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**Jerrold Moore, Chief Admin.
Assistant to Mayor Henry Loeb, 1971**

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Carolyn Yellin- Today is December 2nd, this is an interview with Jerrald Moore, chief administrative assistant to mayor Henry Lobe. This is December 2nd 1971 I should say. The interviewers are Joan Beifuss and Carolyn Yellin and we surely appreciate being here Mr. Moore and I think, as I said when we came in I don't thin we have to review or look at our chronology sheets to remember these events but in case you do it is there on the table. And one of the things that we usually ask people to give us a little background, a little personal back ground.

Joan Beifuss- On how you got where you are.

Jerrald Moore- I will start by making one minor correction since this is for the record, the title of my job is chief administrative officer of the city of Memphis. This is a new job that was created in the charter amendment in 1966 in the new form of government. Before coming into this job I was an assistant planning director in Wichita Kansas. I came here in 1962 as director of planning for the Memphis and Shelby county planning commission and became chief administrative officer for the city early in 1968, January of 1968.

Joan Beifuss- Now theoretically what does your job encompass?

Jerrald Moore- It covers mainly all of the day to day administrative operations of the city. I am involved with budgeting, budget control, the capitol improvement program, management improvement programs, coordination of administrative activities and service programs of all the city departments and agencies. In addition to that I have prepared the council agenda and served as liaison except on major policy matters of the administration with the council and a number of other things that would be too lengthy to get into.

Carolyn Yellin- I noticed Joan stated her question theoretically does it involve in practice t hat is always what it involves or in practice gets into all those other things.

Jerrald Moore- That is right the provision in the charter which set he job up was very general and broad and what I actually do does not bear much resemblance to that.

Joan Beifuss- Does each mayor then pick his own administrative officer?

Jerrald Moore- Yes the charter provides that the mayor may have a chief administrative officer, he is not mandatory that you have one.

Joan Beifuss- Can he have more than one, could there be 5 of you for instance?

Jerrald Moore- No there is only one position so created it also, and this is the reason why I made the correction, the mayor has his own personal office staff, with administrative assistants, executive assistants secretaries and so forth. My job is completely different from the kinds of day to day duties that his personal staff has. His schedule and going out and meeting with groups and answering his personal

telephone calls and all that. My office does not get involved in that part of the operation of the mayor's office at all.

Carolyn Yellin- Would you say in that respect that your office is less political than the mayor?

Jerrald Moore- I have tried to keep this office non-political.

Carolyn Yellin- And if someone comes to city hall with a problem how does one problem end up going through channels to you or another problem going up the channels go to the mayor's office?

Jerrald Moore- It depends on what the problem is and where the person comes with it. We have been trying to encourage people to go directly to the department or agency that can directly solve the problem. Quite often we get complaints of problems directly in here, the mayor's office does, my staff assistance, his staff assistance always try to have it handled by the department directly involved with a report to us that it has been handled and try to minimize the amount of time that he and I have to spend on these kind of problems. They are small relative to the total operation of the city, they are very important to the individual involved. So we have got to try to strike a balance there to take care of the individual's needs but not become bogged down with a great amount of those because of the tremendous amount of time that it does take and I have a very efficient secretary as the mayor does most of those gals really give us a tremendous amount of help in these areas and do many things without either of us having to handle it.

Joan Beifuss- Do you have a regular meeting with the mayor then, what weekly?

Jerrald Moore- Yes I meet alone with the mayor every Monday. At that time we go over all the bid and contract items for the city. He signs the contracts. We also discuss any other things that he and I are involved in and keep communication open at all times. That is the only formal meeting that we have each week. Then once a week on Tuesday morning we have a director's meeting for the mayor and I and meet with the division directors and key department heads. And throughout the week we have various meeting so things that both he and I are involved in but two regularly scheduled meetings.

Joan Beifuss- Can I ask you this, did mayor Lobe personally choose you for the job is that the way it works or did recommendations come into him, did you know him closely personally before this job?

Jerrald Moore- I had worked under him for a year and half as planning director when he was mayor before.

Joan Beifuss- Oh had.

Jerrald Moore- Yeah so we knew each other and we worked well together. How he came to select me I never had bothered to ask him.

Joan Beifuss- But you don't have to be approved by the council or anything?

Jerrald Moore- Yes, chief administrative officer must be approved by the council, it is nomination by the mayor, approval by the council and he can fire me at any time he wants to without the council's approval.

Joan Beifuss- That's a nice tenure situation.

Jerrald Moore- This is the way I like it.

Carolyn Yellin- The front door is harder to get in than the backdoor is to get out of. But then in that case then your appointment did not take affect immediately upon the mayor assuming office on January 1st at midnight or whatever, was it midnight January 1st that he is sworn in?

Jerrald Moore- December 31st.

Carolyn Yellin- December 31st that is right on New Year's Eve.

Jerrald Moore- One minute afterwards on January 1st. No the first week he was in office he talked to me about the possibility of the job and I took it on January 16th 1968.

Carolyn Yellin- And by that time the council had met and accepted the mayor's recommendation.

Jerrald Moore- Yes.

Joan Beifuss- Well then when you first came in then what were you faced with because what I am rather interested in is this, all this publicity and all the talk during that first 6 months of the Lobe administration about the mess that the budget was in. I was just wondering if it was in fact the charges of course that mayor Ingram had over spent the budget and this type of thing?

Jerrald Moore- There were several things that had to be done immediately and the first two were mechanical things as far as administration management were concerned and that was simply to sort out the division of powers between the council and the executive.

Joan Beifuss- Now that was because of the new form of government?

Jerrald Moore- That was because of the new form of government and to set up all kinds of procedures that are involved in this and set up methods of communication. Secondly was establishing the liaison with the council and how the administration would work with the members of the council. The next thing after that was taking a hard look at the financial situation from the standpoint of determining what we face for the remainder of the fiscal year but also because we were having to begin budget preparation for fiscal 1969 right then.

Joan Beifuss- Ok now would you, the fiscal year ends what July 1st?

Jerrald Moore- June 1st.

Joan Beifuss- June 30th.

Jerrald Moore- July 1st to June 30th is the fiscal year. Our first forecast was made in late January. The forecast based on the rate of expenditure for the first 6 months of fiscal 1968 showed that we could anticipate a deficit of about 2.2 million dollars by the end of the fiscal year. In addition to that the policemen felt that they had been promised a further raise at mid year based on the liquor by the drink referendum. That was not true but the men felt that they should get another raise.

Joan Beifuss- Excuse me how does that tie in with the liquor by the drink referendum?

Jerrald Moore- If everybody votes for it we will use the money for more policemen. There was some publicity to that effect but I don't think by the organization that was promoting the referendum.

Joan Beifuss- In fact, the referendum had not passed though at that time, it did not pass for what, two years?

Jerrald Moore- That's right so even though the policemen were promised and even though it wasn't passed they still wanted the raise.

Carolyn Yellin- Someone had mentioned a raise and they had heard that part very clearly.

Jerrald Moore- Right and the other major factor involved in it was what the old city commission had done to the city of Memphis hospitals each year for the previous 6 years they had cut their budget requests significantly and told them to operate at full stream and come back in January and February each year and get a supplemental procreation. So the hospitals were looking down our throat for another couple million bucks. When the forecast showed what it did we had to put on some very tight fiscal controls to attempt to pair that anticipated deficit down as much as possible. We froze all hiring, anytime a position came open we would not allowed any replacement.

Joan Beifuss- Now when did that go into effect?

Jerrald Moore- That was in the latter part of February the 1st of March and in the interim we had reported our findings to the council and discussed various possible ways of handling the anticipated budget deficit. The only exception we ended up making to that was for the employment of registered nurses in the city hospital because of the repetitive nature of those kinds of positions because of the difficulty that the Memphis city hospitals have had in recruiting and keeping registered nurses.

Carolyn Yellin- There is a great shortage of registered nurse.

Jerrald Moore- That's right and even though we released the freeze on those jobs they still were not able to hire very many in the registered class.

Carolyn Yellin- Let me ask you, the competitive situation there was that some of them were leaving Memphis was it not or was it private hospitals in Memphis.

Jerrald Moore- Both.

Carolyn Yellin- Both and this included nurses who had been trained in Memphis at UT medical?

Jerrald Moore- Right and some of them of course were married to residents who had completed their residency here and to serve as men (muffled) so it wasn't all strictly competition in terms of dollars or job situation but there was that other aspect to it that they went with their husbands (muffled) or for some reason. We were able to by the end of the fiscal year to reduce the anticipated deficit from 2.2 million to just under 800,000 dollars and we carried over a deficit into fiscal 1969 of that amount. By the end of 1969 we had eliminated all but about 20 or 25,000 of that deficit which was cleaned up in the following July and we have operated on a surplus then.

Carolyn Yellin- Is that unusual for any government body to be operating with a surplus these days.

Jerrald Moore- It seems so.

Joan Beifuss- What are the primary sources of income for the city?

Jerrald Moore- Property taxes, sales tax.

Joan Beifuss- Can you give any kind of percentage figures on what percentage of the city income is in property tax?

Jerrald Moore- Not off the top of my head. It is relatively lower than most people think. We have a 113 million dollar budget this year and this is city only (muffled). Out of 113 million dollars only about 35 million would be raised by property taxes, that would be reasonable close.

Joan Beifuss- How about the rest of the sources of income.

Jerrald Moore- Sales tax is around, well local sales tax somewhere around 11 million dollars this year. State sales tax about 6 and half million which is returned to the place it is collected. Various other state aid funds like gas taxes, is a little better than 5 million dollars this year which is restricted for use in street improvement construction projects. The sanitation fee which will produce about 6 and half million dollars this year, the sewer service fee which we use in our operating budget to the extent of about a million and half dollars most of that goes for depth service for construction on the sewer system and the construction of treatment hence the revenue from the airport authority, hospital revenue will come in at about 11 and

11 and a half million dollars this year. Which is roughly 40% of their total expenditure and various other miscellaneous.

Carolyn Yellin- Do most of this the airport revenue, the hospital revenue, do these return to the area in which they were collected in the same way that the city sales tax comes back to the city (muffled) state taxes returned to the city. Within your city budget I know that in the case of the sanitation tax or the garbage fee that there has been a great deal of discussion about the fact that it is not all used in the sanitation department.

Jerrald Moore- That is not correct.

Carolyn Yellin- That is what I wanted to get on the record.

Jerrald Moore- We have on the revenue side of the budget our general fund which is the amount of money required to support all of our operations. That service fund which is the payment of principle interests on bonds that have been issued and the state gas tax funds which are restricted for street purpose which I mentioned a minute ago are the categories of revenue. Within the general fund we have restricted only certain revenues. The ordinance establishing the auto inspection and the city sticker fee, sanitation fee, and the sewer fee are the only restricted items of revenue that we have. Now this is the difference between a tax and a fee. The tax is general and not related to the provision of any specific service. A fee by law must not be a profit making levy, it can go only to support that service for which it is levied. Sanitation fee, this year will produce about 6 and a half million dollars. The sanitation department's budget this year is about 8 and half to 9 million dollars. So the fee does not come anywhere close to paying all of the costs of the operations of the sanitation department. We are prohibited by law for using that money for any other purpose. When the sanitation fee was first put on it generated about 5 and half million dollars and the budget of the sanitation department was about 6 million dollars at the time.

Joan Beifuss- Where do you supplement from the general fund then?

Jerrald Moore- From the general taxes, property taxes.

Carolyn Yellin- Why was there, and am I wrong in remembering that there was criticism at the time? Was there not discussion that this money was not going...

Jerrald Moore- Yes, very severe criticism, in fact the black community or part of the black community felt that it was retribution because of the sanitation strike.

Joan Beifuss- The timing of it.

Jerrald Moore- Yes the timing of it was unfortunate but it was essential. In fact the council elect had held a series of briefing sessions with John Osmond, Brookings Institution, Southwestern sponsored during November and December primarily on city (muffled).

Joan Beifuss- 67?

Jerrald Moore- 67. The Brookings Institution brought in several urban economists as they have for the urban policy fund which is throughout the years and gave the council a pretty good overview of the problems of the municipal commands and among the recommendations that was presented to the council elect was that they go the service fee route and rely more on service fees than on general regressive taxes such as the property tax.

Joan Beifuss- Well now prior to that where did the money for the sanitation, when you are talking about sanitation are you putting the entire public works department here?

Jerrald Moore- No I am talking only about the sanitation department which has a budget of somewhere around 9 million dollars this year and the entire division of public works has a budget exceeding 16 million dollars this year. And this is to digress for just a minute this is unfortunate part about the labeling of that as a sanitation strike. The strike started in the sewer and drain maintenance department and it involved public works employees from all departments, not just the sanitation workers.

Carolyn Yellin- (Muffled)

Jerrald Moore- That's right the street maintenance, the street construction, sewer all this.

Carolyn Yellin- And the same 1,300 sanitation workers (muffled).

Jerrald Moore- 1,300 public works employees.

Carolyn Yellin- That is an interesting and important distinction.

Joan Beifuss- But then on the sanitation fee then none of that goes to support the city maintenance workers or anything like that, it goes purely to the sanitation.

Jerrald Moore- Purely to support the sanitation department's budget. Now the council then decided informally in December of 67 to put on a sanitation fee before they even took office. It so happened that the implementation of that decision had to wait until the inauguration of the budget which came in May of 1968 after the sanitation strike had occurred (muffled). So the timing was very bad but the revenue was needed and had to be put on. Carolyn Yellin- Was this involved in some of the discussions for the negotiations where the suggestion would be made that you can negotiate for more money after July 1st, was this referenced to that?

Jerrald Moore- No. In fact, I don't recall discussions in those negotiations about more money after July 1st because when they settled the settlement involved an immediate increase of so many cents an hour and an increase in September of 1968. That settlement was made in April of 1968, the second part of that was not negotiated after July 1st.

Carolyn Yellin- I don't recall, during the sanitation strike, I don't recall any mention in the newspapers for instance of a sanitation fee. Was that being publicly discussed or was that?

Jerrald Moore- It was being discussed at that time within the administration, we were putting the budget together during February and March and we proposed to the council, the mayor proposed in his budget message which was in April, that the sanitation fee be established and applied to commercial and industrial users only. The council felt that our estimate of the amount of revenue that could be collected from those sources with the fee we proposed was not realistic, they felt it was too high. We wouldn't get that much money from them. The council in considering the whole budget and the total revenue requirements then went ahead and adopted the ordinance establishing a sanitation fee for all users. And applying to residency as well as commercial and industrial.

Joan Beifuss- Let me ask this, did the time of the union, sanitation union negotiations were the union negotiators aware of the fact that the sanitation fee was in the works?

Jerrald Moore- Probably not because we had no publicity on the administration's budget preparation until the mayor made his budget message to the council and this is the way we operate each year. We feel that while we are doing the internal administrative work on the budget, where things are not firm they are continually shifted, we are cutting we are adding, trying to balance anticipated revenues with expenditures that this is not appropriate for wide public exposure. Once the mayor's budget message is presented to the council then it is completely open and public and the council goes through a series of budget hearings. Budget hearings that the council conducted in 1968 were in the latter part of April and early May. At that time of course that was after the settlement, and there was a considerable amount of discussion of imposition of the sanitation fee during those public council budget hearings. Same thing has been true in the later years, very few if any citizens attended council budget hearings. We had hoped, I remember discussing this specifically with Louie Donelson who was chairman of the budget committee at that time. That people would take an interest in the council budget hearings at least to come down and inform themselves on what was going on. As I recall maybe a half a dozen people showed up at the hearings and they lasted two or three weeks and there had been a lot of publicity in the paper, they were completely open to the public, but they were not attended by the public. They would not attend. This was surprising to me because in Wichita where the city manager held budget hearings with their city council, there were always large numbers of people in attendance speaking for park and the park budget, more street improvements, whatever they felt was needed for the community.

Carolyn Yellin- Let me ask you a question. Because this does bring out something a question we have asked (muffled) Could this, would this be related to the fact of the earlier history of this city with the Crump Regime?

Jerrald Moore- Probably to a large extent. I don't know how long it is going to take to get citizenship involvement of this type in the local government. We have not seen any improvement.

Carolyn Yellin- You have not?

Jerrald Moore- During the four years, this last year I think we had maybe one or two citizens speak at one of the hearings. (Muffled). Budget that was all, chamber of commerce other organizations like this do not look at the city's budget, do not make suggestions and recommendations, do not come in and state positions on it. And this was completely foreign to me because I had been used to operating in a system where people did this, organizations did this, it was up to the Wichita again the city manager and his staff which we were a part of to defend and justify everything that was in that budget not only to the council members but the public at large. I think that is a very healthy kind of situation, I hope it can be created here.

Joan Beifuss- I wonder why the chamber of commerce would not that would seem logical, the chamber would seem a logical organization to keep a close watch over this?

Jerrald Moore- Dave Cooley and I have discussed that on several occasions, I do not know whether he has not brought it up with the chamber, I think he has, and if he has then I don't know the reasons why the chamber board of directors or their (muffled). It is time consuming and complicated to get familiar with the details of the budget.

Joan Beifuss- Yeah I was going to say for an ordinary citizen to come and understand the budget he really has to understand the budget before he ever appears at any kind of hearing?

Jerrald Moore- I don't think so to express himself, or herself on what he feels is needed for the community.

Joan Beifuss- You are talking about priorities?

Jerrald Moore- Yes.

Carolyn Yellin- Now this does not include the board of education budget because we have had that kind of citizen involvement in the fund for needy school children, where people did go and speak at budget hearings and did get free lunches for children. But this you, from where you sit you see points in the budget where people who have perhaps made legitimate suggestions or complaints that something is not being done, that they might have been able to effect their own destiny had they come to those budget hearings?

Jerrald Moore- Well that may very well be.

Carolyn Yellin- Did you ever, or was there any discussion about how to stimulate this connection with citizen interest?

Joan Beifuss- Or was the council interested in soliciting this kind of citizen interest?

Jerrald Moore- Council members would have to speak for that, I did not even discuss with them, they were their budget hearings, they were given wide publicity in the papers, radio, TV, and other than that as far as I know the council did not solicit.

Carolyn Yellin- I was thinking that particularly the councilmen that represent districts this is a logical place where there needs to be more street lights here or more attention to police protection there, it would be a logical thing for district councilmen to suggest that their people come in, their constituents.

Jerrald Moore- Right, they did, the district councilmen did always present a number of things like this but they were not supported by the people from there district whether they made any attempts to solicit participation I don't know.

Joan Beifuss- I wonder if it does go back to Crump, I wonder if you can really trace so much of that back to Crump. (muffled)

Jerrald Moore- I think so in this respect, I have referred to it as lack of political maturity. And it is I think quite apparent that those years were a relatively small (muffled) public under the best conditions being what I would term generally apathetic. That with no opportunity at all is simply going to take some time for people to become interested and begin to involve themselves in a crises.

Carolyn Yellin- So that the old saying go fight city hall, nobody comes to fight city hall.

Jerrald Moore- Individually, there are complaints problems all throughout the year but then the preparation and adoption of that budget is the most significant thing that the council does, every year. Because that determines what level of services are going to be provided to the citizen's of this community. And with only a limited amount of financial resources there have to be priorities established. Now the council members were elected in a representative form of government to make those kinds of decisions but I always have a question when the general public does not show up are they really reflecting (muffled) the attitudes of the constituency and I think that question will always be there until relatively large numbers of people begin expressing themselves and taking an active part.

Joan Beifuss- Let me go back into the, you had a proposed deficit in like February of 68 of 2.2 million you said.

Jerrald Moore- Right.

Joan Beifuss- And you had cut it out 800,000 by...

Jerrald Moore- June 30th.

Joan Beifuss- Was that, was this much actually cut out by the freezing on hiring or had you mistakenly over estimated the deficit to begin with?

Jerrald Moore- We had not mistakenly over estimated to being with because what we did was project the trend of spending which had occurred during the first 6 months. It is a very simple mathematical projection which said if the departments continues to expend funds at this rate, this is what will happen. And there wasn't any indication to us in January or any February that the departments had been intending to cut back on your rate of spending. The freeze on hiring was the biggest help but we also cut way back on purchases of supplies and equipment and there was some help there.

Carolyn Yellin- Did you find you were able to do this in almost all departments? Or did you find a variation in how easily this worked within the various, reflecting back to the old commission?

Jerrald Moore- It worked very effectively because of the strength of the mayor. He is a very positive guy and if he wants something one he gets it done and there wasn't any mistaking about his desire to reduce to the minimum the anticipated deficit. He made a stick over it at first. Now we did have some unanticipated expenditures for the police department in terms of equipment during the riot, just before the riot situation because they did not have some equipment that they felt, well we felt they needed to be fully equipped.

Joan Beifuss- Was this prior to the assassination?

Jerrald Moore- Yes.

Carolyn Yellin- Oh yes, I wanted to ask about the hiring then, how did this, what did this have as far as sanitation workers were out on strike and of course the replacements were hired to keep that going, those didn't count as newly paid jobs and those were not really hiring replacements, how did that figure in to the general policy of not hiring replacements?

Jerrald Moore- It was something that had to be done to get the garbage picked up and what it did though was present us with a real problem when the workers who had been on strike came back to work because we had about 350 to 400 more employees than we needed and we had to work very hard at that time to relocate these employees. A number of them with the county, or we found other jobs for them and attritioned out those extra employees just as quickly as we could.

Joan Beifuss- Did in fact were they all placed somewhere?

Jerrald Moore- Yes there were either all placed somewhere or they quit, Now we have a very high turnover rate at that level of employment so that helped.

Carolyn Yellin- Did any of those men stay in the sanitation department?

Jerrald Moore- Yes I am sure.

Carolyn Yellin- When the strikers came back.

Jerrald Moore- Yes I am sure some of them did.

Joan Beifuss- I am sure some of the strikers didn't come back.

Jerrald Moore- Because some of the strikers didn't come back and some of them left for various reasons fairly quickly after the strike was settled. Now in terms of cost, we were operating instead of having 950 or 1,000 sanitation workers we were operating with a method of pickup which was entirely different than the normal operations with about 350 to 400 men on an emergency basis. Well that can be done for a limited period of time. We could have,...

Carolyn Yellin- And it could be done more easily in cold weather than it could with warm weather could it not.

Jerrald Moore- Yeah that's right that standpoint if you can say there was anything good about the strike which you really have to stretch to be able to say that. The time of the year was the best for the city.

Carolyn Yellin- (Muffled).

Jerrald Moore- That's right.

Joan Beifuss- Well then what you paid the replacement sanitation workers you were also saving by not paying those who had not gone out on strike.

Jerrald Moore- That's correct.

Joan Beifuss- So you, there was no loss in hiring replacements to the city?

Jerrald Moore- That is correct, but the amount of over time that had to be paid to the police and fire departments during the strike and the riots almost exactly offset what we saved with fewer sanitation and other public works employees.

Joan Beifuss- But it came out approximately even?

Jerrald Moore- Approximately even.

Carolyn Yellin- But the city did, for instance the mayor's move in providing food stamps for the strikers, was this at cost to the city? Did this figure into your budget?

Jerrald Moore- Yes this came out of the general assistance commission budget, it was called at that time the welfare commission. Which is emergency operation of the city and county, jointly run and within their approved budget for the year they had some excess funds at the time, they were used for that purpose. It was not an additional appropriation required over and above the establishment.

Carolyn Yellin- It was really finding where the money was and making it available.

Jerrald Moore- That is correct.

Joan Beifuss- Having a union operating in the sanitation department, is there any way to say how much the operating budget went up from last year when there was no union and the 1st year where there was union for the entire year, 68 and 69, 67, 68 and 568 and 69.

Jerrald Moore- Well that is a complicated question to answer because we were already moving towards acceleration of pay rates for city employees. This was one of our top priorities to find a way to get our salary scales up because they were so low.

Joan Beifuss- Would that have been proposed for the budget starting July 1st?

Jerrald Moore- Whether we would have moved as fast as we did with the emergence of the union I don't know but I rather doubt it. But how much is directly attributable to the union and how much we would have done anyway I think even retrospect we really can't say. Now the negotiation, re-negotiation of the agreements in the Spring of 1969, really had more of the budget impact than did the settlement in 68.

Joan Beifuss- Yes.

Carolyn Yellin- Let me ask you some thing personally at the time of the strike starts then here you are chief administrative officer and yet you yourself have been sort of associated of what I would term, the half and half coffee house, call a non-conservative operation.

Joan Beifuss- And certainly reconciliation point of view, this if you are getting exactly the question I was going to ask. What was...

Carolyn Yellin- What was your reaction to the sanitation strike?

Jerrald Moore- I probably had every kind of a reaction people would first have at that time.

Carolyn Yellin- Being really torn and feeling all the tugs.

Jerrald Moore- That's right in fact, we had a group going at the time that my wife and I were involved in with the Aldridge's Carl Walters and a number of other people in the community and that really was a supportive kind of community for all of us.

Joan Beifuss- What kind of, what are you talking about there, what kind of group?

Jerrald Moore- Made it a point regardless of how much pressure, how many things were going on to get together at least once a week to just be with each other and share on a personal basis what all was going on and what they were involved in and it was a very needed thing for all of us that were involved then and I think it made it possible for some of us to continue operating and function on a personal basis.

Carolyn Yellin- Would it be fair to say that you would not describe this specifically as a feeling of religious function that at least there was the impulses were connected with religious feelings or this kind of philosophy.

Jerrald Moore- In the broad sense because my wife and I had left the church, no we were just getting ready to leave the church at that point because we were not finding this in the church.

Joan Beifuss- Was this at Bill Aldridge's church? Were you Presbyterians?

Jerrald Moore- No. We were another denomination which will remain nameless. But when we did we looked at other churches in the community and we didn't see one that we felt that we could really get what we needed in this way, nor allow us to express our faith in the way we want to. So we have been out of the church since October 68 and had no affiliation with the instituted church at all. Coming back to the question that was originally asked, the mayor and some of his advisors that were not part of the administration as well as city attorney and director of public works were the ones that were involved primarily in the strike and in the negotiations at that time. My job was pretty well carved out as separate and apart from that because of all the mechanical things which we had to do which some of which I described before and preparation of the budget. The whole budget load fell on me that first year and if I hadn't had the help, the volunteered help of a CPA here in town we would just spend countless hours with me.

Carolyn Yellin- Could you identify this hero?

Jerrald Moore- His name is Clyde Lambert and he is partner in charge of (muffled) here in Memphis. So I was really divorced from the actual workings on the settlement of the strike in 1968. Simply kept in touch and kept in and handled some related things but basically involved in getting the administration going and getting separation powers set up and handling council liaison work and just many many things that had to be done. In that period of time the mayor really gave me an opportunity by throwing everything he could to me to do while he concentrated pretty much on that and it was a great opportunity and experience to be able to jump in with both feet and really in a sense run the city administratively for 3 or 4 months there.

Joan Beifuss- But what did it look like to you once you were looking at your budget figures at that point and here is the sanitation strike which is obviously going to follow up the budget or the proposed budget. Did it look like it would follow the budget if there wasn't a sanitation strike?

Jerrald Moore- No because they weren't going to win the sanitation strike until Dr. King was killed they would have been forced to settle we had them beat. I don't think there was any question about it another week or two and we had them beat.

Carolyn Yellin- Other have said the same thing.

Jerrald Moore- It would not have had an impact on the budget that year at all. But what would have happened in succeeding years, (muffled).

Carolyn Yellin- Being here in city hall, and seeing the marchers as you came in and out those two months while the tensions were escalating, the tugs that you spoke of, what did you feel? Can you recreate at this late date?

Jerrald Moore- Many of those visual images are as sharp today as they were 3 ½ years ago. And I really don't know if I want to share them or not and I don't think so.

Carolyn Yellin- We ask these questions in that I should have explained earlier that you certainly can restrict any part of this for as long as you wish, This was part of what we feel able to make a contribution and I guess (muffled).

Jerrald Moore- The only thing that I would like to say about it was that it was very difficult to concentrate on what I knew had to be done. I have shared my deep feeling of what went on with only a very few close personal friends and I really would like to keep it like that.

Joan Beifuss- You don't want them in the Memphis library?

Jerrald Moore- Your right.

Carolyn Yellin- Well I will nothing daunted, I will go ahead and ask one more question.

Joan Beifuss- Well we will ask you just don't answer.

Carolyn Yellin- If you don't answer whenever you don't want to.

Jerrald Moore- (Muffled)

Carolyn Yellin- I will say this much more about our project that our interest is not in, our interest is in getting each person who had any involvement in this to tell in the most forceful way possible what there way of seeing this was and with that...

Jerrald Moore- Let me share one experience with you which I have told a number of people. My secretary and I were here on that Thursday evening the day of the 4th putting a council agenda together. At that period of time we had so much to occupy us during the day that we never got started on the council agenda until after 5:00 and the news came in of Dr. King's being shot later his death. Several of the council members came up where and were gathered in the mayor's outer office (muffled). I checked something and I went in there and I looked at Fred Davis and Jim Neders and none of the of us could say a word. You could communicate non verbally very well at times when there is tremendous feeling there. I told Fred the next morning when he was up here at the ministers march that I hoped that he understood why it was impossible for me to say anything to him about how I felt. He said that he (muffled) communicated his feelings with eyes.

Joan Beifuss- There was no kind of, there would have been no kind of pressure on you from the mayor to assist with any of the activities with which you were involved?

Jerrald Moore- The mayor and I had a very clear and good understanding and this was settled before I agreed to take the job. It consisted of couple of major parts. One was that I didn't envision this job to be a political job at all and not involve nay of the greeting, welcoming, PR type of things that the mayor's office had to do. I told him I hated that kind of thing and hating it I would do a lousy job and if he wanted that form his chief administrative officer he was talking to the wrong guy. He said that he agreed absolutely that would not be part of the job. Secondly, at the personal level he knew of my political philosophy, not party political but generally liberal philosophy.

Carolyn Yellin- Your philosophical set sort of.

Jerrald Moore- Yeah. Ok better way to put it. And this caused him no problems, this one great thing about that guy. We had in the administration the range from Dale Horton to Frank Holloman and everything in between and the mayor listened, we debated, we argued, he always made the final decision but he was always open to these different view points and that is part of what has made this administration effectively internally. After I had been on the job for a while I became actively involved in the coffee house my daughter ran into some problems in terms of black white relations in the schools. There were a number of complaints filed against her and ultimately a threat on her life a year or two later. The mayor and I always discussed these things, he always told me what he was hearing from other people and I always told him what we were doing and he has never even suggested that I not be involved or family or personal lives have been changed in any way.

Carolyn Yellin- Let me ask you one other question. The secretary that you spoke of, is this the same, it is Mrs. Turner?

Jerrald Moore- Mrs. Hansen is my personal secretary, Mrs. Turner is the receptionist.

Carolyn Yellin- Oh yes so you have had the same secretary for...

Jerrald Moore- For 8 years I have had the same secretary except for a brief 5 month period of time late in 1967 she went to work for commissioner Ramsey ad I took this job and called her up and said I have just got to have you back I can't survive without you.

Carolyn Yellin- What is her first name?

Jerrald Moore- Liola Hansen.

Carolyn Yellin- Liola Hansen.

Joan Beifuss- Did you work for the charter, were you involved in getting the change in government?

Jerrald Moore- No I wasn't I have always felt in my planning jobs and in this job that it is not appropriate to become involved in supporting or fighting any political candidate or any issue that is going to referendum. I don't feel that, that is professionally what should be done because even though a person might say he is doing it as an individual he can never divorce himself from the position he occupies.

Joan Beifuss- (muffled) Lobe administration in general because I think that what you say is quite true that the 4 years of the Lobe administration at least on the administrative side there seems to be a terribly good working relationship all the way. Now Lobe may have fought with the council and this sort of thing but within his own administrative area there seemed to not have been the various kind of flair ups that I always expect. We came here from Chicago and I always expect all kinds of flair ups within the city government, is this because of Lobe's personality?

Jerrald Moore- In part, in part also I think it was a real commitment to all those in the top levels of the administration group really make this form of government work. To show what can be done.

Carolyn Yellin- The other night the city councilmen was saying this same thing, (muffled) who had been involved in the (muffled).

Joan Beifuss- As a matter of fact I was saying that there will never be another city council like this, I don't think they will ever be as....a number of the councilmen seemed to have an almost disinterested view of the city they weren't personally on that council for any kind of gain.

Carolyn Yellin- (Muffled) On politically ambitious.

Joan Beifuss- And I think perhaps we will not get that again.

Jerrald Moore- I think so and I think that if maybe a very natural occurrence.

Carolyn Yellin- Let me ask you this would this be a weakness or a strength in making this thing work?

Jerrald Moore- I think it depends...

Carolyn Yellin- Do we need politicians to run politics. (muffled).

Jerrald Moore- How do you have a political system without politicians?

Carolyn Yellin- Yes this is what I am saying.

Jerrald Moore- Yeah this is a throwback of the idea that all politicians are bad and I don't buy that at all. We have a political system and I think that the people who are elected to public office must be very much aware that they are political animals.

Carolyn Yellin- I am thinking of, one thing that strikes me that you hear more often in other cities is the need for business men to run our government which implies there is something better about businessmen than politicians and, or that the business of government is the same as business for business.

Jerrald Moore- I disagree with both of those points of view. It takes a business man with a pretty broad perspective to operate effectively and get things done effectively in government because it is an entirely different environment. On the second point, let's see how to say it. Well I had a thought and it escaped me, it will come back. Oh I know what it is. The whole legal structure of private cooperation's and government is very different and there are many more constraints on decision making in government than there are in private business and a lot of business men simply can't make an adjustment to those constraints. They are used to, particularly you got the middle management and the higher levels and private cooperation's they are used to making decisions and having them carried out, they don't have to try to arrive at a consensus, they don't have to try to persuade they don't have to listen to the 15 different sides of an argument that is presented before a decision is made, you know just a completely different world. Some businessmen make extremely good elected officials at the local level and some businessmen make lousy ones.

Carolyn Yellin- It may not necessarily be the best business man who would make the best...

Jerrald Moore- Right.

Carolyn Yellin- And this leads to my next question would in your experience do you feel that you would operate better in the government level of budget making, would it be difficult for you to handle a private business now?

Jerrald Moore- Not in the administrative, management or budget area because the principles are the same. I have never had any interest into going into private business, I have been in government all of my career and that was a very deliberate decision when I came out of school to go into public service and probably will always be that way. Whatever contribution I can make I would rather make it in the public service area rather than in private business.

Joan Beifuss- Can I ask where you came out of school?

Jerrald Moore- University of Wyoming, Civil Engineering. I worked as a civil engineer while I was in a school there and really found out...

Carolyn Yellin- (muffled) of Wyoming?

Jerrald Moore- Laramie both my wife and I, and then went on to Georgia Tech to get a masters in city planning.

Carolyn Yellin- And that gets me to the fact that you had been in the south before you came to Memphis if you were at Georgia Tech?

Jerrald Moore- Yes, 2 years in Atlanta.

Carolyn Yellin- I want to ask one other question to go back for a moment, this thing of the mayor. If he does have this really great repore with his, within his administration and what I am getting at as you can imagine that we have some criticism of the mayor on some of our tapes and it seems to me that you are in a position to give us really a very telling analysis of what his great strengths are and this is what I really want you to do. Why has his image not always come up with what may be the reality?

Jerrald Moore- I think probably the problem with his image, those of us that have worked with him day in and day out don't have an image of him (muffled). It is impossible for him or anyone else I think to project 650,000 people the really guy. It is always an image. I think it takes close association with another person to really know that person. I think his strengths which internally are strengths and externally may be considered to be weaknesses or faults. Are number 1 he is very hard-headed. When he wants something done he want sit done.

Carolyn Yellin- When he wants those jobs cut down, he wants them cut down.

Jerrald Moore- That's right and it drives us crazy sometimes but we never have any doubt where he stands and what he wants us to do. We have every opportunity to propose argue debate and try to persuade him before the decision is made but once that decision is made there is no question I anybody's mind about it what is going to be done.

Carolyn Yellin- The decision does not change once it has been made.

Jerrald Moore- Unless there is some thing that all of us have completely overlooked some new data come in that has a real important bearing on this decision and then it could be modified. This has happened rarely and again the reason it has happened rarely is because we have had such a diverse point of view advising him. If he had people in the top administrative jobs that all thought the same and had the same philosophical mind set then I think the chance of decisions having to modified at a later date would be much greater and probably it would happen much more frequently (muffled). That is one strength, there is nothing like having clear cut policy and intentions set up for you in trying to operate an organization and it makes management of administration a great deal easier for that to be clear cut or rather wishy washy or wavering or whatever you might call it. Secondly, his great strength is what I have been talking about is the willingness and seeking out of the (muffled) before a decisions is made. Again I am talking internally. I have had the external criticisms and (muffled). Although he because I have been (muffled) meetings with him to see how he operates very closely he did far more of that (muffled) than most people think getting (muffled) and various things. Third, and this may be his greatest strength from the management administrative stand point, the executive standpoint. Delegates. He says here is what I want to do, (muffled) usually. Get it done the best way it can be done, the most efficient, the most

economical, the one that causes the least problems internally, do it. Don't worry me about it, He always follows up on that to see what is being done and how it is done and so forth, but he does not normally involve himself in the details of anything. One of his favorite expressions is when you get a man that can do a job you let him do it and he lives by that. And it is tremendous, those three things together have made it tremendous for me in working in this situation because I always had a clear cut understanding of what he wanted done. Secondly he always listened to what I had to propose. And third he let me ruin things the way I felt they needed to be run.

Carolyn Yellin- You said that these might have been weaknesses as far as the imager went, could you say that how (muffled) things?

Jerrald Moore- Thinking back I have heard a lot of criticisms off hand some of them impress and some from brute individuals, on his positiveness and his hard headedness and they were stubborn he won't deal or compromise. That is an image you would have from the outside which is negative I think. I mentioned briefly that he has received criticism for not involving various segments of the community in discussions and getting ideas and testing things before the city (muffled). I have seen him do this a number of times and it will always be debated I think whether he did that nearly enough.

Carolyn Yellin- Or early enough.

Jerrald Moore- Or early enough, but my impression from being with him on a number of occasions is that he did a great deal more than anybody thinks. Criticism on the delegation is that people thinks he passes the buck sometimes. He doesn't. He always is willing to stand there and make that decision and he also understands that there are probably a lot of ramifications to something in his job that he cannot know. And if something comes up to him where he has to make a decision he wants to make sure that he has a (muffled) understanding of that as possible and getting answers to people who are doing things often appear to be procrastination or passing the buck when they really are simply trying to become as knowledgeable about getting the best advice that he can which always takes a little bit of time and doesn't hesitate to stand on it.

Carolyn Yellin- Coming to the end of the tape.

Jerrald Moore- Let me sum up my feeling about the mayor.

Carolyn Yellin- We have another tape we would love...

Jerrald Moore- No I have to get out to the park commissioner for a meeting. (Tape End)