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Bill Thomas- Tape 2, tape 2 with former mayor William B. Ingram.

W.B. Ingram- We are working on tape 2 of the Sony, the b side of the Ingram.

Bill Thomas- Well yeah Bill, this I am not sure what you are saying in relation to the high intercommittee.

W.B. Ingram- They were dealing with theory and not reality and I can take you right across the tracks over there and sit you down and let you talk to a professor who can work out the most beautiful theory in mathematics or economics or any other field that you want to discuss. As long as his presumptions and assumptions and assumptions of fact hold true then his theory works out alright see. And it doesn't upset his theory or his particular formula you see. But you inject an unknown quantity an unknown entity into that particular formula and it messes it all up. And he has to revise it and what these people were, they fell in love with their theories and their formulas and they wanted to make the times and the people conform to their conceptions of what things ought to be rather than to really deal with things as they really were.

Bill Thomas- (Muffled).

W.B. Ingram- Everyday you see. And that is the reason you have elected officials and that is the reason you have a term of office and that is the reason that ends and begins because things do happen that today would justify a certain course of action and tomorrow after it has all passed you can forget about it you have a new problem on your hands.

Bill Thomas- Do you believe that the intelligencia as we have seem to gotten around to calling them, were out of touch then were just out of touch with things?

W.B. Ingram- I don't have any doubt that they were in touch with some things, that were going on and they provided a certain stabilizing influence but I think really that they were so enamored with the idea that this intelligencia could form the behind the scenes powers that be that would give and direct the development of the city and it would really supersede the will of the people being expressed by the action of the elected officers. Of course this is a philosophy which has been attempted to be imposed upon the people of Memphis for many years. If you go back to the theory of a council manager system of municipal city government. In a council manager system of government and this was one that Mr. Ed Niemann espoused for many many years I suppose, at least 20 years before he died. And of course he had an influence on some of those who claimed to be the intelligencia and I think that they felt like oh they hadn't been able to put it over. They felt like that really that is the only way to do things. This so called businessman's form of government. You have a board of directors that elect a president and a chairman and a manager and the manager is responsible to the board of directors and not responsible to the people and that is the way they wanted to do things. And since they couldn't do it

they had endeavored to impose this type of government in this city for many years they couldn't do it with Mr. Crump. He was wedded to the mayor and commission system of government because he could manage it better. And they had this basic idea, this basic principal that these fellows sitting around a table drinking cocktails and rubbing elbows with each other and philosophizing about this set or the other and joshing each other and ultimately coming to some kind of decision about what ought to be done and then telling somebody what to do and having the thing carried out and if that person succeeded of course they would take the credit themselves and inwardly at least if that person failed then it would be his fault and you would remember when they wanted to change the system of government here that Mr. Orgill and the Precimeter tried to get them to set up a mayor council, rather a council manager form of government. I think the people want the people who are going to be responsible to them. And in a big city (muffled) system of government just hasn't proved to be very effective anyway.

Bill Thomas- You know some thing happened during your term as mayor that seems to apply really directly here but really didn't seem to cause any trouble at all and that was an attempted garbage strike.

W.B. Ingram- Well you go back and you look at the history of that particular thing , when I was elected mayor commissioner Farris was running for mayor and was a the time commissioner of public works. And there had been numerous efforts to organize members of the sanitation department while he was commissioner and some of the people were actually picketing the public works building. So from the beginning of my term of office I think we had that particular problem confronting us. We endeavored to try to work it out ad I think we did by yielding here and there on some things that we realized needed to be done for the men. We provided them with better equipment, we provided them with better work conditions, we provided them with more desirable working hours and progressively gave them an increase in wages. We provided many of them didn't want to come into the pension system they didn't understand it. They had earned social security credits where they had worked before and they did understand the social security system. And so all of the city was being immune from being required to operate under the social security system, we changed the ordinance, we adopted an ordinance that would allow those who had become members of the pension system to with draw and all of those who wanted who were working on an hourly basis to become....to come under social security.

Bill Thomas- I see.

W.B. Ingram- And obtain the benefits of social security and I think that generally helped out a lot.

Bill Thomas- But then you felt when you came in...

W.B. Ingram- It was a continuing problem.

Bill Thomas- You felt coming in to office that this was a problem...

W.B. Ingram- This was one that certainly Lobe was familiar with as mayor when he had been public work commissioner it existed when he was public works commissioner. It existed when Farris was public works commissioner and Lobe was mayor. And it was certainly one that he should have anticipated would develop again.

Bill Thomas- Well on this particular strike, or this attempted strike which never developed, the administration was able to handle this with an injunction which was finally referred back to and what not but why didn't it get any worse, is this where the yielding and (muffled) something came in.

W.B. Ingram- Sure, we got the injunction on the basis that they would strike, the city. And they had planned to put the strike into effect on Midnight Sunday which would be beginning Monday morning. And they announced it, we got word of it anyway, fairly reliable word, and I called the commissioners into session on Sunday afternoon and without the necessary resolutions it set up the machinery for taking the action that they were taking and we drafted the petition for the injunction and obtained the injunction Sunday night just a few minutes before they were to go on strike. This was a dilatory measure to prevent something that could have developed into a real mean situation. And its only purpose was to delay any abrupt action or any angry feelings from developing until we had a chance to work things out.

Bill Thomas- And this did give you at least enough delay to talk.

W.B. Ingram- That's right and I think Commissioner Sisson handled it very well. There was adjustments made in their working conditions and the hours they worked and we gave them an increase in compensation. Essentially this was what they wanted.

Bill Thomas- Well why and obviously they didn't, why didn't they hold this injunction against your administration?

W.B. Ingram- Well some of them did. And some of the labor unioners did but it wasn't an injunction as labor as such. During my administration I believed I had done more for labor as such as mayor than any other mayor that they had. At one time Armor endeavored to try and adopt a resolution or an ordinance that would prohibit any recognition of any union or any dealings with any union. I in an effort to get that stopped I called a public meeting on it and of course enough labor people showed up at the meeting to stop it. And of course in so far as the labor people unionized people that we did have working for the city, the city had no formal contract as such but it had been the policy of the city to require that all of its contractors employ union labor and that they pay the prevailing union rate. We had some controversies develop on that in the construction, the highway construction or in these, I guess this (muffled). (Tape Break) Rather the construction where they had to grade a lot and they had 3 different rates and sometimes you have got to be touchy there on which rate you want to pay. See they bid on the lowest rate and

then (muffled) then they got into a strike with jimmy Moore on the airport there. About that. We got that straightened out tot heir satisfaction so.

Bill Thomas- Yeah well...

W.B. Ingram- In spite of that I don't think they felt like there was anything, they didn't feel like it was malicious or vindictive action by the city against either the negro workman in the garbage department or unions themselves. I didn't feel like it was vindictive.

Bill Thomas- Well one of the interesting things I think we run into is the fact that although the injunction during the last strike was based upon that one in 1966. Nobody really thought too much about this, it really didn't seem too much one way or the other, but this injunction did...

W.B. Ingram- Well as an observer it appeared to me that the city's administration was playing around trying to get the drift of the prevailing political winds a the time. I think t hat the council and the mayor both were afraid to act and to get out an injunction against the union or the garbage men themselves. They were afraid of the subsequent political consequences that they might come home to haunt them later on you see and I think they were afraid to act and I don't know who is advising them, but I think that still you have this so called intelligencia that meets at the country club and nobody knows exactly who they are, I have a good idea about who some are.

Bill Thomas- Hmm obviously the newspaper editors are some of them.

W.B. Ingram- All of them advising these people about their political futures and all that sort of thing and about the danger to getting out an injunction against the union and then of course they delayed so long in doing it. If you remember, the strike was in about the 3rd or 4th or maybe the 5th week.

Bill Thomas- Right the strike was February 12th and the injunction was not gotten until I think what was it Tom the 23rd?

Tom Beckner- It was the 23rd of April, it was the day after the macing.

Bill Thomas- Right so Saturday.

W.B. Ingram- Well so it was about 2 or 3 weeks before they ever (muffled).

Bill Thomas- It was too late then.

W.B. Ingram- Yeah. And by that time if you remember, all I know is what I read about it in the newspapers and saw on television but assuming that there was some truth in those reports. I don't think that they bogused up Mr. Lobe's appearance up there before the group at the municipal auditorium. When he told them to get on back to work or else, or words that had that substantial import.

Bill Thomas- Right he gave them a deadline in fact to return.

W.B. Ingram- Not only that but he talked to them like they might've been expected to talk to if they were still working on the plantation as a sharecropper and they didn't feel that way.

Bill Thomas- Well when, at the end of your term, and then the incoming of a new administration were you aware that they would face a problem of any kind?

W.B. Ingram- Certainly.

Bill Thomas- Do you think they were aware?

W.B. Ingram- Oh I think they were probably aware that it was a possibility it could happen but I think they were so enamored with this new form of government and so intoxicated with its success and the anticipation of getting in there and just performing miracles you see that they just really didn't, use any judgment when it did happen. I think that is one of the sad things about this whole situation as the mayor council system of government was completely over sold as being something new that was going to bring about a utopia.

Bill Thomas- Solve all the problems.

W.B. Ingram- Yeah. Solve all the problems and all of these people who ran for election who encouraged people to vote to change were telling everybody about how much money they were going to save and how they were going to cut down on taxes and all that sort of thing see. And everybody was looking forward with great expectations to everything just being wonderful see. And I think of course I knew it was going to happen, but it wouldn't have done me any good to tell anybody who could I tell? Here is a newspaper that day after day bombarding me with the most patriotic type of abusive criticism. Here is Lobe up there acting like a maniac running in there like some kid on 12:01 midnight getting himself sworn in. And then trying to remove some people that had been appointed to the housing authority, just taking charge you see. And running rampant and then trying to breach a contract that the city had entered into with the owners of the Fox Meadows golf course. All of this was promoted by the newspapers and primarily Frank Algreen out there who himself considered himself, in my opinion he considered himself the new Mr. Crump. He has a newspaper, both of them under his control. And they follow his policies. He apparently exercises influence since Mr. Niemann died. Mr. Niemann was the controlling factor I think out there. Before he died apparently Auburn has exceeded, seceded to his position and (muffled).

Bill Thomas- Do you think Mr. Algrin was aware that there was a problem in the wings?

W.B. Ingram- No I don't think he had any idea that anything was going to happen, I think it caught him flat footed. I really don't think that Lobe or the council had any idea that it was going to happen. I think they might have probably gotten a drift or

some thing but everything was just, you see that's the danger of having anything, to run without some restraint. And beginning January the 21st there was no restraint. They had a complete free hand and they were going to establish Lobe as the strong mayor, that so many people thought they wanted. They were going to establish this council system that is going to be some thing out of this world and was going to perform miracles and Memphis was going to grow and develop and nobody would have to work t it and we are going to cut out on everybody's taxes. And they just completely sold that idea to the people. Not all the people but to the large part of it especially the white people. Then you had somebody going up there without any, we live in a system of checks and balances. Now I think a lot of the principles of physics apply to human conduct. Whether we realize it or not and especially to a system of any kind of stable self government. You are going to have to have checks and balance aren't you.

Bill Thomas- Give or take action and reaction.

W.B. Ingram- That's right. Now if you think about the most powerful engine in the world will run away with itself and destroy itself if it doesn't have a governor, won't it. And so they put a flat wheel on it you see to load it down so there will be a drag on that Porsche so it can be controlled. Well they had no checks and balances because the council was to be all of one mind. Anybody who spoke out against any policy proposed by the mayor, proposed by this invisible presidium, what you had been, imposed them self upon the government of the people of the city of Memphis here. They just wouldn't dare do it you see because if they did there was always the threat of getting the Ingram treatment.

Bill Thomas- (muffled)

W.B. Ingram- Certainly they would assassinate him. They would mow him down.

Bill Thomas- Do you think that is why they would....

W.B. Ingram- That is the main problem that they have had here in Memphis for years is that they used the power of the press and the political situation here to eliminate or assassinate the opponents.

Bill Thomas- Do you think that is why the council was reluctant to get into...

W.B. Ingram- Why sure they were not fulfilling their responsibilities of their office at all. (Muffled) on this charter that they adopted to declare the policies of the city and the mayor has the responsibility of carrying out the policies adopted by the council. It is not up to the mayor to declare the policies. You look it is expressly stated in the amendment to the charter which created the mayor and council government.

Bill Thomas- But they seemed to have turned that exactly around.

W.B. Ingram- Oh yeah well they say we are going to work, everybody is going to cooperate with each other and we are going to cut out this bickering and that sort of

thing. (Muffled) for goodness sakes, anybody in a legislative capacity, if he is going to fulfill his responsibility to the people who elected him is going to express an opinion that he thinks will serve the interest of the people that he is there to represent. And these people got the idea somehow or another that the people are supposed to serve them and that they don't have any responsibility to serve them, that they are not servants of the people. That they hold some kind of high position like an emperor, or something of that kind where that the people are supposed to render service to them and they have no obligation to be servants of the people.

Bill Thomas- Well they were very reluctant to get into it and never really did until it was too late. No doubt about that. Do you see anywhere else Bill, one of the things that has struck me throughout all of this one of the people we haven't talked to is police director Holloman, mainly because we recognize he probably isn't going to say anything until at least after the Ray trial, but you are going into the police method...

W.B. Ingram- I think a lot of things you have to take into consideration, there is so many facets of this really too analyze because we know what the effect was but to determine a cause, go back and look if you remember attitudes that produce. I could come in here with a hostile attitude and immediately generate a reaction from you which did not exist before. You may have known of me and may or may not have liked me but my personal injection of it big prison and radiation of the hostility is going to generate an equal and opposite reaction. Depending upon how well you are able to control yours. In 1960 Lobe was mayor, that was the year president Kennedy was elected and of course president Kennedy was highly regarded by the (tape break)

Bill Thomas- That name but I understand a lot.

W.B. Ingram- (Muffled) with the Memphis search for meaning committee. (Tape Break)

W.B. Ingram- Alright now I think we can go ahead. But 1960 was the year that president Kennedy was elected and of course he was highly thought of by the negro community and did come to Memphis in his campaign. But mayor Lobe although he was mayor at the time would not officiate in his official capacity as mayor and receive him in the city of Memphis.

Bill Thomas- Is that right, I didn't know that.

W.B. Ingram- That is right and I think some of that carried over to some extent and memories of the negro community. Now the, in 1963 also you remember which is a part of Lobe's term but of course Lobe had resigned by that time but president Kennedy was assassinated. As I really said I don't think you can really isolate this particular thing to traditions existing in Memphis alone. Memphis is part of the world, the conditions that existed in the United States, existed throughout the whole world, had a bearing. We had been moving through time and space along with the rest of them and as much people might like to isolate us or set up the city limit

somewhere or say we won't go beyond or no one will come in. It can't be done the influences are here and they come in through all immediate communication and commerce and trade and other social intercourse of people and it just, we are just a part of the whole system of bores of people in the United States. Time is changing these things and people are changing, attitudes are changing and as I say I think the assassination of president Kennedy in 63 had a material affect on the attitudes of the negro people. Here they felt that they had a champion who was shot down. They had a champion who was continually harassed and bombarded by the news media. He was criticized on every side for his actions that he took in trying to...

Bill Thomas- Supreme Court in fact got much criticism.

W.B. Ingram- Oh yeah well every facet of development that in anyway attempts to make this is a trite saying but I have heard it so many times but to make meaningful the provisions of the constitution of the united states in so far as negroes are concerned, citizens. Every governmental agency has been constantly bombarded by the press or by somebody through the press accusing them of being communist or accusing them of destroying our conventions, the things that people accept as conventional and standards of conduct for people who live in our society. I think that has built up there resentment among a lot of negro citizens toward people who espouse these things that these philosophies that tend to degrade the supreme court as an institution for instance. Or the tend to degrade the president of the United States as the chief executive official of the country. They resented those things because primarily they interpreted that criticism and as the further suppression of the negro people. And that you put your self in that place and you would probably understand better. These intellectuals that you mentioned a minute ago. Unfortunately they don't have the capacity to put them selves in anyone else's place. What they want to do is to try to require these people to put themselves in whatever category that these group of intellectuals say they should be and that is not intended to happen in a democratic society. At all I don't think. I think you have got to look at the whole complexion of society throughout the united states as well as Memphis and the conditions that existed here. You had a large influx of people from the agricultural areas both negroes and whites and they brought in to the city the attitudes that they had an environment that had been developed for the environment which they were raised. And I don't think that the anybody in particular can be condemned for that because I think it is all of us to a certain extent are a product of our environment and the various experiences to which we are subjected into and how we work it out.

Bill Thomas- Well one of the things that I think, if we don't get to Mr. Holloman maybe you can answer it. What would you have done possibly or thinking what you might have done. One of the things that has struck us I believe was that the strike was on a Monday February 12th and on a Tuesday they, the strikers came down to city hall and what I was going to say about your view on the police and those actions in the past are interesting because it probably contributed to the symbol (muffled). They came down Tuesday the second day and here were about 50 policemen in city

hall which has always struck us as extraordinary especially in light of the city saying that this wasn't a racial matter very early and it was merely a labor issue and therefore why the 50 policemen down there. Would this have been an ordinary action to be taken to throw the policemen out that early?

W.B. Ingram- Well Of course the council room holds, or seats about 400 people and I think it was a manifestation of a fear that things would get out of hand and it was certainly a manifestation of weakness on the part of the present administration in assuming that these people would be violent or that violence would develop. And they have ought to confront them with an armed force there to suggest that the presence of the officers was really telling these people in so much in my opinion, now look you behave or we are going to beat your brains out.

Bill Thomas- Well what I wanted Bill is where that posse came from.

W.B. Ingram- They may not have had any attention at all causing any disturbance and probably resented the presence of the officers. At the same time if there is any basis for any belief that there would be any riotous behavior there, you can't condemn the administration for taking precautionary measure to protect the public property and certainly to maintain order in the council chamber.

Bill Thomas- Would that have been normal procedure?

W.B. Ingram- I think it was a lack of understanding of the situation. Well I think it is a normal thing that the army would have done because the big tough cop sort of attitude or philosophy and the same one that Holloman expressed in the Precinct recently. Where he admitted that his attitude and police work not only towards negroes but everybody was to knock them on their arses. And as long as the police maintain that position, that philosophy, that attitude they are going to have trouble. They are generating trouble for themselves. And this is something that is either going to result in a further breakdown of law and order or a police state. I don't think either one of these alternatives is desirable or necessary.

Bill Thomas- It was a rather extraordinary situation in Chicago it was sort of parallel.

W.B. Ingram- Well the one thing that has been fundamentally true in the united states and we inherited it from England, basically. That is that every person is a law enforcer and that the mainly the night watchmen and the special type of law enforcing duties delegated to persons who devote their full time to this work and that those persons who are appointed police officers of commission, those officers and have a responsibility for enforcing the law can only effectively do their job with the assistance of all the other citizens. If they are going to continually make war on the people then you have got something that this is completely foreign to our concept of government at all. Because the police are supposed to be the servants of the people. Not the people the servants of the police. And they can't possibly employ enough policemen to make everybody abide by the law because even some of the

policemen don't abide by the law. In case that they get caught being human beings because that is all they are is human beings. They are not perfect.

Bill Thomas- Even LSU don't always abide by the law.

W.B. Ingram- That's right. So if you made everybody a policemen you would still have to have a policemen in fact the Armor has an internal security squad. His police of his policemen. They could accomplish more in my opinion if they were to really sit down and take a good long hard look at this situation and to do whatever is necessary to be able to comfort them so that they would get public support in what to do. Public is not going to support them just going out here and knocking everybody down, just because it is the police commissioner or the police director up there issues and order that the people are going to have to obey the policemen or else, that is not the way things are supposed to work in this country.

Bill Thomas- However when that new government went in it seemed pretty obvious now that it had the full backing, a good solid backing of the white community which probably also...

W.B. Ingram- I think the negro community also expected a lot of things out of it.

Bill Thomas- DO you?

W.B. Ingram- Yes. It never could have passed without the support of the negro community. It didn't pass but about 8,000 votes.

Bill Thomas- Lobe got very few negro votes at the time I understand?

W.B. Ingram- I am talking about the amendment to the city charter which created a change in the form of government for the commission system to the mayor council system and it only passed by a little better than 8,000 votes and 4 or 5 thousand votes in the negro community could have changed that or could have prevented it from happening. This so called invisible presidium working behind the scenes putting this thing over induced the labor people to believe that they would correct the labor situation which they had been trying to do for years and couldn't do it you see. They wanted to bring in, they wanted to get representation. They literally, they would have representation on the council and that labor would have a voice in deciding the policies of the city. The negroes were approached on the same basis and they were led to believe that they would have representation on the council and as a result of that representation on the council that they would be able to influence the policies that were adopted by the city. And so that is the way they put it over and of course Armor was led to believe that he was going to be made mayor if he supported it. He didn't really have his heart in it but I think he wanted to be mayor. And (muffled) promised him he would make him mayor if he would support it.

Bill Thomas- Do you know that for a fact?

W.B. Ingram- I don't have any doubt about it, I didn't hear the conversation. but I am satisfied that it happened. And because up until a couple of weeks before Armor hadn't really, he was against it he just didn't want any part of it because he knew that it was going to change his political influence that he had been able to maintain by his tight control over the...

Bill Thomas- Fire and policemen?

W.B. Ingram- The almost 2,000 men in the fire and police department. It was a very tightly regimented political unit. Shoot they carried bumper stickers and everything else and went to the polls and worked at the polls and everything else. Of course the newspapers didn't say anything about it because Armor usually got in and supported whoever they wanted him to support and as long as he did that they left him alone. As long as they could use it to their advantage they were willing to do it you see. I think this whole thing had been a power grab a really the product of a lot of frustrations and a lot of greed, and a lot of stupidity coupled with a lot of inflated self esteem and intoxication of success.

Bill Thomas- Why do you think Bill that Mr. Lobe was so unwilling to yield on what really seemed to be kind of minor?

W.B. Ingram- My impression is that he was just going to show them that he was tough and that he was a strong mayor and that he wasn't going to tolerate any thing which he considered to be insubordination and they were going to get back to work. Now what had really happened so I understand, some of these people have to have somewhere to go to tell their problems and if you analyze it as I see they were lambasting him every way. There was no check and balance against this thing with complete thrust with no control. And as I say I think that Lobe and the councilmen and Frank Auburn and some of the other people behind the scenes were just completely intoxicated with their success and with their anticipations of what they felt like they were going to accomplish without being realistic about it. So...

Bill Thomas- So they were had no attitude to be responsive.

W.B. Ingram- No they hadn't, they were just anybody that got in their way who (muffled) they were going to mow them down and this was nothing more than simple tyranny when you get right down to it and I don't see what in the world they could have expected to happen except what did happen. Here is a man that goes into office who campaigned on a platform of suggested fear of the negro community.

Bill Thomas- In what way?

W.B. Ingram- With this idea of law and order and the other ideas that these, that had been brought into the community through the news media on the riots of Detroit and all this sort of thing and they wanted somebody that was going to come through strong on law and order. And Lobe suggested that there were going to be riots in Memphis and burn the place down and all that sort of thing and injected a tremendous amount of fear in the minds of people in the eastern part of the city.

Who somehow or another thought that he was just going to be able to....and Armor came out and endorsed him you see and that was an endorsement of Armor's policies too you see of being tough. So they proceeded to get tough and he and Lobe also campaigned on the basis that he was going to cut down on the number of people in the payroll at city hall and cut down on the amount of expenses. It is right interesting to know I don't know if we get into this record or not. The record will show as has been reported to the papers and there again if you can accept some of the reports as being true. If they were favorable to Lobe I would be inclined to be suspicious but they are not and so it makes meWell they have cut down, supposedly cut down on the payroll and eliminated some 600 people from the payroll. The payroll budget or expense is \$90,000 a month, more than it was when Lobe went into office. So where has he eliminated any expense I don't know. And furthermore that they have had to employ 50 more people on 2 different occasions which I would assume is 100 people in the garbage department than they had before and with all of their so called business man's acumen and efficiency they let the city get into terrible shape with 70 flies per square inch. I don't think that any city according to the statistics of the health department has a, I think that is a first in that particular category. They couldn't even pick up the garbage once a week where as it had been picked up twice a week with fewer people by the previous administration. But the, I think the newspapers are still brainwashing people and pulling the wool over their eyes and it is going to come home to roost on someday.

Bill Thomas- You think the problems are still there?

W.B. Ingram- Oh certainly they are still there and they are still there because the people up at city hall are not being honest with themselves they are still trying to flim flam the public. They try to make the people believe that they inherited a bad financial situation which is an absolute lie. It is an absolute fraud to claim that they were in such a terrible situation. The real truth is that you had a complete change in administration, a mayor who had some experience with the city government but no experience with the council, mayor council system. Who was not a lawyer, who was a politician and who had practiced playing on what he thought to be the most popular thing at the time, who had never been successful in his own business at all you see. And who knew absolutely nothing about the mayor council system of government. And then you had a complete new council of so called business people who had never had any experience in government at all. With the exception of perhaps Downing Pryor and his little work over there on the county court which didn't amount to anything and J.O. Patterson who is a legislator and there couldn't be any relation between their previous experience and what they were required to know as city councilmen.

Bill Thomas- So they were really ill prepared for anything like this.

W.B. Ingram- That's right, that's right and here you got a new form of government going into effect with people who had no previous experience with the way the old system used to work. And then trying to go and set up something new.

Tom Beckner- At the same time trying to be real nice to everybody.

W.B. Ingram- Well no trying to get everybody to be real nice to them.

Tom Beckner- Well I mean the council was trying to be real nice to the mayor and he was trying to be real nice to the council.

W.B. Ingram- Oh yeah well nobody was willing to take a position that would put him in a position of being singled out as opposing anything or being accused of bickering which they accused me of because I wouldn't submit to the dictates of some of these suggestions from behind the scenes. So you have, they went into office with a balance budget, it had been balanced every year that I was mayor. We had operated with a surplus from a million to 2 million dollars every year I was mayor it was a balanced budget through July, or through the end of June of 1968 and the even the anticipated expenses of the additional members of the council, the directors and their expenses had been budgeted and provided for in the budget that had been adopted and if they had in fact followed the budget and hadn't tried to come in and tear up everything and try to make such a big showing of doing a lot and changing everything so quickly see. They would have wound up with a surplus at the end of the budget year in 1968.

Bill Thomas- The fiscal year?

=The fiscal year you see, which the fiscal year had been adopted by the previous mayor in commission. And as of December 31st 1967 when we all left office the, we kept a weekly running account of receipts and expenses which was provided to the newly elected mayor and to the newly elected council, from the time they were elected which is almost two months before they took office showing the progressive expenditures and the progressive collections of receipts and it showed that the city at that time had spent 49% of its budget of expenditures and it collected 51% of its intended receipts. And we left them in very excellent shape and they had just had the humility to undertake, to operate the system and to bring about a gradual change to convert these things in time after they had accumulated a little experience. If they had just had the, if they had just been big enough men and women to realize that just because they had won an election did not make them any greater people than they were before or greater people than they were responsible too. They would have stated them selves and the city of Memphis and the people of Memphis, an awful lot of grief. But they weren't and as to this point I would like to point out here in so far as the conversion of the city from the city, from the mayor and commission system to the mayor and council system. As you know the amendment to the charter was adopted in November 1966 and this gave some time to bring about a transition between the time it became effective on January 1st 1968. So after it was adopted although I opposed it because I felt it was too hastily drawn, that it did not take into consideration some of the problems that they were going to be confronted with like annexation. And I wrote a very lengthy letter which was published over the objection of Brother Lane and some of those who were afraid for people to read somebody's commentary on it who did not support it. I published

that letter in the Commercial Appeal and the Precimeter for the purpose of allowing people to read some of the things that could happen and unfortunately I was more of a prophet than I realized because some of the things have come to bear that I predicted would happen. And one of the first things that oh I say one of the first things, but one of the things that was suggested could happen that did happen was that the council in setting the tax rate in the year 68 and 69 budget year, fiscal year. First started out and adopted the, went from a \$1.98 which had been maintained for four consecutive years in my administration and which had been carried over for one year from the previous administration. Even though our budget had progressively increased we were able to maintain our operations within the limit of our revenues at our tax rate. As a result of that tax rate and as a result of our stability in government even though there was some political squabbles going on at the time but at the same time the financial stability of the city of Memphis and the economic growth of the city of Memphis were resulting from that financial stability was the greatest the city has ever experienced in its history and Memphis has a tremendous potential and if it ever settles down it can probably return and even grow and become greater than it was during my administration but more new employment. More jobs were created during that time than in any other period in the history of the city. We brought in more industry during that time than any other period of the city. And the records of Memphis state out here the business bureau research will confirm that.

Bill Thomas- oh....(Tape End)