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Interviewee: Juliet Gregory

Interviewer: Pamela Frasier

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Pamela Frasier: I was going to give you a copy of the typed part, and I didn't type this last part here because I didn't think you want it out there because it's all about the cemetery stuff.

Juliet Gregory: Yes. When things come along and they get hot, I've been keeping notes on the cemetery because they're certainly doing illegalities down there.

PF: Well, we were talking about Mr. Dussault?

JG: Yes. Well wait, I said how I got into the business. Let's start there.

PF: Right.

JG: Let's start in there. How did I get into it was I once went to Mayor Mason—that's Dwight Mason—and I asked him if there was a possibility of having a planning committee in town, and we had engineers, who were taxpayers here and were employed here, and they were in the Bureau of Public Roads of the Highway Division Office, and we've got the largest office here for the northwest region, Region 1, and there are a lot of engineers in there and people that would be interested in, and then the Forestry School at the University and then the third one...well...Highway Department...Forestry School at the University and Forestry Division. The Forestry Division was regional, and that's what I meant to say, I'm kind of tangled up here getting started. And so they all have them, and my husband was an eminent engineer and had a lot of work and things that would make for city and county planning. And I had been on lots of boards in town and knew a lot of people, and I felt that we could capture local talent and have a volunteer committee and maybe eventually get into a professional group with a manager and that sort of thing. And he said, "Oh, I don't think that we need that."

And I said, "Well, all you need to do is find out the people we have here and I can help you and afford them."

"Oh," he said, "I don't think any idea should emanate from my office."

I said "Mr. Mason, do you mean to say that I own stock in corporation where the president of the board doesn't think he has any ideas." And I said "I have only one or two things to do. I either sell out my stock, which I'm not going to do as a taxpayer, or I'm going to get another president of the board." So I walked out of the office, and I went to several prominent men in town, and I said, "Our mayor comes up for election in three months and this is what he told me this morning." So I said, "I don't like this. The town is growing, and we've got educated group

here, and we're a fine community of not exceeding wealth and not exceeding poverty but above average education." And I said, "It's a good home town and let's get busy, get somebody that will have some ideas."

So I got 11 men together and in those times we...I don't know why. I was a woman and didn't think of some women, but it wasn't long before women got in it. And so that was the beginning of this. And so I got these men together, and they didn't have any ideas as to who it would be. "Well," I said, "it only pays 300 dollars a month, so we have to get some retired men to give their time, because 300 dollars won't keep a person or a family." So we looked for retirees, and we went over the list of the Democrats and the Republicans in the telephone and all the big lists in town. They did some of the work, but I did the most of it. So then, we narrowed it down to about 15 people we thought could do it and might. So then, various ones took names and nobody was interested.

There had been such chattering, you know, from results of nothing was done at the council and what was done was questionable in their minds, whether it was or not, and they didn't want any publicity. Well we finally got an older man who was an inventor and had fine ideas, and was very progressive, although he was about 70 then, and everybody thought he was too old, but they asked him to run, and he said "I won't run. If you want me to be mayor I'll be mayor, but I won't run for it." Well, you can't get a person in office like that when they are not particularly well-known in the cross-section of the town. So then, we asked three or four others, and we couldn't get anybody. So I kind of let the thing drop. And somebody suggested my name, and I said: "No, I've only had high school civics," but I have traveled with Mr. Gregory, and he was a consultant engineer for the third largest steel company in the United States and did the western states and had been with the Highway Department in Idaho.

PF: What was the name of that steel company?

JG: Armco Steel—American Rolling Mills.

PF: Armco—okay. That's what I thought it was, but you had written it out and I wanted to make sure.

JG: And so, then I gathered up some things, and I wanted to be an architect, and I had taken 11 years of art and primary architecture and things, and so I was knowledgeable of who should do things, and I had a little confidence in the fact that Mr. Gregory had organized Morrison-Knudsen and was personal friends with those men in that firm and had employed some men that when he left the Idaho State Highway Department and had got them into that firm, and they are still there, not right now, but they were up until five years ago. So it was something that I could get information about, but I thought, Oh, I don't want that. It's no place for a woman. That's what I told them. Well, we all were disgusted because we couldn't get anybody. And the final day of (unintelligible) finally came and about 11:30 about two or three men—I can remember two, but I can't exactly remember the third one—and said they had a signing form.

And what was it. Was 15 dollars that I paid? I think it was a 15 dollar filing fee. They had the filing form. It's on the first page here somewhere. I think it's 15 dollars for me to...Well anyway, we'll say 15 dollars.

PF: Okay.

JG: The receipts right in the front of the book, there it is.

PF: Right at 20 dollars.

JG: Twenty dollars, okay. I couldn't think exactly what it was. [continuing from earlier]...and wanted me to file, and they talked to me, and I guess it was near 11:00 when they came, because I had no intention of running, but I kept getting hotter under the collar when I couldn't find any old-timer here. We in '35 and...When was this, '47? So there should have been somebody interested that had longer residency than I did. But sometimes I think that the people who have long residency or brag, as my successor finally did that he lived here for 50 years, and I was a stranger, and he had driven the last streetcar into the barn and had been a police judge with the city...no. He was...well, don't put that in...I can't think of the last...but he had a local police judge job, I think it was. So I called Mr. Gregory long distance, because he had many places. He had the whole state, he went up for traveling the whole state and came to Helena, and he said, "Oh."

I said, "What do you think about it? Could I do it?"

He said, "Yes Judy, you could do it, but you're a damn fool if you do. It's a headache."

I said, "Well, do you think I could do a good job of it?"

"Yes, an awfully good job."

So I said: "Would you be ashamed of me if I did it? Would I embarrass you?"

"No, I don't think so."

PF: That's great.

Juliet Gregory, "I don't know how you could," and he said "Who's there?" I told him—maybe it's in some of those notes, I don't know. I said, "Well all right I will." So I told the men, but I didn't take their money, I just took the form. That was the last day of filing. It was supposed to be 5:00, but of course filing isn't 5:00, it's until midnight. It's the date. But you see, the city hall closed a 5:00. So you can't file after that because you can't get the clerk and get the thing filed. Well then, it was 12:00 at least. So I got my duds on and went down to the Florence Hotel and

the Rotary Luncheon was that day, and I knew there would be a lot of my friends there because Mr. Gregory was a Rotarian. So I got the petition. Somewhere there's a copy of it in there.

PF: I think it's right on the second page.

JG: Well...how many? Those are affidavits for the people that I wasn't sure about, but isn't there a copy of the petition in there somewhere?

PF: There's a copy of the names, but...

JG: All the names on the petition. I think there were 30 some. Well, there are not 30 here. These are the people who signed the petition in one way and then had to resign a kind of an affidavit that they had two ways of signing their names. There ought to be a petition. Here it is. How many names on there? Well...

PF: I think there are 31.

JG: There were 20. There were three or four that were thrown out, or more than that, for filing on other petitions, so my petition wasn't any good. I guess they took off one. I guess they took off 10.

PF: Yes.

JG: So then, I went and got those affidavits. I had 27 good ones on the petition. I don't think that's right. I forget one more. I guess that's right, 31. So, I took it in at 5:00 to the city hall, just before 5:00. And I had said during the day if the fifth one, who was a barber Mr. Hellving, was going to file, because he was a Democrat and he hadn't filed. I said if he files around 3:00 or so, I'll file. So I had somebody down there to watch. So he filed, and they call me and I filed. But Mr. Hellving later felt that I was filing particularly against him. I wasn't. I was hoping that he was strong with the labor group, and I knew he'd cut some of the others out. So then, the two would cut each other's throat. That would make the Democratic Party more divided, and then the Republican would make better showing than a half of the Democrats. And so, as it was I brought out 78 percent of the vote in that election, which is the largest they had for years and years and years.

PF: Yes, I read that. It was the hottest campaign in a long time.

JG: And so anyway, I took it down to file and went to the city treasure, paid my fee and got my receipt. Then I went into the city clerk's office and filed my petition, and he said, "It wasn't legal." So I asked him why, and he told me. The phone rang, and so I said to him, "Now if that is anybody..." Oh, I heard him talk and somebody from the *Missoulian* had wanted to know about the filing, and he said that to his assistant. So I said, "May I have the phone please?"

He asked, "Why?"

I said, "Because as long as my petition has been thrown out, I would not like to have any publicity about it." So I told them, "Please don't mention that my petition has been thrown out." So I tore it in half when he gave it me; later mended it with tape and later had him initial it that it was the one he received at that time, not the same day though. But anyway, then I didn't want this. So then the treasurer had gone into the mayor's office and told that he had a little competition and that Mrs. Gregory had filed. So he couldn't wait and he came rushing in to me to tell me. That's how he found out that it was turned down, and the treasurer told him that too, and that he was very sorry he wouldn't have me to run against, he would appreciate the competition. I said, "You have no idea what a pleasure it would give me, Mr. Mason."

So he said, "Come in my office, we'll talk this over." So we did—just general things. He thought I would divulge something I suppose.

I said then, "May I use your telephone?" So I called KGBO, and (unintelligible) was head of reporting then for the city desk for them. I think he's manager of it now or something. But anyway, he's still on staff. And he answered, and I said, "If there's anything that comes over your desk or anything in that office concerning my name, I don't want it published and you call me about it whenever you hear it. If you hear it." So I suppose that alarmed him because he had a nose for news. But anyway, nothing more was said, and I left finally minutes after Mr. Mason. When I got home there was a man and his two sons on my front doorstep waiting for me. What had happened was the city treasurer had gone to a grocery store opposite the post office at that time and gotten his wife's groceries and told everybody, the manager of the store and some of the clerks, that Mrs. Gregory filed a petition and she got thrown out. So he was the one that told me that 5:00 meant nothing. So I got an attorney, and he said, "That's right." So he said, "Come on over."

I went over to the office and by that time...I don't know where Mr. Gregory was. No, he was in Billings. I put me case up to him, and we read the law in his office. He said, "You come back tomorrow morning." "No," he said, "You stay away from them." They received it Tuesday. They had five days to print the ballots. And so the next morning I called up. That would have been...I don't know what day of the week it was. Anyway, he said, "The ballots are already printed."

I said, "Oh," and so I didn't say anything more, and I guess they got a little worried because he had let the cat out. No, I'm getting the final story mixed up. So that's no good there. It was, yes. Anyway, the lawyer told me to hold on for a while. And I don't whether he or somebody else called the city and said that my petition was good, and they had better take care of it. You see, they hadn't taken care of business. They had given me the receipt and didn't ask for that back. And I had the receipt to show that I had filed. Well then, I guess the lawyer must have told them that she had sufficient number and I had affidavits for that time. So I took the affidavits up; that's when it was. They told me that well the ballots were already printed. I'd have to be a

write in, if it was legal. So I didn't say anything, and then they called me. I guess it was a Saturday at noon to come up and bring my petition, and that's when I asked him to initial it. They filed it. I said, "You file it and date it as of the proper date prior to 5:00," and he did. That legalized me. Well, they said that they had to print the ballot. So they printed the ballots, and they stuck me down at the end. And they have to print the ballots alphabetically and then every so many thousand, they rotate them, and then finally you get to top, and everybody else has a chance, because the theory is, psychologically, people mark the one at the top of the ballot if they don't know enough. Anyway, it seems that's been the old psychology. Well we've educated the public more on who is to run and how these things happen, and they still rotate them. Well, I guess, I think that's what they're supposed to. And so, they had to print them over. And then, I reminded them that I had to be alphabetical, so they printed them over. Oh no, they didn't put my name on. The second one they put it on the end, and the third one they had to put me in alphabetical. So the man who ran the *Times* and who was my chief opposition as a newspaperman, he ran the *Missoula County Times*.

PF: Was this Doherty?

JG: And he was a nice fellow, but like everybody, has his idiosyncrasies. And he was not for me by any means.

PF: Was this Charles Doherty?

JG: Doherty.

PF: Doherty.

JG: They were a lovely family here and all. So I made money for him, because he wouldn't have been printed that often otherwise, and he had the city printing business. So we finally got the ballots right, and I ran for office. But I realize from that episode how many people could have had the same treatment and weren't as persistent as I was. Because when I get the hackles on my neck up, I'll fight and I'll read anything that has to be read, and I stayed up day and night to get things straight. And all my friends at the law game here were interested in helping me, and they called me up and said if I needed any legal business, they'd donate that to the campaign. And a lot of people who weren't even lawyers, who had political experience elsewhere, had wanted to help me. Want some more tea?

PF: Oh, I'd love some more tea. Do you think that part of that, part of your experience was because you were a woman and they were kind of put off by that?

JG: Well, I'll tell you one thing. The mayor had been in for 16 years, and he wasn't about to give it up. I don't blame him. And not only that, the city clerk was also secretary of the carpenters union, and he was a member of the Community Hospital Board, and he wanted to leave the job and he stayed on through the noon hour to collect dues. The carpenters came in there to pay

their dues and that interrupted work. So he stayed in the noon hour and then he took his noon hour later or earlier, probably.

PF: Oh.

JG: And then once or twice a month he wanted to leave for part of the afternoon to go to the hospital board. And I told him he could do it as long as it didn't show any loss of time to the city or loss of work. Well so, he didn't know that until I got in there, and he was afraid he'd have to do his other work outside and not on city time. So there was somebody wasn't interested. And then, there was somebody who was a city engineer who was a surveyor, and I don't know just how that worked out. So he knew that I had some background in knowing qualifications and all of an engineer, and so he was afraid of his job. And, of course, firemen and policemen wondered how can a woman help us? What does she know about our business?

PF: Yes.

JG: Once upon a time, long before that, I found out that our theaters were anything but safe, and kids were going there by the dozen. They were packed on Saturday afternoons and Friday nights and hardly any adults there, practically no adults on Saturdays, and there wasn't even a fireman in there. Once in a while he was there. He would run in the afternoon and that would be it, but there wasn't anybody there. And then I found out some of the doors, you couldn't open them. And so I formed a group of women through town, and there were eight of us, the prominent women in town, and we read the fire laws, and we made an outline, and I assigned them. We had one, two, three theaters in town, and I assigned them to those three theaters. We bought our tickets and got in, and when they found out what we were doing, why, they had 17-year-old kids because they were just kids, you know, ushering, high school age, and so we told them. The manager came up to us, and we told them, "Yes, this is what we were doing because our children were in, or some of children were, and we didn't believe in this."

Then we called the fire marshal over and gave him the report. Later there was another inspection. Believe me, they had done all sorts of things. One theater, the side entrance at the back was so high off the ground and no steps that when you just opened the door and jumped, you went down about eight or ten feet. And some of the doors didn't open. And some of the others had a pile of drapery and stuff behind the screen that was just jamming things and all kinds of fire hazards. So we cleaned up the theaters. Of course, then the police and the firemen knew that we were busybodies, and that I was the instigator of that, so they weren't interested, you know. I had made friends in one place that influenced people, but the others trembled. Well those were my hazards.

Anyway, we went to the polls. Well I had friends that were very interested. You asked me if I had a business manager. I didn't. But everybody that was a close friend or believed in good government or thought I had any ability at all, without any knowledge to me, had organized groups to come to their homes. And I had cards, and no posters to put on poles. I wasn't going

to have that. I didn't have to cheapen myself by putting my face up. So I had cards and I had ads in the paper nearly every day. They asked me for stuff that I wanted mailed, so I sent out my cards in the mail. They formed the folding and stuffing and pasting and mailing and addressing groups. And then, unbeknownst to me, they put an ad a day or so before election day and had it in the paper a couple of days that anyone voting for Mrs. Gregory for mayor could call them, and they would pick them up if they didn't have a ride or they would sit the babies or they would keep the baby in the car. They'd take care of the baby while they were voting. But that was their intention. I don't remember the ad. It's in there somewhere. But I don't know what the ad exactly said, and it was unbeknownst to me.

PF: That's quite a campaign.

JG: Yes. Two sisters did that. And then I don't know how many houses opened them to friends that would come in and do that. And so this was professional women.

[End of Tape 1, Side A]

[Tape 1, Side B]

JG: Professional women.

PF: Okay.

JG: What do you call them? Business and professional women, Missoula businesswomen. They did that on both my primary and general and did it when I ran the second time and was defeated. And I was defeated by the man who said that he was a war veteran and had, I don't know how many hearts and, purple hearts and what else is it that they get?

PF: Oh.

JG: Well anyway, he was the one that ran the last streetcar out of the barn. And he was a Republican too but the second election it was still nonpartisan. It hasn't been partisan until we got this form of government. I don't think we ran partisan before this, maybe they did, but I can't remember how far back they changed that. Now in these precincts when you vote for all of them, you vote party politics. But you see, we just had a mayor and two councilmen at that time. And the mayor had charge of records and finances and management of the city, overseeing of all the departments. Then one councilman was safety and health and the other one was streets and alleys and engineers.

PF: So the city council amounted to about four people?

JG: No, me and two men, two councilmen. The mayor and two councilmen.

PF: Yes, three people.

JG: Yes. One of them couldn't read and the other wouldn't read. Then the first one had connections that...well, let's not put that in there. The first one I never turned over the police and fire department to him; I kept it to myself, and I appointed the chief. He wanted to be the chief, and I said he could be commissioner but he couldn't be the chief. And, see I only had. I had to sway one vote anytime I wanted so that would give me two votes out of the three. But I had to sway them for a reason. The one it was pretty difficult because the one that was the street commissioner didn't want to vote on anything that wasn't streets or alleys or parks. And I found out that I don't think he could read because every once in a while he'd say I don't want to vote on that. I said, "Well you have to vote. That's what you're here for."

So in order to protect myself and protect them, I had everything that came to the city copied so that those two men would have copies of all the everything business that we did beforehand. Whenever I knew about it, why they got it right immediately. So it cost the city a lot more to have men who wouldn't read and couldn't read. And the one who wouldn't read hated women, so here I was. No, that's the second. See I finished. There was one holdover and one new one

when I went on. Then the next year there was the holdover went off because of the two-year term and the new one came on. And that new one wouldn't read and disliked women.

PF: You were the first woman to have a woman clerk too.

JG: Was I?

PF: Yes, that's what it said in the paper. Yes, in the *Missoula County Times* and the *Missoulian* too.

JG: Was that at the time of the election?

PF: Yes that was just right after you were elected that I read that.

JG: Well, I wanted to put some women in there. I wanted to put a woman as a health officer. I put the city clerk in, and she had been active in the Republican Party as a clerk of the central committee, and she had been a businesswoman and I put her in there. Then I put another girl who had come home from Europe, and she had been with the Armed Forces over in Europe, and then she came back over here and worked on the Wyoolie Project, which was a substitute for rubber in California. And so when she came home, then I put her on that, because she's A-1. So my clerk has long left here and this girl still lives here. I later had difficulties getting a woman into office, but we did get a woman health officer. And what else did we do? The sad thing was there was a woman on the police department and the chief. I put a chief on. I kept the chief that was there, but it didn't take me long to find out things were wrong, and I fired him. During my term I fired a fire chief and retired a fireman and put two policemen on probation.

What else? I did something else to another fireman. I fired a police officer and put two police officers on probation. I retired two firemen and I fired the fire chief. That's as much commotion as anybody has done when it comes to positions down there. But I had evidence and I fired them all for cause.

PF: Was that particular cause dealing with corruption within the city?

JG: Well, I found out that one fire inspector was signing as many as 200 inspections a day. You can't make 200 inspections a day. It's physically not possible. I wondered about it, and then I asked the chief, and he said, "Oh no, that wasn't done." So I went down and investigated, and it was. I got a report from the north end, and I went out to the north end and took a man with me. I went up and inspected it, and then I called the fire chief when I found out what a mess it was. A man had come in that morning and had asked me about this. So I said, "Well, this isn't inspected."

He said, "No, we haven't seen anybody up there." So I went up and I found an awful lot of things that looked pretty bad. And those people pay taxes. Regardless of whether you call that the tenderloin section at that time or not, it didn't make any difference. They were human people and they needed protection. They owned property and were paying rent, some of them, most of them were. And so, then I called the fire chief and he came up, and I went back, rode back downtown with him because I had ridden up there with the man who made the complaint. And then I called someone who was an excellent photographer, and I was going to talk with a...I don't know...a service club down at the hotel that day.

PF: At the Florence?

JG: It was dirty trick to call them, but I told the girl in the dining room, to tell them that I just couldn't, that there was something very important and that I couldn't talk. I left them high and dry without a speaker or anything, which was terrible, but I thought this was important. So I got this photographer, and we went right back up there and took pictures. And then I called the fire chief and showed him the pictures.

PF: Oh dear.

JG: And I was very foolish. I wanted to put them on the windows but I was afraid they'd be stolen. You know, I could've had more copies made, but I didn't think at the time, I guess. Anyway, so the fire chief was fired, and that's a whole page in the paper.

PF: Oh yes. Did you have any other problems in the city like gambling, prostitution, any of those kinds of problems?

JG: Oh yes. Well, we had. Every city has prostitution no matter what they say about it. We had it. And when I was running for office, part of my campaign was for a clean city, a moral city. And as much as I had to say as much as I may because you can't make a city pearly white. It's impossible.

PF: Yes.

JG: You can try, but you're going to have restrictions. So I had a very, very dear friend that was assistant head of the...She was bacteriologist for the city health officer in San Francisco and she had held the chair of Bacteriology for the University of California. I called her and I asked her to help me talk to the health officer of San Francisco. I told him my problem that I didn't know what to do. It was little town, we had everything the big towns had but in smaller portions. So he told me what to do, and I followed his directions. It was to have an inspection once a week of all the girls—medical examination. Tell them they had to stay off the streets before 10:00. They'd come on the street at 10:00 and off the street at 4:00. Then no red lights hanging in the windows and no open windows with music coming out and no girl in there under 18. No boys in there under 18 and curtail as much liquor as I could. So that's what I did.

Well, the Ministerial Association sent a man to me when I running and wondered what I was going to do. So I said, "Well, I wasn't going to close it because then it goes everywhere, and you have it in the next-door house or you have it in apartments every place else." When I got in, I gave the chief those directions. So the Ministerial Association talked me over and decided that maybe I wasn't being stiff enough. I should close it. But somebody got to them. Then the bartenders wanted to know what I was going to do with liquor. So I told them. I said, "You are a legitimate business. You pay a fee. You run your own business or you are working for somebody that is running it. You know the law. I've never run a bar. I don't know anything about it. If I close you, it's not because I close you, it's because you're closing yourself because you aren't staying within the law." I said, "You stay within the law, and you won't have any trouble from me. If it's closed, you're going to close yourself." Well, that's a fair enough deal and they thought so.

PF: Yes.

JG: So I had the bartenders behind me.

PF: Are you getting tired?

JG: No. All the prostitutes and the madams were behind me too.

PF: Oh. I suppose you wouldn't be making it—

JG: I didn't know she was a madam, but she came up. She called me on the phone one night. So I told her what I was going to do. And so that was that.

PF: Is she still living?

JG: I don't know. She's not here anymore. Well, it was strange. One little record thing. I was sitting in our church one day and...Well, one day I was down looking in the MM [Missoula Mercantile] windows, and this woman came along, and she had the most exquisite alligator purse and alligator shoes and a mink coat and a great big hat with a pheasant on it, or pheasant feather, and diamonds galore. We were looking in the windows, as two women do. I said, "Is that pretty?"

She commented, "Yes." She went on, and she went her way, and I went on my mine. But she opened her neck purse to get her handkerchief, and my gosh, there were huge roles of bills in that purse. She was evidently on her way to the bank. She must have had a booming business because I had never seen such rows of bills. So I went along the street, and she was ahead of me quite a bit, and a man came along, and he spoke to her, so I said, "Would you mind telling me who that was?" I knew him quite well.

He said, "Well it isn't anybody you ought to know."

I said, "Why not?"

He said, "She's a madam." He told me who she was and where she did business. And he said, "Why do you ask?"

I said, "Well we were looking in the window, and she opened her purse and her purse is choked with bills."

He said, "Well she does a good business." We went off. So I knew who she was.

Oh, it was sometime later, I was in church one morning and this woman came down the aisle, and she sat two rows ahead of me. She knew her Episcopal services, you know, the thing that you know by heart if you're Episcopalian. She knew it by heart. Going out, why, she spoke to me. She hurried to get down the aisle and speak to me, so I said, "Good Morning." I didn't want to identify myself too much with her by having a conversation because I didn't know who knew, knew her and who didn't know her. But you have to be nice to everybody, and she was paying taxes, so I could speak to her. So as I was going out, why, a leading woman in the church said, "Juliet, who is that good-looking woman that was in church? You spoke to her."

I said, "Well when we get out of church, I'll tell you. It's not church conversation." So we got out of church, and I said, "She's a madam in town."

She said, "How on earth do you know her?"

I said, "Well because she comes up to the county clerk's office to pay her rooming house license, so she's come into my office once or twice."

She said, "My politicians certainly make strange bedfellows."

"Well" I said, "I haven't gone to bed with her or any of her kind or anybody else, so get that out of your head." But anyhow, we had a lot of funny episodes happen.

Well some of the strange things that might appeal to women was when the...Well I never was installed. The mayor didn't come down to greet me or pass over anything to me, and all that was there on my desk was something I had asked for. I had asked him to make a list of any unfinished business or business about to start that I wanted a record of things because it was public business, and I should continue, complete, or start anything that had been on the records which is only public to carry on the things that had been voted on or off. So all I found on my desk was a schedule of delivery of coal. They wrote it. Instead of ordering coal in bulk, they ordered a load delivered from one company delivered to the fire department, one to the city hall, and one to the third person on the list down at the city shop and they just wrote in the

coal delivery. Later I had bids for coal and everything I bought in quantities and we had bids for almost everything. And then, there was a list of the SIDs (Special Improvement Districts). That's all he left. There was nothing there to show anything. But I later found out some unfinished business and stuff that had been laying there for years dormant. It was a sewer district on the Northside. It seems they had...What did they call that? It was a make-work job after the war, and they got—

PF: Was it Works Administration?

JG: What?

PF: Was it Works Administration?

JG: Yes, public works—it was WPA. They had started a sewer district on the Northside, and they had put in some of the lines, but they hadn't spread any assessment to anybody. And only about 27 people, or maybe it was 17 or something that ended with seven, were on that connected. They had used the money for huge trucks for city, not huge trucks, but they used the money. Yes, they were good trucks, big trucks, for the City Street Department, and they had stopped the project. I never understood that some of these people who knew this came to me and wanted it opened, so opened this WPA project and finished it. It was strange to Mr. Gregory who was in the pipe business, you see, or steel piping, and that was concrete pipe. So this Mr. Doherty on this project had an article in the paper that I had sold the pipe to my husband, who was in the pipe business, for that project. Well, Mr. Gregory was selling steel pipe and that was all concrete. He didn't say what kind of pipe. And then, another time I had some difficulty. We had a thaw, a snowstorm and freeze, here in the end of '47, and the first of '48 we had a flood. Everything froze, and we had a terrible time. If the city had owned the water system, we would have been broke and couldn't have done a thing about it because we didn't have the equipment, and since the power company had it, they did wonderful things for us. Helena owned their system, and they froze up, and they were terrifically in debt because they had to thaw people out and broken pipes and everything, you know. And so, that's the only time that I've been glad we didn't own our system. But it's a moneymaking deal, and the city should have owned it years ago but they don't.

It ended up that we didn't have one single hydrant open, and I had to call the fire chief in and tell him to put his firemen on 24-hour duty and tell them they couldn't leave home or anyplace without calling the station and telling them exactly where they could be found at any minute. And he cursed me and said that was a crazy thing to do, that we'd have to pay them double-time for that. I said, "We'll talk about the time when the time comes but you give them the order." So the other two commissioners had heard this statement when I called him and when we were talking downstairs in city hall. So I went upstairs, and I told them to come up to my office. Not the chief but the two other councilmen and so I said, "Please come up immediately." So they came up, and I sat down and I wrote an order to the fire chief, and we all signed it and told him, called him up and told him to come get this and to announce it to his men because if

their homes burned because of lack of protection, couldn't get through the frozen pipes, they're paid for it. Unfortunately, the firemen at that time didn't do a lot of things that they do now; they didn't have as much training or as much money to give to training. But they sat mostly in front of the fire department in good weather and didn't have anything to do. I'm glad they weren't fighting fires, but in the case when there's an emergency like this, I felt that they should get off their chairs. They wouldn't sit out there in cold weather anyhow, but they should give their time undivided to the taxpayer. And so they did.

Then I found out that that we didn't, when I did that we only had one fire hydrant open. In trying to keep it thawed, they had heated too much and finally it seems that stimulates rapid freezing. If you put hot water in your refrigerator, your cubes will freeze faster and be more crystal-like. Evidently, I didn't know, they had let it get cold and then it froze right up. Well anyhow, so I said, "We can't let that out; the town will be in panic." There's some things that you can't let out. You see, I didn't call a legitimate meeting for this. I called them upstairs to sign with me. This is where I think an open meeting, if I had called a meeting for that and told the people, why, we'd of had...the phones would be jammed everywhere. We'd have done more damage than good. There was nothing we could do about it, so it was a severe situation.

Then when the thaw came in the spring, the city engineer had. We have two systems. We have a sanitary sewer and a storm sewer in the streets that just takes flood water. Well downtown on Front Street and in the Main Street and that area, before my time, the engineer had connected the sanitary sewer to the storm sewer so that it was luck in this case because the hot water from the hotel and all that section downtown. All the business section was going into the storm sewer and it kept them open, and they flowed into the river over by the Orange Street Bridge. But the thing was that warm water going in there had kept the soil back with the north end of the bridge, back a good many feet, soft and it was crumbling away. So we would have lost some of the north approach to the river if I hadn't tried to get some culvert in there. So the street department came up, and he said, "Mrs. Gregory, can you get some culvert for her?" He said: "I've tried everywhere, and I can't get culvert." Because you see, the farmers wanted it; everybody wanted it for their property, to save their property and whatever was needed. And he said he had phoned everybody that he could, and they couldn't give it to him for two weeks or a month. He said, "Your husband is in the pipe business, maybe he can get it for us."

Well when I first went in, I told them, I said, "Now you can't order anything from Mr. Gregory" because it's illegal for any public officer, whether it's an elective office or appointed office, everybody on the city payroll, not on the payroll but anybody on the boards and commissions or elected with the firm, if they have some connection with, if they own stock or husbands or anybody. So I told, "You can't order."

So he said, "Can you do it?"

I said, "Well have you tried everybody?"

“Yes.” I took his word for it, maybe he was telling the truth. So I called Mr. Gregory up. He had a plant in Billings and different other places around here. So I told him the position, and he said, “Well you know you’re not supposed to buy anything from me. You can call the MM and have them order it and buy from MM.”

I said, “It would still have the Armco triangle on it. What’s the difference?”

So I said “Can you let me have it?”

“Sure I’ll get it out, and you’ll get it on the train in 24 hours or a truck.” So they got it over here on about the second day. And we got it in there or we would have lost the bridge. And then this street commissioner didn’t order enough, so we had to order 60 more feet, and Mr. Gregory donated that to protect me. Well then, Charlie Doherty picked that story up later after with the concrete sewer pipe on the Northside. And I announced it after council meeting right after this that I had done this, and the paper didn’t put it in. So I knew that somebody was gunning for me. If they didn’t pick that up, they’d save it for a juicy time, and they did. And then the audit came out, and it said that the mayor had ordered pipe from her husband, but it didn’t say how much, and that she was indirectly involved with the purchase. So those were my two sins. And then my third sin was...

[End of Tape 1, Side B]

[Tape 2, Side A]

JG: But I used to sell papers for Charlie, I was up at *Banner* almost every week. That ought to be in there. I think he's got one or two daughters still alive. One went to Alaska. I don't know where she is. Mrs. Doherty and I used to belong to some of the things.

PF: I know I've read that the Missoula Mercantile had a hand, well kind of an investment, in politics. They liked to sway whatever way they wanted politics to go.

JG: We used to do a million dollars' worth of business on that block every month. Why shouldn't they?

Now listen. There is nothing wrong with businesses getting into politics. There's politics behind the pulpit, my girl. Don't you know that? There's politics in everything. All right, there's Anaconda Power, Anaconda Company, and the Montana Power, and then there's the Forest Service, and there's a dozen other things. And at that time, they were the main things here in the Bureau of Public Roads. Well the Bureau of Public Roads office was here. Then they moved it to Billings. So there were four things the mayor could have used for city, county planning or city planning. And I knew there was something else, I couldn't tell you. But the Bureau of Public Roads office was here and that's just full of engineers and good ones. And they've done so much in parks and streets and highways and everything that—my land!—it was wonderful to have them here but not to use them as scandals. Well. I was going to say something. If I don't say it and interrupt then I forget what I interrupted. What was I talking about?

PF: I was talking about Missoula Mercantile in politics.

JG: Oh, well now all the people that do business for big corporations are educated and very well educated, and they're honest, decent people or those big corporations wouldn't be paying the salary that they're paying them. And let me tell you, when you are doing business for a city that's a big corporation too, and you had better have darn good employees, and you had better have loyal ones. But the point is, I always found out that when I did straight out business with corporations or anybody else, especially corporations, I was dealing with intelligent people, and I knew their point of view or they'd let me know it, and they knew mine, and we could do business straight out. I didn't have any trouble with any of them.

PF: So you got along pretty...?

JG: You got that running?

PF: Yes.

JG: Well now, when I was in city hall because of Mr. Gregory's many connections, he always said: "Now honey..." when I got this job "don't ask me to do any work for you. You're taking the

job, you're going to the work. I'll give you...If you have ideas and want some help I'll do that, but I'm not going to do anything for you. You make your own connections. You took it, and you told the people you could do it. And you try to do it, and you're going to try to do it. Now do it."

So I got in there, and I found out how bad our streets were. So I called a friend of Mr. Gregory's and a friend of mine, and he was head of the General Contractors Association (GSA) or (GCA), no (GAG) General Association of Contractors. Anyway, and asked him if he could come up here and go over our street problem. He was traveling for it all the time anyhow. So he came in here, and he stayed two days and a half as our houseguest—no expense to the city and nothing else. We decided that maybe we could have a 50 buck a year street improvement and how to go about it.

Then we were having trouble along the same line. I knew that our city equipment was being abused, and I had suspicions that a lot of it was being used over the weekend, cars you know. So I found out they were. I wanted to know how to mark everything. We had bought a car from one of the motor companies here and then sent it in to be fixed in a few months, and they got in there, and the company called me and said that the motor that was in there didn't correspond with the motor they sold. So that put me really wise. So then I got a hold of Morrison-Knudsen, and I went down there because we knew them and knew a lot of the men that worked for them. I went all through their plant, and I got all sorts of ideas for equipment and how to work them and how to mark them and how to have them checked in and out and the type to buy for this kind of town. So I was there two days, and that cost the city nothing, and the first man didn't cost us anything.

Then there was a complaint about cafes. So I brought the Denver Board of Health in here, for nothing, for five days to check all the cafes in town. And there was only one café that could pass, and at that time, it was the 10-cent store. They had a stainless steel complete situation, and they kept it boiling hot and everything was sanitary. One of our best restaurants in town had the same thing, but things weren't working, and they hadn't repaired them, so the sanitation was not good in the best café in town. So that paid off. And then we had a sanitary inspector to go around and inspect, and they wanted to put up A1, A2 and so on, and the restaurants got up on their haunches because they all wanted to be A1. Well I said, "We'll just go by the inspector." Then I lost friends and influenced people, but we did it. (laughs) They finally found out that it worked. And when everybody had A1, then they worked up to get it, and whether they all got it or no, I'll never know. But that stirred us up.

Then the airline was going to take on milk here, and it had to be government inspected, and they had standards. So we brought the Board of Health back for that. Now these didn't all happen A, B, C or 1, 2, 3, but they happened over the period of two years. So they came back, and they inspected all the dairies. And believe me, they found a lot of things. But our dairies stood much better than the restaurants did. So they took on milk here. So we helped ourselves in business by doing these things. And it's strange that people when somebody's talking about...instead of keeping themselves up as high as they can and be proud...be glad to have an

A1, whether it's a dairy or the meat markets or what, they seem to feel that they haven't kept up. The minute you suggest an inspection, they're scared to death, and it should be just the reverse. I know when a woman has a party she cleans her house up, her house isn't so dirty. I won't say this because it will be on the tape. But anyway, she's got a little dust or she's got newspaper out of order, so she has to have everything apple pie. It isn't dirty, it's maybe a little messy, but it isn't dirty. Very few houses nowadays get really dirty. When Mother had to wash with a scrubbing...a washboard and use the broom and the mop, why, she had troubles but she kept them clean. She didn't get around to do social things like we do; she kept the house clean. I would let the house...with so many buttons, it gets clean faster and it doesn't get so dirty. But it's always amazing to me, when anybody says there's an inspection, why, it's just a hair-raising affair.

But I always was glad that I could qualify as some sort of a mayor, and I think I did many things. I put the meters in. Now that was a thing that seemed to break a lot of noses. But the reason that I put the meters in was because we were having congestion downtown, and people were getting more cars, and we had Higgins was the main street north and south and Front and Main and Broadway and hardly anything on Pine and hardly anything went any further than a block east or west of those streets. So then I was investigating, and I think maybe the congestion, the people saying that they couldn't get any parking space. I talked to some of the businessmen down there, and over a dozen of them told me that the officers would go by with their chalk stick marking the cars, you know, to have them moved in an hour. But some of them would come in and say, "Well Mr. [so and so] you know I just had to mark your car out there" or "I see your car is out there, and I don't want to mark it, and I don't want to have to give you a ticket." So they'd insinuate that a little money would help. So the merchants, a lot of them, were giving 50 cents or a dollar, and the car wasn't moved. Well by then, the parking meter man came in here and put my parking meters up to me. So I looked into that.

I realized the parking meter would never know whose car it was, and so it was a more fair deal. I had a man, who was an influential man and he knew all about mechanical things, and he was a civic-minded person. He was a highly trained businessman and quite a wealthy man. So he called me, and he said, "I understood you're interested in meters." And he said, "I am too. I've wondered why we haven't had them. I am going out there." He was going to Seattle, Portland, San Francisco, and he said, "I'll find out about them. I understand they're automatic and they're mechanical. You just put the nickel in, and it automatically turns or else you wind it then." That was the manual one, and the other kind you put the meter in and it automatically turns.

He went over, and he tried both and went to the councilmen and the mayors of different cities and got reports on them. He came back, and he said that this one that was manual was better and that was the model I wanted. So I think it was three or five men that came in and demonstrated meters. Well, we advertised for them, and it was pathetic. Those men didn't know how to demonstrate a meter, only one of them. That was the meter we got. The other men, when we had the letting, and I said we would postpone the letting for a half an hour or give each man 20 minutes to demonstrate his meter if they all agreed on it, and so they agreed.

Well, my land! It didn't take these fellows five or ten minutes to demonstrate, and they didn't know how to demonstrate. It bothered me to know end. So anyway, we finally ended up by voting for a certain meter. One of the men told me afterward that it was the first honest letting that he had ever been to, and if he had demonstrated in large cities, it would cost them from 50,000 to 100,000 dollars to save the palms of those involved in the letting. I got a lunch and a yellow plastic pencil out of it. That's my graft, and I'm very proud of it.

Later, after I was out of the city, I met two of those men in other cities. One of them took me to dinner and the other took me to lunch. And they both said that was the strangest meeting they ever went to. One was the first one over again that took me to lunch. One that took me to dinner was the man who demonstrated and he apologized. He said, "You know, I never have to demonstrate these things in public. A fellow looks at the meter, and I tell him it has a dollar alarm clock in it, and they need to do is keep it greased and maybe open the meter." He said, "I've never demonstrated, just talked with the city council, tell them what they're going to get." And he said, "I was just amazed at the way you ran that thing."

PF: Well that is a pretty amazing story.

JG: Then the unions took me up. They sent out a notice on Saturday morning's paper to...What's the term? Not indict. But anyway, they accused me of buying these meters for just a monetary purpose. Well, the monetary purpose is part of it and it wasn't legal. They took me to court, and what was it they had? An injunction. That's what it was. I've never been in any legal things so I'm not always sure what term. If I'd been arrested a couple of times I'd have known but I never have. And so I was called in court to try to prove that this was not purely a monetary deal. I told them it was to move traffic faster and have more people using the same space on the streets, and I hoped the money would come so we could buy parking lots and use the money for control of traffic. When we put them in, we made an ordinance that money would go into the general fund earmarked for traffic, and that would be...

By the way, I bought first motorcycles for police and that would take care of the motorcycles for the patrolling of the traffic area, the meter area, and the men for those motor cycles and the traffic signs and the maintenance of the meters and street markings, anything in their area, in the meter area, or any other area as it grew. It was for the maintenance of traffic, and that's traffic lights and planning and all the sort of thing. And it should go for that. Now the city doesn't even manage the meters. They get 25,000 dollars a year for their meters. It was explained in the paper not long ago, but it's not too clear to me. Then they have a traffic commission, and they buy the property, and they put in the meters in the parking lots and they lease them.

I think we've got too many leased places because you'd go in the daytime behind the library and a lot of places where there's vacancies after vacancies, and some days you go and they're jammed. But there is an awful lot of leased property, and if it's going to be leased it should be further out. I tried to get the businessmen downtown to go together and form a corporation

and take a place right in the center of town because people want to park their car and go out and go right to the counter where they buy. They don't want to walk. So like Dayton's in Minneapolis. Their parking building is part of their store, and it has to be right where the store is. And so they give you so many minutes for so many dollars, so many minutes for each dollar. You add it up and you get free parking for the amount of purchases you made. I put that up to the men here. It was too expensive. And I put it up to them two or three times, and since I've been out, many companies have had me come downtown, and they've taken me to dinner or to lunch for time to explain to them, and they always believe that I'm all right. "But it's too expensive Mrs. Gregory." Now if they had done it in '47, '48, or '49 when it was first suggested. The prices are much different, and the property values are much different. They still have had this put up to them. They don't trust each other, and I can't understand it.

PF: Yes, because it seems that downtown is really in straits right now.

JG: They have lost downtown. They have lost the value of their business property.

PF: Yes that's right. They're really scrambling down there now that the Mall has come in.

JG: Well they should have some foresight. When I was in the mayor's office, I went over to Mr. McLeod and I had been—I traveled a lot with Mr. Gregory and I've always traveled, but more in the United States than any other place. Since then I've had a lot of European travel and other travel. Well anyhow, we'll just say foreign travel and go to that. I have seen a lot of these shopping centers go up years ago. The farmers' market in Los Angeles was the big thing in the West as a market, and I can't tell you how old that is. It must be in 1918 or 1920, something like that. Maybe not this one but it started way back then. Look what Chinatown was. That was a market for a certain kind of people, and all the tourists went there, so it became a regular, same as a shopping mall because we picked up food, and we picked up Oriental things, and we went to see the shows, the Oriental Theater and everything. It was to attract a group of people and that's what these malls are for. And so, it's comparable in way.

I tried to get the Mr. McLeod interested in building a market here. They had the Missoula Land Company and the South Missoula Land Company, and they owned it clear out here and that way. So I asked him why he wouldn't be interested; if he would be interested in closing four to six blocks and putting a multistory building in the center and markets on the main floor. And I said a double basement underneath for their trucks and their loading and unloading and their help's, you know. And but then they could have offices above, real estate or insurance, beauty parlors, dental things, medical things, anything they wanted. Put a café in there and a nursery and I said you've got the town by the—

PF: A flower nursery or a—

JG: No a children's nursery to take care of children while mother's shopping.

PF: Yes, that's a great idea.

JG: He said I was blowing bubbles. Walter always liked to say I was blowing bubbles. Well anyway, later on someone sent me a picture of the store that was built in Pasadena on the Auro Cycle, which is their little canyon that goes through town or it's more of a ravine along in the town. It has a little creek in the bottom or little river. California rivers aren't...in southern California rivers are more creeks, and they flow underground. Oh, I can't think of the name of the prominent store. It's still there. They built on the side of it, and they had the places for their trucks underneath. Then they had on top of that, they had an outdoor area where they had tearooms and luncheon places and all. And then they had all the stores. It was two stories on ground level. And you could park underneath on this thing. You see they excavated part of it back into the hill and use the slope for driving. You could drive along there. And they put different things upstairs, and they added on to it. So we had a lot of lots along West Front Street, backed to the river, and the [Missoula Mercantile] had some, and so I took this plan over to him in the picture and showed him about it. And I said, "Now..."

He said, "Oh, that'll take the business away from our hotel."

I said—

PF: Which hotel is this?

JG: Florence.

PF: The Florence.

JG: I said, "I don't think so." I said, "You could even have apartments up here or family hotel, you know, with suites, and have the café in the bottom and have all these stores." And I said, "We need a frontage." Because, you see, we owned behind the alley and a couple lots on Front Street. But down the alley backed up the river, we owned some of that property in the alley and all over the river and other people owned frontage, but we owned about five or six lots there. So I said, "We'll trade that and put, maybe put the fire station or city hall at the end of the bridge." You know, north end of Orange Street where they're putting that retirement home and the Bakke property?

PF: Yes right.

JG: Well, the Bakke property is right on the corner of Front. And he again said: "Oh, Juliet you're blowing bubbles."

PF: Oh dear, that's sad.

JG: So I had ideas, and I think they had merit. Maybe that wasn't the right place, but at least they owned the property, and they had an opportunity to give the town a real building. Now that building has done a tremendous lot of business, and it's been needed, and it's needed now more than ever for custom ordering. They don't order anything for anybody. They say they will, but it never comes. And we had service from [Missoula Mercantile] that we will never have because businesses aren't personalizing themselves with the customers.

PF: Not at all.

JG: And we need that personal attention. Of course people are buying more for dollars than they used to. We used to buy for quality and it lasted several years. Now you buy cheap prices, cheap goods, and we change styles. People aren't interested in making things over or doing anything they want. But other thing, things have gotten so poor and so expensive that more and more people are doing their own sewing.

PF: Yes, that's true now I think.

JG: So they've bitten their nose off to spite their face. I think there are many, many people that have done and many stores that have done great services for Missoula and have never been recognized for it. And it kind of worries me because people have made their mark here, and there isn't any mark on Missoula that is permanent to show it. Now, the McLeods did a lot of business and there isn't even their name on the store. The name of McLeod is only on street, and that was put there because they opened the subdivision, and they named the street for one of the members who were involved in it. Just like all these children's names: Hilda and Maurice, and all are the Higgins family, I understand. But they've all gone out of business, and we have had three and four and five generations in business now. And the sad part of it is that the younger generation, in the main, who have been here that many generations back who really have...All they have has come from what their parents or grandparents or great-grandparents have given them. They are what you might call milking the property because they haven't kept it up, and a lot of it has gone out of their hands entirely, either sold or lost or something. I have tried for a long time to try to get somebody to do things, some families to do things of worthwhile in this town to memorialize their family here, because they have...well, I once tried to get a real bandstand, a permanent bandstand over here on the park.

PF: Yes I played in that for many years.

JG: Yes. That's practically a temporary stand. But there's been so much vandalism over on that and people are...I don't blame them in a way. I don't know whether people don't know what their children are doing or the children don't care what they do or they think they're smart in damaging things. They don't realize or they don't care that their parents' taxes are replacing everything they do. Now look at the paper. Last night they said 800,000 dollars worth of damage was done just on the Mall. It would cost them 800,000 dollars to grass the Mall in Washington, DC, where those farmers have taken their tractors. Not only that, they have gone

into the reflecting pool there, and there's an automatic system for sprinkling under that lawn on the Mall, and that thing is all broken. Then on this reflecting pool, they've driven their tractors in there, and they've cracked the bottom and ruined that. Now that should be taken out of the agriculture budget or out of the subsidies that farmers are paid. Just like the Indians, when they went into the...what was it the Interior Building or the Department of Commerce?

PF: B.I.A.

JG: Damaged all those Indian artifacts. That should have come out of Indian funds. And if they didn't take it out, they were very unwise. I think these people that think that they can do illegal things to get their way are the worst citizens we have because...now it was the educated Indian that went in there, because you had to have some money and do something. You had to have something behind them. And these are wealthy men, not maybe in their crops and incomes but the lands they hold and the equipment. It costs a mint to run a tractor to Kansas to Washington, DC

PF: Yes it does. That's true.

JG: Why it's crazy. People should have respect for the town they live in, and they're taking up space here. They're benefiting. And if they have idea, they should get to it. They should go to council meetings. They should inquire as to what happens. And there's one very good thing that I did, and I'm very proud it.

PF: Hold on for just a second.

[End of Tape 2, Side A]

[Tape 2, Side B]

JG: When I went in I realized I hadn't had any education in public affairs. I mean in public office and in managing cities. I had large payrolls under me and I had done some things, but I hadn't had anything like this. So I decided that from what I read that nobody, hardly anybody, knew what city business was and what municipal law was. So I sent notices to every woman's organization in town and to the churches and service clubs and anyone else that wanted to come or to appoint a representative to come for six weeks. We had them Monday morning at 10:00, and they lasted as long as they had to, which was generally not later than 12:00. They did that, and we never had less than six visitors because before that they didn't have any visitors, just somebody who wanted something done, and they generally wanted a favor. And so, we would have 40 and 60 people there. Then I asked them, the organizations, to give five or ten minutes to report back at their meeting, and they did. The reason I said six weeks is because it takes 30 days to get an ordinance through, for advertising and all. Then it takes a little while to set it up. If they just came for one meeting a year, they would hear something but they never knew what happened. So if they appointed them for six weeks, and some of them had them come for two years. Every once in a while, they tell me, the Kiwanis still has a report on the council meeting.

PF: Yes. That way they really know how everything runs.

JG: Well the newspaper reporters don't report stuff. They don't even tell them what's going on.

PF: Yes. Well I think a lot of people are really ignorant about what they can do if there are feeling...like you say, they don't go to the council meetings and everything, and then they get enraged.

JG: Well they're paying for the whole darn thing.

PF: Yes. And they're real ignorant.

JG: It's a multi-million dollar business, and it's right under their nose. And then they sit on their davenport or somebody else's davenport and condemn Helena, and it's a little farther away and they don't do that, but they read that in the paper. Then from Helena, people are sent to Washington, and then they're too far to Washington, and they can pick up the paper every morning and find eight or ten items where there's skullduggery of some sort going on there. And you can pick them up in Helena on the newspaper. They got them right down here, and if they put the fear of the Lord on them in the city hall and the city council about doing things legally, and read the law and find out whether they're illegal or not, we wouldn't have so much of this so far away. Because I can remember. Of course I was the first woman and they watched me like a hawk, and they should have. I don't mind being watched. If I get caught doing something that I'm doing that's wrong, it's not that I'm doing it intentionally illegal. My city attorney, when I'd ask him things, why, he'd give me an answer, and once or twice, I found that

I didn't get the whole thing in the answer. He was in a hurry. I could've gotten into hot water legally. So after that I put the request in writing, and he had to give me a signed answer. When you do that, when you don't do everything verbally where you can forget or you didn't understand or I didn't tell you at all or something, you get an entirely different answer when it's written.

PF: Yes, much more thorough.

JG: This is the same with computers, everybody blames things. Look at our tax program. We get the taxes. We should get them in November and now we almost get them in January and then we should them in June or May to pay the 30th of May. They're supposed to come in April for the 30th of May payment and in October for the November 30th payment. Here we got them in December. They blame it all the computers. All right, the computers can't do it. They have to be fed by human minds.

PF: Yes, that's right.

JG: The human mind then blames it on the computers, so does everybody else in the office blame it on the computers. When we had a man as an accountant or a bookkeeper, and he couldn't erase without permission, and he had to initial the erasures, and he had to sign, it was a different story.

PF: People taking responsibility.

JG: Yes, and they were proud of their work, and they had to work at it in order not to have so many mistakes. And they got called on the carpet. And now, the computer is impersonal, and they blame everything on the computer.

PF: I think that's what lacking is pride right now.

JG: Pride in your work.

PF: Pride in your and pride of your ancestors and what they've done...and yes.

JG: Well, you know, this. People say that it's a planned grid deal. I'm not sure it's real, but if the communists decided that they could beat up without firing a bullet, and they said that. They said they could also tax and tax us to death, and if they've done it, they've succeeded at that. But the point is, children were born with parents because they were infants and incapable of taking care of themselves in any way. They were taught religion. They were taught ethics. They were taught right and wrong. They were taught what kind of people...how to evaluate people and what kind to associate, and we've got all kinds of people. We've got all levels of brains and we've got levels of education. We've got all levels of all types of religion. Let's just say, life is a choice and each individual can choose anything he wants. He can choose the best of literature,

the best of people, the best of surrounding, maybe not materially, maybe his house isn't a mansion. But anyway, the parents can put the best they can in there and with their love and idealism and ethics and the sense of spirituality. I don't care whether it's a shed or a mansion, it has got everything it needs. Now life is a choice, and if we want to choose to let these things down. Just the other day it was on the air, there was a conversation about how we were so straight-laced, and we were just squares and all this thing. It didn't hurt us one bit to learn to go to church. It didn't hurt us to read the Bible and to quote it. Now children don't, even in Sunday school, they don't memorize verses anymore. You don't memorize stuff in school...Look how many times in my life, thousands of times, I've been asked to give an extemporaneous talk or prayer or something. If I didn't have memory things in my mind that I could pick out, I couldn't do it. I've forgotten so much now that I'd be terribly embarrassed.

PF: How do you feel about women working when they have a family? Do you think they can successfully combine that?

JG: Well, see I didn't go into anything like that until my kids were in college, but I think that...Well, let's put it this way. Aren't women working for luxuries? They're working for the second car or better clothes or a better house. I don't blame anybody for being ambitious, but I don't think that if their penalizing their children. They're penalizing their children's liberty, which is their liberty to have their mother taking care of them until they are old enough to be individuals, independent individuals. Children don't come here, you ask for them whether you adopt or have them, and they are entitled to the same things you want or even better than you wanted. Because the old-fashioned parents saw to it that mother stayed home. She may have done the washing and done the mopping but she was home with her kids. Cuddling your youngsters and having them know that you're a mother and that you're there, you're all security. When father comes home, he's happy with mother, and they are security.

Of course, we had divorces and differences of opinion but not by the dozens like we have now. It may have been the same percentage, but the percentage in numbers has risen so because are population is so much bigger. We talk about 25 percent now, we talk about what is it 200 million? There's 50 million. When we talked about 20,000 in Missoula, you only talked about 5,000 people. So the percentage might be the same, but the publicity the things and the causes are so different now and so manifest. But it hurts me, because I have seen adopted babies and own babies in families where the mother puts them in nursery school as she gets their diapers on, and they're there all day or part of a day. Well, they're in nurseries for infants, and then they go to pre-kindergarten nurseries, and then they go to kindergarten. Well, the minute they get in somebody else's hands, the security of mother is diluted just that much. Then they have two people taking care of them, then the same as in kindergarten. They have to have so many others outside the family who are disciplinarians. I mean they have to be. You can't tell me.

I taught school for umpteen years and ran kindergartens and other things. You can make a general plan for a classroom, and you can divide it with the lower and the medium and the brighter ones, and you can have three groups like that, but you can't have a program for every

single child in town, and that's what these mothers are asking for. And that's what these psychologists are asking for. If they had to teach with as many psychological problems in a classroom as you have nowadays from children who are frustrated, from mothers working and fathers not being home, or more fathers are on the road. And it's only natural, they have to earn these things. There's a point to women working, but there isn't a point to have your children suffer and break your family up.

PF: Right, to having your children alienated.

JG: Now there's more families who tell me, and they're right on this block on both sides of the street, their children have left home, some of them just as they're 18, and others have left home and don't care to go back all during their college years. Well they're breaking...there's been a break before or they wouldn't want to leave home, or they're breaking earlier. Now look at this Hervinger, something happened there, somewhere. And almost every family has some sorrow of that sort in it. I've seen it many, many of time. Well, I went to an A.A.U.W. some years and the first time it hit me in the face. They had a man there from the law school talking on women's rights and liberated women, and one woman—We had questions and answers; that one woman said, "Well, there's this Juliet Gregory. Look how long she's been liberated." And she said, "What made you liberated? How did you get liberated, Juliet?"

I said, "I never knew I was liberated, and I never knew I was subjugated either." Is that the correct word for that?

PF: Right—yes.

JG: Sometimes I don't come out. You know I had a stroke a few years ago, and I am very conscious. I can see things, and I can get the initial letters sometimes, but the right word won't come out. That's why I won't stand up and give speeches anymore unless I read it.

PF: Yes that's hard. My sister works with a lot of stroke patients.

JG: Well it's a little thing to have happen to you because my physical thing only lasted three days, and I had it when I was in the hospital for something else. So I got firsthand treatment around the clock. But that bothers me. But anyway, I didn't know I was subjugated. Well then, "How did you get these jobs and how are you so respected in town?" Well I said, "In the first place, I never have taken a job that I haven't tried to do the very best I could do, and I tried to see that I was prepared for it or that learning fast and staying up nights reading or inquiring about things and trying to find out. And I said, "You aren't respected until you've proven yourself." I don't care how old you are or how many sheepskins you got. But you have to have an understanding of the people you're working with, the problem working with, the various facets that it would lead to, and whether you're favoring one group or the other. So in public office I found out that if somebody wanted this, who was on the other side of the street? What did they need? What was he trying to do that this fellow couldn't have? So I'd find out

eventually as soon as I could what this fellow wanted, and maybe he wanted just the opposite, or maybe he wanted to do something for that fellow and they hadn't found it out yet. So then I found out that sometimes I could go down straight, sometimes I could wobble back and forth and accomplish something for each one of them, and not just for one but for the greatest good, for the greatest good that might be affected. And that's the only way you can really do business. So, I guess...Is that still on?

PF: Yes.

JG: Well I guess that since people have told me that I wasn't too bad, I wasn't too bad. But any woman can do it. It's nothing but public housekeeping because you have to be...I'll just say it to the cabinet. The president has a cabinet. All right, there's the mayor. He has a war department that's the woman, the mayor. He has a war department. So as a mother she took care of the kids, and they're fighting and bickering and social incidents that happen between families or softened her husband's bumps in business. So there she's trained for the war department. And the treasury department. She helps with the budgets. She saves the money or spends. Then she has got a legal...Supreme Court. That's not part of the cabinet. But there has to be laws in the family, and they have to be respected because you can't...If you don't have respect for each other and have a schedule of what's done there, why, you don't get anywhere. Now what else? The interior department. Now that's the uniting of the family in religion and everything else. And their Army and Navy, why, that's something where you progress and go about and do things, and you keep from having battles in the family. But you can take the whole cabinet and do this.

PF: Well that's very interesting. I've never had it explained like that to me before.

JG: Well you just do it in public. So she's doing the things that she would do at home in a different way, but you have to know something about engineering and finance and law or you had better not go into it. And you had better be willing to say...admit you don't know, but you're going to find out. Because you can't go in there saying, "I am God I know it" because you'd never get anywhere, and people wouldn't respect you. You couldn't respect yourself for elevating yourself above your ability. But I do think that it is important. I think we have people in public office that have no right to be there. Now I was told not long ago, we had three people on the city council on grocery stamps. Now that's too bad. I feel sorry for them. I'm glad they got grocery stamps. But if they can't manage a small budget of say less than 10,000 dollars or 15,000 dollars. Are you poverty-stricken if you have a family unless you have 15,000 dollars? Aren't you? Well if they haven't got 15,000 dollars, how can they run multi-millions and how can people like that, who have grocery stamps. They may be educated; they have the time to get 250 dollars a month from the city council or less than 300 dollars that they get. They get another insurance...some of the them get another insurance of 50 some dollars a month, I think it is, but it's under 300 dollars we'll say. If they're working, I don't see how they can give the nighttime and the other meetings to do this. And if they're not working, I don't see how they can do much on what they get from the city council for a family, so they have to have grocery

stamps. But those kind of people that are on that, are not the kind of people, evidently, that can talk with State Highway Departments or Bureau of Public Roads people, because they're technically educated, and they've given their lives to it. You're dealing with professional people and technically trained people. You're dealing with technically educated people in finances. But even though you have a fine controller or treasurer or clerk or city attorney, they make mistakes and you have got to have the curiosity and the ability to know where to go to find the mistake and how to get it corrected. This is what I oppose down here. These people are not reading the law, and they're not visiting the departments. I don't see how you can have blind leading the blind because the city is not paying much attention to their business, so they blinded themselves to it. Now them is my sentiments. (laughs)

[End of Interview]