids in the class...

GS: Wow!

JP: So. Yeah and then, we'll, I think we're each trying to get a second interview with someone as well, so, if you know anyone that wants to talk about it, send them my way.

(TIME STAMP 36:02)

GS: I know, I think it's in the John Hay Library, is where the Gorham archives are. There's, there's a lot of neat pictures in there about the Gorham site. And sort of, you know, the pictures at the time, it was pretty neat. I was, I spent the better part of a day in their once just looking through them, you know, trying to, you know, when this first came up, just get an idea, okay, what was going on where, you know? To see, because they, was since the 1800s, they've been out there. So, that was kind of neat. But I was going to say that if you haven't been there it's, it's probably worth some time, spend a little bit.

JP: Do you mind if I...

GS: No. You can absolutely keep that. There's...

JP: Awesome. Oh okay great.

GS: There's my card if you have any more questions.

JP: Thank you. Awesome.

GS: Good. All right.

JP: Thank you so much. And I might contact you with follow-up questions...

GS: Sure.

JP: But this is been a great, a great start. Yeah and then we are going to try to make... It's a little up in the air at the moment. We were planning on having a sort of like a pop-up museum about it, where people would bring in objects that had to do with their experience with the place or something like that. But we might not be able to get the space. We were actually hoping to do it in Parcel A where the, where the building is but we're having a bit, the teachers are having a hard time getting in touch with the real estate...

GS: We used the. The Renaissance church is in there and that's where we've had our last two public meetings in the evening. They've been great to work with.

JP: Okay.

GS: Yeah it's, it's a great space too. It's, it used to be the Hollywood video store and then the church came in and it's, you know, it's a great spot for something like that. It's right there.

JP: Yeah, well, I'll mention that to them. And, whatever we decide to do, I will let you know if you're interested in coming out.

GS: Yeah. Okay. Great.

JP: Great. Okay.

GS: It was very nice meeting you.

JP: It was nice to meet you too.

GS: Have a good day.

JP: You too. Thank you. (unclear) Yeah I think these doors open again [laughter]. All right. I'll see you.

[End Interview]

TRANSCRIPT OF GREG SIMPSON CLIP::

Greg Simpson: I would say the relationship has changed, you know like many relationships. There's ups and downs. I think you know, when I first got involved, when I first joined Textron, the site was very quiet. But when the school went in that's when, you know, at least when we sensed that there was, this perception out there that Textron and the city, we had to do a better job. You know, I think those first few meetings that we went to was, I wouldn't say confrontational, but it was, you know, it was a little stressful I think for all parties involved because people weren't happy. They were upset. And I think a lot of that had to do with the fact that they didn't understand you know, a lot of the history and now, you know, individuals are not, you know, I would say, you know, ecstatic about Textron, but I think that they can see that you know, when we're out there, when we say we're gonna do something that you know, we are gonna do it and you know, if they have concerns or if they have questions or suggestions, we'll listen. And you know, so, I think, you know, there's been you know, a little bit of trust that's been built up over our years of involvement, such that I would say you know, again you know, do these folks love Textron? Probably not. You know, do they hate us? Absolutely not. But you know, we, we work together.

[End clip]