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Interview with Edward J. Bedore (First Session)

Date: 18 May 2009

Location: UIC Historian's Office, 815 W. Van Buren St., Chicago, IL.
Present: Edward J. Bedore; Dr. David W. Veenstra, Ph.D.; and Jason Marcus Waak

(The interview has already begun)

Edward J. Bedore: (signing UIC paperwork) Here you go.

Jason Marcus Waak: Thank you. I'll be in for about the first half hour. Then I've got something else.

EB: Okay. So what is it—the questions?

JMW: Yes. Actually, Dave is the one who'll ask you most of the questions. As far as the questions, we can go off script if you want, for posterity. Feel free to share. It also makes kind of a nice keepsake for family, if you want to pass that on.

Dr. David W. Veenstra: How much of the history of the project did you lay out?

JMW: I just laid out since 2002—the interviews we've been doing with members of the Daley family and administration.

DWV: Okay. It's kind of a two part project. It started off as a history of UIC, and the more we dove into the history of UIC, the more we found Mayor Richard J. Daley (DWV laughs).

EB: Vito Marzullo, too—and Mrs. Florence Scala (EB laughs).

JMW: Yes. We've interviewed her on three occasions (EB laughs). She finally sort of warmed up, at least to our office. But she's never fully warmed up to the campus. She'd walk her dog on campus, and of course, not clean up after it.

EB: That was the time that I was the budget director. She disrupted all of the city council meetings, which was good. It was great. It took the spotlight off of the budget (EB, JMW, and DWV laughs). It was really good.

JMW: It was a diversionary tactic.

EB: We were sort of hoping that she would do more (EB and DWV laugh).

JMW: Right.

EB: That's off.

JMW: Well, yes. But it was savvy.

DWV: Well, why don't you, if you could, talk about those moments—the founding of UIC—any memories that you have from them?

EB: Sure. I don't really have that much on UIC. I was the budget director at the time. Well, it all started out like this—if you want to hear a story of how I even became the budget director.

DWV and JMW: Yes.

EB: There was a Chicago Tribune story on the forestry department. It was talking about how inefficient the department was. The department didn't catch up with the times. They were still trimming trees by hand, with clippers, and things of that nature. And so, the Chicago Tribune ran a series of stories that were not very favorable. So the mayor called me—and I was a budget analyst at that time—The mayor called me with another fellow, Dave Stahl. He said, "See what you can do about this," so we did. And I was a member of what was called the M.F.O.A. at the time—It's now the G.F.O. It was the Municipal

Finance Officers of America, which is the United States, Canada, and Mexico. So I had many friends in that organization who were fellow budget directors and analysts.

I wasn't a budget director at the time, but I knew those people, so you could call to get information. In fact, we went around to some of the major cities and found out how they were doing their tree trimming. Well, we found out that they had the tower trucks and the cherry pickers. Chicago didn't have that—We mainly used a lot of manpower. We prepared and presented a new program to the mayor. He fully accepted it and said, "We need to buy some equipment." We went out and issued an equipment bond issue. We got all of the new equipment—the chippers, the cherry pickers, and everything. But that was where I got my first real exposure to Mayor Daley—Richard J. Daley.

From there, I became an assistant budget director, and then the budget director. Mayor Daley knew more about the budget than any of us did in the budget office. The mayor was the former Director of Revenue for the State of Illinois. He was the Cook County Clerk who, at the time, did the county budget, so he was in charge of the county budget and the Department of Revenue. So when he became the mayor, he knew about the budget just as well as anybody. And he was also—I'll word it very carefully—He was very frugal with the city money. He kept his salary at thirty-five thousand dollars, which allowed the department heads—Every year we'd get a small increase. But because we were pushing thirty-five thousand…as long as he never had his salary increased, we could never go higher than his (EB, DWV, and JMW laugh). But that was the mayor. He always looked out for the taxpayers. I mean, honestly, his concern always was the people of Chicago. I loved the man—the family, Mrs. Daley, all of them.

So then, I became the budget director.

JMW: What year did you become the budget director?

EB: I started in 1970, until his death.

JMW: So it was about the same time that Donovan came on board?

EB: Right. There's one other thing, on a more personal note. We'd go to these conventions—G.F.O.A., or M.F.O.A.—We were going to Montreal. I had four children at home. I was going to Montreal to this convention, so I let the mayor know I'd be out of the office for three days. And he said, "You'll have to go to Quebec. You're there in Montreal, you should really go up to Quebec to the Hotel Frontenac." I said, "Well, you know, I have a babysitter." I didn't want to say, "I really can't afford it." So the next day, he called me down, and he gave me a personal check, written by him from his own personal account. He said, "You really should go to Quebec." So we went and had a great time. But I mean, that was the type of man that he was. At times, I personally felt that he treated me like a son. I have very fond memories of him. Those are side stories.

JMW: Sure.

DWV: Oh no. They really aren't, because this is…

JMW: It gives us a full picture of the mayor, which often you only get…

EB: Right. And many times, we'd go in there on the budget. He knew the numbers and he knew them quite well.

DWV: Well, maybe we could talk about that a little bit.

EB: Sure.

DWV: That's because, looking at the seventies, you had New York City that was going bankrupt in, I believe, 1975 or 1976. Cleveland was going bankrupt. And Chicago was not. Chicago had—I don't remember, was it an AA or AAA Bond Rating at that time?

EB: Right.

DWV: What do you attribute it to? You know why (DWV laughs).

EB: Well, it was because the mayor really—I mean, he worked at his job. I believe that New York City had Mayor John Lindsay at that time.

DWV: Yes.

EB: You know, they were touring the country and touring the world. The mayor worked at running this city. You know, with many department heads and that, you have to keep on top of them. He always tried to get the most for the least amount of money, as the present mayor does—which he learned from his father. Anytime he would go out to a wake, a meeting, or something, he always had a notebook. If he would see a dirty street full garbage cans, or street lights out, he'd write all of that down. The next morning, he'd have all of those department heads in. I wouldn't say that the department heads feared him, but they were always on their toes.

The mayor knew how to work with the unions and to hold down the costs. The biggest thing that he did was with the police union. We didn't have a police union at the time—in the seventies. What you had were four or five associations. So they would come in at budget time—I remember this one very well—One came in and they wanted heavy-duty flashlights. Another group wanted vests. Everybody had their own little thing, so it was never one union. It was split up into four or five, I believe. So he always made sure in the budget that each little group got whatever they asked for. So it would keep them at bay, but it would also keep their membership splintered into the various groups.

Charlie Brown would come in from this particular group and would want this. Well, the mayor made sure that he got it, so he could go back to his thousand or twelve hundred members—or whatever the amount was—and he could say, "I got this for you." Then, this one could go back to his two thousand members and say, "I got this for you." So they didn't need a central union. I mean, the times were different. But that was one of the reasons that he always did that. That's because your biggest costs, in any government, is personnel. Eighty-five percent of your budget, besides your capital budget, is personnel and related costs, like pensions and hospitalization. So you can talk about all kinds of other things, but it really is personnel.

Did the mayor raise property taxes? Yes he did. What he also did was that he had this great relationship with the business community and the unions that built this downtown. They kept putting more and more millions of dollars on the tax rolls. That's one of the reasons that he fought for this university—He always felt that the education of the young people would go into the business community.

I mean, that was always part of it. He always thought that was a travesty that a major city in the State of Illinois didn't have a branch of the U. of I. You know that he fought for this for a long time. He tried to get it down where Dearborn Park is, along State Street and south of Twelfth Street. But that was railroad property, and railroads were tying them up in court and everything else.

With the mayor, if he felt that it was good for Chicago, he would fight for it, even if it meant going against the neighborhood groups like Mrs. Scala and everybody else. It was the same way when he did the filtration plants. Those filtration plants are the lifeblood, not of the city, but of this region. Well, that wasn't popular—It wasn't popular at all. Build something in the lake? How could you do that? How could you even conceive that?

But he knew that was right. He knew that we had to have clean water if we were going to have cities in the surrounding areas. The foresight that he had was always, "What's good for the city?" and, "What's good for its people?" Politically, at times, it was difficult. But I always admire a man—He knew, in his mind, what he thought was good. Here's one other side story. It's from one of the elections. I can't remember the year. Alderman Bill Singer was running against the mayor.

JMW: Was this after the stroke?

EB: Yes. Bill Singer was popular and had gained in the polls. I don't remember what year it was.

JMW: It was 1972, I believe.

EB: It might have been 1972. Yes, it had to be.

JMW: Tom Donovan said it was after the stroke. And he just talked about how much the mayor put into that election. Maybe at some point, you can take David through the transition when he was hospitalized. Basically, you guys were all kind of left to run things. Then, there was the point when you finally knew that he was back. You don't have to go there now, because that's another thing.

EB: Well, we used to run straw polls. I ran the straw polls out of the Eleventh Ward office. We'd have people go out to the city. We'd give one hundred ballots at each stop. We had a record and we would change locations. So, we knew pretty well. Our straw polling was always within three to four percent, sometimes even less than that. But it was never more than four. So this one straw poll was early on in the campaign. We thought that Alderman Singer had some pretty good numbers.

So after the straw poll—which was on a Saturday—the mayor said, "Come on over." We normally would just give it to him on Monday. We called and said, "We don't really like these numbers." In fact, we had to ask the rest of the group that normally worked with us on it to leave—Tom and I were the only ones that worked on it. So we went over to his house. He looked at the numbers and he said, "That's okay. He's peaking too early. Don't worry about it. He's at his peak. We haven't started yet." And it was true. Every week after that, Singer's numbers kept going down, and the mayor's numbers kept going up.

DWV: This is exactly the kind of information that we're looking for—just to get a bigger, well-rounded picture of the mayor. We've found that so many of the books and articles have just one perspective.

EB: It's just too bad. I always felt that the person that should have wrote a book was Earl Bush, his press secretary. He really should have. He was with the mayor from day one. Earl Bush would have been the one. He knew the mayor better than anybody—I mean, from the political and government side, not better than the Daley family. He would have been good. It's too bad that he passed on.

DWV: One of the themes we have is that the reason—this is going back New York City going bankrupt. And I appreciate your notation that he was a working mayor, whereas Lindsay was touring the nation. I think there's quite a bit there. What about county government? New York was taking care of an awful lot of functions that, over the years, Chicago had given over to the county. Did that play a role? Was that a strategy of the mayor?

EB: No. The county was pretty much established. I mean, they pretty much had the functions like the hospitals. The county hospitals were always separate. What has creeped in a little, over the years, into the city budget has been local health clinics and mental health clinics, due to the fact that the state has cut back over the years. I'm going back to the seventies.

So it was just the opposite—We were taking on some things that were really the state and county. Neighborhood health clinics really should be with the county. I mean, they have the county health system, so you would think that they would do the clinics. With mental health clinics, that's really a state function. I don't remember which governor it was that was cutting back—The city then stated picking up some mental health clinics. But that's contrary to where you were going.

DWV: No, I appreciate that.

EB: With the county, we never shifted anything to the county while I was the budget director, or even after that. The mayor relied upon—it was obviously a lot—President Kennedy, getting the war on poverty, with LBJ, and getting the Head Start program. What was the name of the funds? They were given funds. It would be like a stimulus program, that JFK had started. That helped tremendously with the budget and everything.

DWV: There was a cities initiative under Kennedy, wasn’t there?

EB: Yes. I'm trying to think of the name of it.

DWV: That's okay.

EB: That was almost forty years ago.

DWV: No (DWV laughs). We can look all of this stuff up.

EB: But he worked. The mayor knew how to work with the Illinois Delegation. I mean, that was always a key to the mayor. Some people labeled him as a dictator, but you have to realize this—He had the pulse in Springfield and Washington, knowing what was going on, and being able to deliver a delegation for certain programs. Was he able to look at Springfield, at national government, and have an input? Absolutely. He did it for the good of the city. He knew how to get things done.

You just can't go and say, "We'd like to have the University of Illinois at Chicago." Well, you have to get votes down in Springfield. You have to get funding for that. You have to get funding from Washington for roads, bridges, and mass transit. So yes, you have to deliver delegations. The mayor met every Friday in the afternoons with the Illinois Delegation, which was Danny Rostenkowski or whoever else would be in the room—the congressmen. He'd meet with them—find out what was going on in Washington and what help that he could give.

He'd meet with the leaders in the Illinois House of Representatives and the Senate from the Democratic side. He'd meet with them every week when they were in session. I mean, he just didn't ignore it. He met with them and met with the leadership and talked to the leadership when they were in session. Like the session that's going on now, he had a lot of input. He would meet with the people. That's how you get involved, that's how you have input, that's how you become able to go to a president or a governor and say, "This really hurts the city," or, "This is really good for the city." I mean, he would meet for hours with these leaders. He had hands on, so these leaders knew that they had to come back to the mayor.

Were they able to get that for the mayor or the city? Sure. Did it help that he was the head of Cook County Democratic Organization? Absolutely. That was because these

people were all part of the Democratic group, so he had a great influence. But these things didn't happen just by chance—The city received certain funds or rules and regulations because they worked at it. They worked at it very hard. I mean, I know.

We'd go down there and he'd send us down. We would fight for the city. McCormick Place and all of those things, they just didn't happen. You have to get state legislation, you have to get state funding. So, did he have input in helping get a governor elected? Sure. Was he influential getting state representatives and senators elected? Absolutely. But what was the goal? The goal was to make sure that Chicago got its share of the state's budget. That's what it was all about.

DWV: Let's go to the Great Society then. The Great Society that Johnson programmed, they came around—I'm just talking here for a few seconds—they came around at the right time for the city because, in order to get those monies, you had to lobby. But as I understand, you had to have a pretty well-established bureaucracy to get some of those forms filled out, get the requests, get the necessary studies done, and to get it into Washington by the deadline.

EB: The model city.

DWV: Yes. It sounds to me like Chicago was perfectly situated for when the Great Society programs came out.

EB: Right. The mayor put together a team. He had Erwin France from the mayor's office, then, when it ran the Model Cities Program for the city. Yes, that was important. We had things. If they were in place, they were in place very quickly—They were ready to go. That's what I was saying about hands on—He knew that in order to continue getting this money, or to get more money, you had to show that you had a very good program and that it was working well—which he did. As you know, with money from Washington, there are always people looking at it—looking at audits, and everything else. Then, if you have a bad report, well, that's going to affect your money in the future.

DWV: Yes. That was one of the problems with New York City in the seventies. They were not getting appropriately, as I understand it, some of the federal grants that they should have been getting (DWV laughs).

EB: Well, New York City—what little I know of the city—is big. It's too big. That city really should be broken up. You know, you can't do everything. You can't run the hospitals, the schools, and the city. It's just very difficult, with the bureaucracy. Fortunately, here in the city, we've always had good people—and the county, now with the board of education. Back in the sixties and seventies, it was really separate, although the mayor made the appointments to the Chicago Board of Education.

Those were always interesting times, when the teachers' contracts would be up. We would sit through these negotiations. After the unions were deadlocked with the board of education, they would move to city hall. I remember one time with Tom and I—I don't know, it was two or three in the morning—we hadn't had anything to eat—We said, "Shall we bring in food for the union and for the board of education?" Nobody had supper—This started in late afternoon and it kept going. And the mayor looked at us like, "Are you guys nuts? We're not going to give them food. If we give them food, they're going to stay longer. No! We want them to be starved. Just get them some coffee. That's all you're going to give them."

And he was right. He didn't want them to become comfortable, he wanted them to be under stress. He wanted them to be hungry so that they'd sit down and really negotiate. And we were out of there within a couple of hours. Had we brought very nice meals in, we would have still been there. But that was his thing—"What are you guys, nuts (DWV laughs)? We're not going to feed them. We're going to keep their feet to the fire."

He had a mayor's office that had some very good, competent people. And he also had department heads that were very good, competent, hard-working people. At budget time, the smaller departments and things would never get called in. But with Mayor Daley, he saw every department for their budget. You can always use the old zero-based budgeting. He would always go over every item, from the smallest department to the largest department.

We had field investigators—We would always have them go out and look at the city to find better ways to do things, so we'd always present these and catch the department heads off guard. He'd say, "Did you ever think of the idea of doing it this way?" and the department heads would go, "Oh." So he kept the department heads on their toes. I think that was the key to it—He had good department heads, he always met with the department heads, there was always a section of his day that was for the department heads. And that meant a lot to the department heads. It was like, "I'd better be on my toes."

DWV: I have one question about the Friday meetings. I'm going to guess—They were usually on Fridays with the Illinois delegation.

EB: Right.

DWV: Would those be in his office?

EB: Yes.

DWV: I'm going to backtrack actually quite a ways here. We started here with the forest preserve. You were called in—or the forestry department—You were the budget analyst at the time, then you were to look over that. You became the budget director in 1970. I'm going to guess that this was in the late sixties.

EB: Yes. It was in sixty-something. I don't know.

DWV: Okay. Can you just trace it up to that point—your history—just a little bit? Where did you go to school?

EB: I went to high school at De La Salle—good old De La Salle (EB and DWV laugh), where people in this group went. Then I went to DePaul University. Then I was in the U.S. Marines—I was in payroll. Then I joined the city in the early sixties. I don't know

the exact date that I started in the budget office. I started out as a lowly budget analyst and I worked my way up.

DWV: You were from Bridgeport?

EB: That's right, good old lovely Bridgeport (DWV laughs). It was not a civil service job, it was a political appointment. The name of the budget office was the Mayor's Office of Budget. After a while, I got it changed. We got out of the mayor's office, and we became the Office of Budget and Management, which I fought hard for—to be a separate office. And we brought in management, rather than just budget. That leads me to another story—The mayor always felt that with the budget office, you really didn't work until the fall, during September, October, and November. During budget time, that was the only time you really worked. I say that in jest.

But now remember, to follow along with that, they had a senior citizens' picnic that was held every summer. They were held it at Grant Park, where the softball fields are. Why they decided this, I'll never know. They decided to have it where the softball diamonds are. Well, if you know softball fields, you know there were no trees. This was an extremely hot day, and the fire department had to declare a state of emergency. They were bringing in ambulances from suburban communities—T e seniors were passing out.

Fortunately, nobody was seriously sick, there was just a lot of heat. So the mayor went there to greet them. He came back and he called me. Now, I had nothing to do with the Department of Senior Citizens. He said, "Get over to Grant Park. I want you to look at this." I went to Grant Park. It was serious. There was no shade. I mean, people were finally leaving that area and getting under trees. So I came back and I said, "The fire department has it under control, but you can't do that again." He said, "No, we can't. Next year, you're running the senior citizens' picnic (DWV laughs)." I said, "Oh, okay. We can do that."

I found out all of the process and everything about running a senior citizen picnic. So we had it at Lincoln Park, where it was shaded. We made sure that I would call all of the various people. We had plenty of food, ice, ice cream, and the entertainment, and it was great. It went so well that he said, "I want you to run it again next year, but we

should have more than one location"—which we did. We had one far south at the South Shore Country Club, which is with the park district; we had Lincoln Park; then we had one up at the tuberculosis sanitarium up on the North Side. So we had three locations.

On one of the years, he said to me, "I want you to run the summer program and oversee the summer program." So I have pictures where we're out on the lake fishing with the kids—the fishing derby—and softball at Comiskey Park, which is now U.S. Cellular Field. But I say these things to you just to give you an idea of how he thought the budget office really came alive in September, so he made sure that we had things to do come June and July. But that's just a side story. He just loved being with the seniors. They adored him—They really did.

DWV: Like I said before, every time we talk to somebody, we hear about a different layer of the mayor's life. So much of the written material is one-sided. We've missed all of the nuances. I don't think, in all of our interviews, that I've heard that he enjoyed being with the seniors. I've heard about him visiting the wakes, but we've never heard this.

EB: Well, he went to the senior citizens' picnics, and he would stay. I mean, he would be there a long time. I remember one image: Thirty years or forty years later—I don't know why it's still in my mind—seniors were grabbing his hand and kissing it. He was well loved by a majority of the people, but the seniors really loved him—They really did. And he loved going to them. He truly loved going to them—He really did. They'd set a couple hours out of his schedule.

After the first year or so, they learned to just wipe out the rest of the afternoon, because he'd be there having a good time. With the federal money and that, we made sure that we had senior centers. We made sure that we had the Meals on Wheels. With the programs for the seniors, he was always deeply involved. I think the two classes or groups of people that he was really concerned about were children and seniors. I really do believe that.

I don't know if you've ever heard the tape—I don't know if Billy or one of the boys may have the tape of him in Springfield, addressing the general assembly. It was a joint session. I have the tape, but boy, I don't know where it would be. He was addressing

the general assembly in Springfield, regarding funding for disabled children. It was under the Dan Walker administration. There were running battles with Governor Walker and the mayor, and he went down there—I think it was one of the most impassioned speeches that you'd ever want to hear. You really ought to get it on tape.

DWV: Yes, that sounds absolutely fascinating.

EB: Afterwards, he was a little ill. He had to rest on the president's couch, or the House of Representatives Speaker's chamber office for a while. You could hear the emotion, the feeling—It was really a very powerful speech. You know who had it, was Bill Cameron. He was a radio reporter for WMAQ, I think it was—but I'm not sure. I thought one of the Daley boys had it. If they can't find it, when I go back, I'll look through my stuff. I've got files cabinets. They're filled with things that ought to be tossed out (EB laughs).

DWV: Oh no. As a historian, I caution tossing… (DWV laughs)

EB: Yes, I know. But it just shows you the emotion and the feeling that he had for children, especially disabled children. I have a picture hanging up in a room downstairs at my house—It's the girl from one of the foundations. They were going to be raising money—It was a photo op. He was there and she had a bonnet. So, she came into the office and she started to cry—she was scarred. She saw the mayor and everything, and he grabbed her. They got a picture of the girl standing there crying beforehand, and they were hugging. It's a powerful photograph. I got that one prominently. It says so much to me.

DWV: Yes. You said a couple of different things here about UIC—or you've implied a couple of different things. Maybe I'm reading a little too much into it—Well, I'm going to ask you: Why UIC, other than the fact that this is a major city without a public institution? Why did he want this so much? I mean, with UIC, he really spent a lot of energy. If you look back at the fights with the railroads, and certainly there was the political capitol he expended for this neighborhood. I mean, next to Bridgeport, this was

the second most loyal neighborhood politically. Why? And he was doing it fairly early on in his career.

EB: Well, he felt that way before he was the mayor. He thought that the city of Chicago and its students should have a major university—a public university. I believe he felt that the inner city wouldn't have an opportunity maybe to go to Carbondale or Champaign, but here in the city, they would. Plus, there was the fact that he felt that the students would have an opportunity to be part-time employees—they could walk or hop a bus and work at a facility in the loop, to a business, or anywhere. That way, they could be here—Their parents could not necessarily afford them to be in housing in Champaign, Carbondale, or Northern Illinois.

It gave them an opportunity where they could be at home. They could work here. And it was good for the community. I think he always looked at the fact that it was good for the business community to have this here. They could draw on good talent. I know—my daughter graduated from UIC. She was a teacher. This will show you how old I'm getting—My daughter is now retired, but she worked for the State of Alaska School District. You see, they have the 'twenty and out.' They're like the military. In fact, that's how she got to Alaska—She'd gone to the bulletin board, or whatever you have here, looking at jobs (EB laughs).

One of them was in Alaska, so that's how she got to Alaska. But I mean, there's an example from the inner city—I consider Bridgeport as in the city—and so, she was able to go to UIC. That's a perfect example. I hired many people over the years. This one student I hired, Anthony Fratto—he worked full-time and then he went to night school. He's now an attorney from UIC. He got his degree and everything. But he was able to work and still go to school. He wasn't from Bridgeport, he was from outside of Bridgeport.

But it gave you a sense that he could honestly work and go to night school, and he did it. Then he got married, then he continued going to school. I mean, that's the advantage. I'm so happy that I hired him, and he got his degree—that he got his law degree. But it gave him an opportunity to live in the city, work in the city, and go to school. And if there wasn't the university here, where would he have gone? Champaign?

Northern? But he wouldn't have been able to work. I mean, sure, maybe you'll get some part-time job at a shoe store or something in Champaign, but here, he had an opportunity to work downtown. That was the case too, with a lot of people at the Chicago Board of Trade. That's because their hours were over at one-fifteen, one-thirty. A lot of them went to school here.

DWV: You see, that's one of our theses—I think it is very much for the young people. Chicago was positioned well for the post-manufacturing growth of business in the city, some growth of government, and UIC. I've always been a little bit curious if he envisioned this at all, and you're kind of saying yes, that this was something of a pipeline back into and building the business community, probably first and foremost—but also, he hired a lot of young people for government.

EB: He really did. He hired me—I was very young. If you looked at the mayor's office staff, you would see that they were all young people. They were young people. We're not so young anymore, but yes, he did. Well, look at present day—Look at Boeing coming here. They always look at schools and where they're going to get their sources of people from. I mean, he got that from the business community: "You've got to have a good educational system. We've got to draw on people."—And that's what it's about. It really is. I mean, that's what I felt. Chicago is really not the hog butcher of the world anymore, but it is a service city, with hospitality and with business, and he knew that these businesses had to have employees that had good schooling. It wasn't like working the stockyards anymore.

(End of videotape one)

DWV: Now, with Earl Bush—we did it before I was here. We did interview him, so we did complete that interview. As a matter of fact, some of those papers there are the Earl Bush papers. Okay, I wrote down Jim McDonough's name.

EB: It's sad to say that the only ones I'm thinking of are no longer with us—In fact, Earl, too. That would be great. His papers have to be good. Earl was a very funny man. He was very intelligent, he had the pulse, he knew the people. I mean, he was a good confidant of the mayor. Well, he was with him for many years.

DWV: From what I've read, you were a pretty close confidant as well.

EB: Well, I don't know about that. I certainly enjoyed the relationship. He always tried to do what was best. He really did. Anything or any proposals that we brought we always felt were for the good of the city and good for the mayor. But as I said, he didn't need too many confidants when it came to the budget—He knew that budget very well. He knew it extremely well.

DWB: We've heard that over and over again.

EB: He really did. I was the budget director, but the mayor really knew the budget. He really did. He was very good with numbers. Well, that was his background.

DWV: I'm going to watch my time here. I've got a couple of questions, then, if we want to pick this up again the next time you're in town we can. I also know that we're going to be in Springfield at the end of the summer.

EB: Okay, that would be great.

DWV: Yes, we'll just play it a little bit by ear here. I'm going to leave that question that Jason had for you—I'm going to leave it to the side. That was the one about after the mayor's stroke.

EB: Oh yes.

DWV: Unless there's something that you want to say there. In the seventies, UIC basically turned their back on him. Did he ever say anything? I know that he came here and he was booed. UIC, as I understand, didn't have close communications with the mayor's office. It was certainly not the way I imagine that they do today. Did UIC come up in conversation, or not a lot, in the seventies?

EB: It was not a lot—not with me. In my presence, no it didn't. Well, we have to remember what the late sixties and early seventies were—At most campuses, there was unrest. And I suppose the mayor, being a supporter of LBJ—that didn't help with the college students. And there was the Democratic National Convention.

DWV: Yes (EB and DWV laugh).

EB: But I mean, that all obviously had an effect with the students and the universities of higher learning. They were booing a lot of people.

DWV: Do you think that was personally, though? I mean, I would have taken that personally. Again, he put a lot of political capital on the line for this. I think it was Bill Daley, or actually the current mayor, mentioned that they threw a dummy on his lawn in Bridgeport, during that time, with a knife stuck in the back. His family, at some point, may have been at risk because of this. This was a big deal. He didn't take it personally that the students…?

EB: I don't know if he took it personally. I think that he was generally upset and concerned about the young men and women. As you hear the tapes of LBJ, and then later on, what the mayor was saying publicly and what he was saying privately were entirely different. You know, he was supporting the president. A classic example of supporting the president was Nixon. Richard Nixon, at the height of Watergate and everything else that was going on, came to Chicago for some official thing. It was not a political thing. He was coming here for some official opening or for some reason.

Mayor Daley went out to the airport and greeted him. He was the first one to greet him as he came down the steps, and the media didn't understand that. They questioned the mayor the next day at his press conference. They said, "Why did you do that? With this man? We all know what he is." I mean, this was beyond Watergate—This was during the final days and weeks (DWV laughs)—This was well beyond the initial thing.

I don't think that there was a Republican out there at O'Hare. I don't think that there was any political leader out there, except for Richard J. Daley, and they questioned him about it. He said, "He's still the president of the United States," period. But that shows you the feeling—I mean, it was the same way with the protests and that—He supported LBJ. He might not have been for the war, but he still supported him, and I don't think that the students and universities understood that.

You know, there was no doubt about the mayor's patriotism. I think his proudest times of all were during the American Bicentennial. He had leaders from all over the world coming here to Chicago. You know, he was just so proud of this city—to show it off. It was the same way when he would do parades. If you remember, it was initially with the astronauts—He had them down La Salle Street—We had ticker tapes.

The State Department and other people always knew that they could bring people to Chicago. That was because they would get the best reception of all—the most lavish dinners and the biggest parades. That was because they knew they could count on Richard J. Daley to put on a good performance. With New York, there was the first time around with the astronauts, sure, but then after the second, third, and fourth ones, they didn't. Chicago always still got them because we still put on a good show. He just loved showing off his city.

When any foreign dignitary or major dignitary was coming to this country, they always came to Chicago. The State Department always steered them here. That's just the way he was. He loved it, and it was good for Chicago. That was one of his campaigns: "Good for Chicago." But it was because it showed Chicago to the world. Whatever country, that king, that president, or whoever was here—That all got carried around the world. And it showed the good side of Chicago. That was always important to him.

We had another fellow by the name of Colonel Riley. We had an Office of Special Events. I mean, that's how important it was—It wasn't some guy sitting in the

corner that would work on it once in a while—We had an Office of Special Events with Colonel Jack Riley (EB laughs). A lot of people liked or disliked Jack, but he knew how to put on a good dinner or a good parade. But that was the mayor—He wanted that. He felt that it was important to give Chicago a good image, which pays off because you attract businesses.

Even today, how did Boeing and these other ones come to Chicago? It's the climate that you set up. That's why you have these major buildings downtown. They felt good with the city. They felt that they had someone in the mayor's office that they could go to—And that was the mayor. That's because he tied it all together, as we talked about earlier. He tied education to the businesses, he tied unions and management together, and he knew how to fight for the average Joe. That was the important thing. Well, all you have to do is look at his election results. Forget about when people talk about the machine and all of that. If the people don't like you, I don't care what organization that you have behind you—they're not going to vote for you. You can't rack up those type of numbers without the love of the people.

DWV: This is an awkward place to end, but we're leading in this direction. He was concerned about the average person in Chicago. And he was a building mayor. If you look at some of the more recent books, they've suggested that he was building—particularly citing the freeways—to separate the African-American community from the white community.

EB: All that I can say is with all of the years I was involved with the budget and everything, he always spoke about taking care of the people. Who were the people that needed the most help? It was the African-American and Hispanic people. So, where he placed the highways, I don't know—I know that some authors have said some things along that line, but I never saw it at all. In fact, some of the prominent department heads were African-Americans. He always listened to them. Did he always agree with some of the protesters and people that came into his office? No. But that doesn't mean that he was a racist at all.

DWV: That's the answer we've been getting, but it's kind of a question that I feel obligated to ask because of the literature that's out there. We need to get as fair and as complete a picture as possible.

EB: Well, when you stop and think about the highways, the only highway would be the Dan Ryan. I mean, the Kennedy, the Eisenhower—I don't know—I mean, I didn't see it. In fact, it was just the opposite. He worked very hard to get the model cities—to get the funding and to get Head Start money. Who benefited the most? It was the African-American community and the Hispanic community. And I never saw anything or heard anything in all of the years that I was there—in working with him. It was just the opposite.

DWV: Okay. Do you have any thoughts on Chicago during 1968—the convention?

EB: The convention? No. Except that I think everybody knows that there were various reports from the feds. They were talking about some real dire things that were going to take place by the 'Abbie Hoffmans,' as the mayor would call them. All I know is that it played a little havoc with the overtime with the police department and everything. Other than that, no I wasn't. There were some scary things that were being planned, so that had to weigh on the mayor quite a bit. I mean, there was poisoning the water in all of Chicagoland, and storming the convention hall. I realize that there were people that were hurt. If the things that were reported by the FBI or whoever was involved—there would have been—that would have been killed. So that had to weigh on him quite a bit.

DWB: Well, I've always thought that, on the one hand, he was a building mayor. He did not want to see Chicago destroyed. He didn't want to see people breaking down. But I think even more so, as you mentioned, he wanted the world to see Chicago. That's not the face that he wanted to show the world.

EB: No.

DWV: And I think he did take that personally. This was a city that he helped build very much.

EB: After the convention, the mayor's office was getting sacks upon sacks of mail. The sacks would probably fill this entire room with mail from around the country saying, "God bless you." And every person that wrote to Mayor Daley—pro or con—got a card. I think it had his picture on it, and it said, "Thank you," etcetera, and it was paid for out of the campaign fund. Every letter that he got received an answer with a nice little card in there (EB laughs)—I know, because we organized the women from the neighborhood (DWV laughs). At night, we sat there, addressed envelopes, and put a card in every letter. I still have some of the bumper stickers: "We love you, Mayor Daley."

DWV: Well, you have to hang on to those (EB laughs). I would be remised if I did not suggest that you consider UIC as a home for your papers.

EB: I have a lot of papers—and pictures, too. I should really send them to you folks.

DWV: Oh, we would be very interested.

EB: I've made up my own little collage. I have one picture with him with a Mexican sombrero (EB laughs), and he's with a Hispanic woman. I have a picture of him on a horse in the stockyards during his first campaign—That would be a good one to have. He's on a horse (EB laughs). He's campaigning. That's really a great one (EB laughs).

DWV: Well, we have the equipment here to digitize those photos.

EB: Well, give me your card—or when you come to Springfield.

DWV: Well, I'll certainly give you one of my cards, and I'll make sure that you get one of Jason's cards. We'll certainly be in touch because we have built something of a collection of photographs.

EB: That one I just love. I think it was with Marcin. Was it Morris B. Sachs, running for the city treasurer? I think Morris B. Sachs, who was partially crippled—he was in the car. And Mayor Daley was on the horse (EB and DWV laugh). It's a good one.

DWV: I would enjoy that very much (EB and DWV laugh).

EB: I have other ones with John Wayne. I always think—as my wife said—I should have gone into public relations at times. I just love that type of stuff, with pictures.

DWV: Oh, so do we.

EB: Yes, it tells you a lot. It really does. My prize picture is Mayor Daley and my family, when I was being sworn in. On the bottom, he wrote, "To a great friend, -Richard J. Daley." That's my prize. I have other ones, like baseball games with him. It was fun. I've really enjoyed my association with the Daley family.

DWV: In just a little bit of reading, that's what I've gathered. At some point, we need to ask a few questions about the stadium as well, and UIC's involvement there.

EB: Oh yes (DWV laughs), talk to me about UIC (DWV laughs). What was the name of the University of Illinois President at the time—early 1990s?

DWV: Stan Ikenberry?

EB: Yes, it was Ikenberry. Yes (EB laughs). There should have been a football stadium over here. The Bears would have played there, UIC could have had a football team there. He killed it. It was because they wanted the University of Illinois in Urbana-Champaign to have the big football team. He was afraid to pull good athletes from Chicago that would be going to the U. of I. in Champaign. I met with him two or three times. We had the land, we had the exits from the highways—He fought it (EB and DWV laugh). It

would have been great—It would have been great for UIC. We would have had a great football stadium. UIC Stadium is where the Bears would have played at—You would have gotten Bears games. Plus, you would have wound up with a UIC football team. Oh, they sent letters in regarding the Alumni Association. Oh, they were all appalled that we ever considered it. I know the U. of I. (EB and DWV laugh).

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