

TRANSCRIPT OF WISCONSIN-MILWAUKEE ORAL HISTORY PROJECT INTERVIEW

Interview with Mr. Richard Budelman  
Former aide to Mayor Henry Maier

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Interviewer: Dr. John R. Johannes

<u>Tape Counter Number</u>	<u>Topic 1966.</u>
030 - 099	Career as a journalist at Milwaukee Journal before joining mayoral staff. Reasons for not trusting the Journal Company
100 - 139	Rivalry between Henry Maier and Milwaukee Journal. Milwaukee Journal coverage of Milwaukee issues.
140 - 366	Model Cities program: selective Milwaukee Journal coverage; Common Council activity. Rod Lanser faction scaring South side aldermen about spreading Black residents to south side. Eventual approval and implementation. Need, strategy, and attempts to build citizen support for and representation in the program via electoral participation. Monroe Swan; Larry Harmel. Organization of organizations. Establishment vs anti-establishment approach and scare tactics. Craig Martinelli; Fr. Herrian; Lulu May Chambers; Mary Jo Burke. "Urban guerilla warfare."
367 - 590	Riots of 1967 and Maier-Journal split. Maier angry because Journal supported Groppi and open housing vs. Maier's 39 point program and county-wide open housing. Milwaukee blacks' living patterns caused by economic issues. Budelman denies Milwaukee is racist. Brought back to mayor's staff as a consultant to deal with the model cities program and stayed in office for 17 years (also worked with community development). Others brought in when money came through for community development: Pat McGlocklin, Bradley Carr. Maier's operating system and way of dealing with issues. Classic formula from urban affairs literature -- POSDCORB (Planning, Organizing, Staffing, Directing, Communicating, Reporting, and Budgeting). Maier took the formula a step further to DSTEPP (Decision Making, Strategy, Tactics, Enrollment, Power, Philosophy). Applied this while in office and Maier detailed it in his book later. In 1969 Maier initiated live biweekly news conferences on Channel 12; preparation by staff was down to the minute level. To eliminate need for script, staff developed pnuemonics for issues to help Maier remember main points to bring up. Milwaukee is not a social welfare agency; the city functions differently. Maier's priorities related to funcitons of city property tax, but because of the time he came into office, he saw need for being a mover on social welfare level. Created in first years in office the independent Social Development Commission.
(Side Two) 1 - 110	Maier's community renewal program was part of the way to deal with problems in the inner core report. No money for urban renewal or conservation until after Zeidler. Zeidler attacks on Maier were numerous, and Maier refused to fight back. Journal published lots of Zeidler's criticisms. In rating Maier's performance, important to look at other mayors' views of him; they saw him as a brilliant administrator and tactician, perhaps one of best in history of urban politics. Maier formed National Conference of Democratic Mayors and helped in Jimmy Carter's election. Part of reason Maier so successful was that he appointed good people e.g. Bill Drew, Herb Goetsch. Maier made sure they ran things they way he wanted them trun but let them administer by giving them programs and issues. Budelman had friends in every department to keep him updated on progress. Maier was hands-off in community development agency

once Model Cities was done; the Common Council had more of a role but then Council changed and became more adversarial. No citizen participation any more in budgeting. Norquist has done things that Zeidler would have "crucified" Maier for. When Zeidler commissioned the Griffenhagen report to reorganize city government, giving mayor more power, he was attacked by an alderman (Schmidt) who said it would make Zeidler a Mussolini; but Zeidler said same thing about a report commissioned by Maier later on and Budelman found out called him on it.

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Maier's relationships with administrators: never fired one in 22 years Budelman was with him. Gave them leeway but would not tolerate scandal. At times Ken Fry was a problem, seeking too much power and "going around" Maier. Could only go so far in monitoring projects when funding was from the Council. David Reynolds' misuse of funds and questions about McGee's role due to his clout on the Council. Role of community groups in Milwaukee. Those in area of Mitchell St. to North Ave. to Sherman Park and East Side were those that sought funding. Journal held city accountable for all money spent except that given to such groups. Maier set up a system to make that federal money effective. Groups were powerful only in umbrella organizations and got publicity because of the Journal company. Criticism from Journal was from Sanders, "ultra-liberal cartoonist" who lived in the "lily white suburbs." Maier felt that if Milwaukee alone passed Open Housing it would cause white flight, but that a metropolitan law would leave nowhere to go. Journal criticized Maier for lack of leadership on open housing. McGee got royal treatment from the Journal while Maier was in office - Journal came down on him only when he led a march in Sig Gissler's neighborhood in River Hills. City news used to be front page. Journal has become a negative "suburban" newspaper.

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Maier's relationship with the Common Council. First 2 terms was a building process. George Whittow taken off Council and put in charge of fiscal liaison office, first one in country separate from city attorney lobbying efforts. Changes in 1978 because of grassroots groups and people like Marianne McNulty, McGee, Donegan who were automatic coalition of enemies. Politics more ideological and less turf-orientated from 70s until Maier left office. Maier had weak mayor, strong Council govt. while now is just the opposite. Maier had come out of the legislature as a member of the minority party, Norquist as majority party with many Milwaukee friends and has the power to go with that support. Example story about Nannis and crypto (Norquist hiding part of blame for crypto outbreak which was with Peck and storm sewer problem, press release controversy because report went to mayor and was released to press before Council got it). Maier couldn't remove city officials and Council could deny his appointments - no longer true. Maier had personal charisma, intelligence, willing to work with aldermen and use budget to reward those who were cooperative (e.g. Cindy Cooper and want of a library in her district). Those who supported Maier loyally did so for various reasons: campaign help he gave them, something good for their districts, getting them into positions of authority (e.g. Alliance of Cities that Maier formed). Maier was a smart legislator and knew how to deal with the legislative branch. Maier very absorbed in politics and rarely got away with exception of about first 10 years Budelman was with him. By 1970s other interests dwindled; he was divorced, and other things took too much time. Maier "liked being where the action is." Biggest mistake was not building in a mechanism to give the mayor's office say in the community development program. Maier was burned out after Model Cities and idea of citizen involvement not so important by the time community development came around. Maier had a coalition on the Council and was not so worried about controlling community development money but this broke down and his input was limited. Could have done more with that program than has been done if Maier had had more input - much money ill spent. Could have insured more input while he had the votes on the Council but didn't because he could work with those on the Council.