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### **MS-4787: Abba Hillel Silver Papers, 1902-1989.**

Series I: General Correspondence, 1914-1969, undated.

Sub-series A: Alphabetical, 1914-1965, undated.

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Civic League, 1922-1923.

# THE CIVIC LEAGUE OF CLEVELAND

516 HIPPODROME BUILDING

CLEVELAND, O.

February 3d, 1922

MORRIS A. BLACK, CHAIRMAN EXECUTIVE BOARD  
EMMETT L. BENNETT, ACTING SECRETARY

MAIN 6205

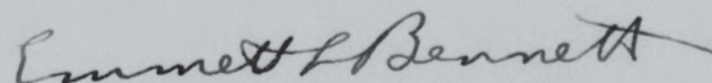
Rabbi A.H. Silver,  
Cleveland, O.

Dear Rabbi Silver:-

Herewith I am handing you a  
copy of the minutes of the last meeting of the  
Executive Board of the League, which was held  
January 30th, 1922.

It is our intention hereafter  
to send such a copy to the members of the board  
after every meeting.

Very truly yours,



Acting Secretary



MEETING OF THE EXECUTIVE BOARD OF  
THE CIVIC LEAGUE OF CLEVELAND

The Board met pursuant to call of Mr. Black at 4:35 P.M.,  
Monday, January 30, 1922.

Present: Mr. Morris A. Black, Chairman, Mr. Willard Beahan, Mr. D.E. Morgan, and the acting secretary.

Mr. Bennett brought the lease for the present offices for the fifteen months ending March 31, 1923 to the attention of the board, and was authorized to sign and execute the same in behalf of the league.

Mr. Bennett was authorized to represent the Civic League in the Community Betterment Council.

The board selected a nominating committee for the purpose of preparing a list of candidates for the vacancies to be filled in the Executive Board at the annual meeting as follows: G.B. Siddall, E.M. Baker, Miss Charlotte Rumbold, Frank McGowan, and Miss Ruth F. Stone.

The arrangements and date for the annual meeting being discussed it was agreed that Mr. A.R. Hatton should be the speaker. The acting secretary reported that it would be possible to arrange with the City Club of Cleveland for holding the league's annual meeting as a Saturday luncheon of the club on March 4 or March 11, to be determined when it is known on which of these dates Secretary of State Hughes will be in Cleveland. The acting secretary was authorized to conclude the arrangements as soon as the date can be settled.

The board elected Dr. A.R. Hatton a member of the board, vice Judge Duane H. Tilden, deceased, to serve until the annual meeting of 1922.

The board approved a proposed amendment of the Constitution, to increase the number of directors from twelve to fifteen.

The board discussed and approved the text of letters to be sent to the Mayor and to each councilman, respectively, advising them of the intention of the league to issue semi-annual reports hereafter.

The chairman was authorized to appoint a finance committee to cooperate with the acting secretary in the matter of securing contributions.

The publication of bulletins on city-county consolidation and on pay rolls was discussed, and the acting secretary was authorized to prepare as soon as possible a bulletin on municipal pay rolls.


Dr. Hatton addressed the board on the matter of the Civic League undertaking the principal part in the campaign of education to be carried on during the next two years, as to the new charter and its provisions. It was the sense of the board that if arrangements can be made with the existing charter committee for the league to assume this work it should be done.

The board adjourned at 6:30.

(Signed) Emmett L. Bennett

January 31, 1922

Acting Secretary





## MEETING OF THE NOMINATING COMMITTEE

The nominating committee met at 4:00 P.M., February 20th, 1922, in the Civic League offices, 516 Hippodrome Building.

PRESENT: Mr. Geo. B. Siddall, Chairman, Mrs. E.S. Bassett, Mr. E.M. Baker, Miss Ruth F. Stone, and Mr. Francis Hayes.

The committee made the following nominations to the Executive Board; for terms ending 1923, Dr. A.R. Hatton and Miss Belle Sherwin; for terms ending 1924, Mr. Abram Garfield, Honorable Carl Friebolin, Mrs. Sigmund Hersog, Rev. Joel B. Hayden, and Mrs. Chas F. Thwing; for terms ending 1925, Mr. D.E. Morgan, Rabbi A.H. Silver, Mr. Walter Flory, Mr. Ralph Hayes, and Mrs. Malcolm McBride.

The following were nominated as alternates to be substituted in case of the refusal to serve of any of those above named; it being provided that the number of women nominated should be increased to five if one or more men nominated should decline: women - 1. Miss Ida McKean, 2. Miss Grace Treat, 3. Mrs. Roger Perkins, 4. Mrs. Addison C. Waid; men - 1. Mark L. Thomsen, 2. R.D. Clark, 3. Fred Baumgartner, 4. Dr. R.H. Bishop, 5. M.F. Fisher, 6. R.H. Danforth.

Acting Secretary



# THE CIVIC LEAGUE OF CLEVELAND

516 HIPPODROME BUILDING

CLEVELAND, O.

March 9th, 1922

MORRIS A. BLACK, CHAIRMAN EXECUTIVE BOARD  
EMMETT L. BENNETT, ACTING SECRETARY

MAIN 6205

Rabbi A.H. Silver,  
The Temple.

My dear Sir:-

We are in receipt of your ballot and reservation and the check enclosed. We believe it has been the custom for members of the board to attend as guests of the League. We are, therefore, returning your check and a ticket.

Very truly yours,

THE CIVIC LEAGUE OF CLEVELAND

By

*Emmett L. Bennett*

Acting Secretary



# THE CIVIC LEAGUE OF CLEVELAND

516 HIPPODROME BUILDING

CLEVELAND, O. May 17, 1922

MORRIS A. BLACK, CHAIRMAN EXECUTIVE BOARD

EMMETT L. BENNETT, ACTING SECRETARY

Rabbi A.H. Silver,  
Cleveland, O.

MAIN 6205

Dear Mr. Silver:-

The constitution of the Civic League provides that regular meetings of the Executive Board shall be held on the first Tuesday of each month, unless otherwise directed by the board. Pursuant to this provision the executive board will meet Tuesday, June 6th, 1922, for a dinner meeting, to be followed by discussion. The place of meeting will be selected and you will be notified in ample time. You will also receive a notice of the matters of business to come before the board at that time. Will you now make a memorandum of the reservation, so that the board may have a full attendance at this meeting?

Very truly yours,

*Emmett L. Bennett*  
Acting Secretary



# THE CIVIC LEAGUE OF CLEVELAND

516 HIPPODROME BUILDING

CLEVELAND, O.

June 3d, 1922

MORRIS A. BLACK, CHAIRMAN EXECUTIVE BOARD  
EMMETT L. BENNETT, ACTING SECRETARY

MAIN 6205

Rabbi A.H. Silver,  
Cleveland, O.

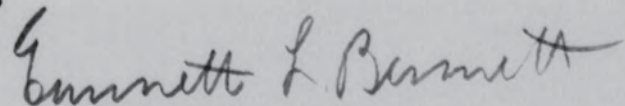
Dear Mr. Silver:-

I am sending you herewith a copy of a statement to be presented for discussion by the Executive Board at its meeting Tuesday, June 6th, at 6:30 P.M. at the Hotel Statler, Parlor E.

If you have time will you kindly examine it and note any suggestions or criticisms that occur to you and bring them up in the discussion at the Board meeting.

In the latter part of the statement, discussing the data as to the salary ranges and expenditures in the several county offices, I have indicated minimum and maximum fortnightly pay rolls. If published, these statements should be replaced by graphic representations and curves, which would show the story of the whole year in each office. It is impracticable to send each member of the board a copy of these curves at this time, but a set of them will be prepared and exhibited to the board at the meeting Tuesday night. There will probably be some other matters of business brought before the board at this meeting also.

Very truly yours,



Acting Secretary



METROPOLITAN LIFE INSURANCE COMPANY  
Hanley Fiske, Pres.,

New York City, June 3, 1922

James E. Kavanagh,  
Third V-P

Morris A. Black, Esq.,  
B.H. Black Company,  
Cleveland, O.

Dear Mr. Black:-

I have just wired you, "I accept appointment  
secretaryship Cleveland Civic League. Letter follows".

I have talked over with the men in the Metro-  
politan with whom I am associated, the action of your Board in  
appointing me to the secretaryship of the League. They took  
a broad view of the matter and left it entirely to myself as  
to what my decision should be.

I will be able to get away from here about June  
15th, and will go to Cleveland on about that date. I naturally  
have some personal matters to look after, but I shall expedite  
them as much as possible.

In accepting this position I feel that it is a  
large and difficult job, but that if we all get back of it in  
the beginning stages, I believe we can put it on a proper footing  
and lay the foundation for a great and helpful work in the future.  
It is only because I believe I shall have the full cooperation  
and support, not only of the Executive Board, but of the other  
good people of Cleveland who are interested in the Civic League,  
that I am willing to make this change.

If you have the opportunity, I want you to ex-  
press to the Board my full appreciation of the confidence they  
have shown in me by their action. I hope to have the opportunity  
very soon to express my appreciation in person.

With warm regards and looking forward to an  
intimate and pleasant association with you, I am

Cordially yours,

(Signed) Orrin Lester.



# THE CIVIC LEAGUE OF CLEVELAND

516 HIPPODROME BUILDING

CLEVELAND, O.

June 6th, 1922

MORRIS A. BLACK, CHAIRMAN EXECUTIVE BOARD  
EMMETT L. BENNETT, ACTING SECRETARY

MAIN 6205

Rabbi A.H. Silver,  
The Temple,  
Cleveland, O.

My dear Mr. Silver:-

You will be glad to know that we are in receipt of the enclosed letter from Mr. Orrin Lester, whom the Executive Board of the Civic League elected to the secretaryship at their last meeting.

It was on account of his early coming to Cleveland that I postponed the meeting of June 6th until some date after his arrival here, so that all of the members of the Board who have not met him might have the opportunity of doing so.

I believe that I am voicing the unanimous opinion of those members of the Board who have met Mr. Lester, in expressing their belief that he possesses the very qualifications that will be most useful in enlarging and intensifying the work of the Civic League.

Sincerely yours,

*Morris A. Black*

Chairman, Executive Board



# THE CIVIC LEAGUE OF CLEVELAND

516 HIPPODROME BUILDING

CLEVELAND, O. July 26th, 1922

MORRIS A. BLACK, CHAIRMAN EXECUTIVE BOARD  
EMMETT L. BENNETT, ACTING SECRETARY

MAIN 6205

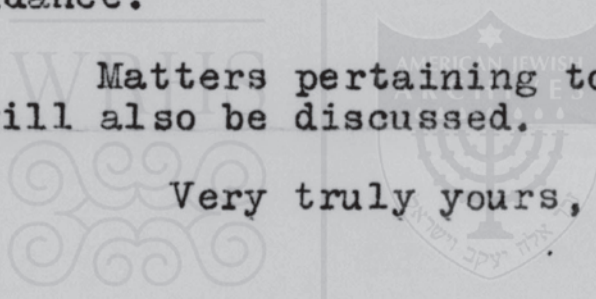
Rabbi A.H. Silver,  
Cleveland, O.

Dear Rabbi Silver:-

The regular meeting of the Executive Board of the Civic League will be held Tuesday, August 1st, at 6:30 P.M. at the Statler Hotel. The chief business of the meeting will be to consider the report of the committees on candidates for the coming primaries. This is very important, and it is essential that there be a full attendance.

Matters pertaining to the future plans of the League will also be discussed.

Very truly yours,



*Emmett L. Bennett*

Secretary



THE CIVIC LEAGUE OF CLEVELAND  
516 Hippodrome Bldg.  
Cleveland

October 6th, 1922

Dear Rabbi Silver:

At a meeting of the Civic League Board on October 4th the attached draft of a program and plan of procedure for an enlarged civic organization was presented to those present, but not discussed. I am sending a copy to you now in the hope that you will study it carefully keeping in mind that it is a draft and that your constructive suggestions are essential. The heading of this draft "Greater Cleveland Civic League" is a mere suggestion for a name. I hope your fertile mind may produce one more appropriate, if it should be determined that the name ought to be changed.

As you will recall at our meeting at the City Club early in September a committee was appointed to call upon a group of outstanding citizens to urge them to act on a committee of nine who would in turn select a thoroughly representative committee of 100 to devise ways and means for the development of reorganization plans. This has not worked out as rapidly as we had hoped. Mr. Fred Goff, Mr. Samuel Mather, Mr. Newton D. Baker and Mr. Warren S. Hayden, who were the first four names proposed by this committee, have not as yet consented to serve. They are much interested and we believe that within the next few days they will accept this responsibility. At least five have accepted willingly including Mr. Fred Ramsay, Mr. Paul Feiss, Mr. Paul Howland, Mr. D.S. Humphrey and Miss Ruth Stone.

We could move considerably faster if we were content to start without the cooperation in the beginning of some of these men who seem to be important to the unqualified success of great community movements. I am personally convinced that the plan we are working on is sound and that it will work out in the end in a large way. It seems to me that it would be unfortunate to start a community-wide citizens organization without a fairly complete union of the proper forces in the beginning.

Because of the embarrassing situation of the Civic League as to its present finances and because too of the relatively small membership we may find it essential for immediate purposes to conduct a preliminary membership campaign with a view of adding enough members and securing such funds as will tide us over these pre-organization steps.

I shall get in touch with you about this a little later. If we go into such a campaign it will require considerable work on the part of the members of the board. I trust that we may all find it possible to give Civic League matters first call until we work our way through this difficult situation.

Very truly yours,

*Orin Lester*

Executive Secretary

Rabbi A.H. Silver  
The Temple  
Cleveland, O.



THE CIVIC LEAGUE OF CLEVELAND  
516 Hippodrome Bldg.,  
Cleveland

October 18, 1922

To The Members of The Executive Board:

The meeting of the Executive Board of the Civic League held at the City Club, Wednesday, October 18th, adjourned to meet Friday, October 20th, at 4:30 P.M. in a private room at the City Club, Hollenden Hotel. The object of this meeting is to consider issues and candidates for the coming election. It is quite likely that the matters to be considered will require that the meeting be continued through the dinner hour.

These are questions of vital importance and we trust that you will be present.

Orrin Lester,  
Secretary



AMOS BURT THOMPSON  
CHARLES P. HINE  
WALTER LEROY FLORY  
J. FRANK PEASE  
JEROME C. FISHER  
CHARLES W. SELLERS  
STANLEY L. ORR  
ROBERT F. BINGHAM  
DAVID A. GASKILL  
ELMORE L. ANDREWS  
CARL V. WEYGANDT  
READ M. KUHN  
ROLAND R. FOLEY  
CLAY DIETRICH  
H. WALTER STEWART

LAW OFFICES OF  
**THOMPSON, HINE AND FLORY**  
1239 ENGINEERS BUILDING  
CLEVELAND

November 20, 1922.

Rabbi A. H. Silver,  
2357 E. 55th St.,  
Cleveland, Ohio.

My dear Sir:

As Chairman of the Finance Committee  
of The Civic League of Cleveland, I think it  
important that so far as possible each member  
of the Board of Directors should attend the  
meeting called for tomorrow, Tuesday, November 21,  
at 4 P. M.

I hope you will find it convenient  
to be present.

Sincerely,

Walter L. Flory

Flory:LS



# The Woodland Avenue Presbyterian Church

WOODLAND AVENUE AT EAST 46th STREET

CLEVELAND, OHIO

December 14th, 1922

Rabbi A.H. Silver,  
The Temple.  
Cleveland, Ohio.

Dear Rabbi Silver:-

As chairman of the special committee on membership, I am sending you this letter.

In going over the situation with the two secretaries last Tuesday, it is perfectly evident to me that this small committee is in no condition to advise anything concerning the fundamental steps that must be taken in regard to the Civic League.

We find the financial condition at present rather pitiful. We are face to face with an increasing amount of deficit due to a large overhead. We find a contributing membership of about nine hundred and two. We hear that a strong committee of men in the city are planning an active organization to back the City Manager Plan, independent of the Civic League. We hear the pitiful returns from the letters sent out to the members of the Chamber of Commerce. You will realize as individuals of the Civic League, how it has been backed in the past, what the conditions of membership are, what the program of the League actually is between elections, and we feel that the whole situation actually requires what might be called, in the language of the "Hoipolloi" - "a show down". Consequently, as a committee we are not accepting the responsibility of facing the situation alone, but are inclined to demand a full co-operative attendance of the board through some form of meeting in which we shall put all the cards on the table and decide whether the League is to go on in its present condition, whether it is able and willing to meet through personal efforts its huge responsibility with regard to the present deficits, and just what steps should be taken to increase membership, to inform old membership, to place the whole thing upon a going basis, in view of the facts mentioned above.

Consequently, as a member of that committee and chairman, I am asking the members of the board, to set everything aside and to come out next Tuesday night, December 19th, at half past five, to Parlor "J" at the Winton Hotel, that we might find whether we are to go ahead at all and under what conditions. I am asking this on behalf of the committee as a personal favor and request.

I received the responsibility placed upon me as a member of the board, am rather new at the game, know very little about the past history of the League, and feel that from a personal standpoint, and representing that committee as chairman, that something must be done, or else these of us who are feeling as hopeless about the situation as I, myself, feel, must perforce resign and leave the responsibility to those who know more about it.



The first requisite on the part of every member of the board, at the present situation is a dependence upon this meeting and willingness to devote enough time to it, the entire evening if necessary, in order to come to some conclusion that shall be worthy, not only of the history of the League, but the possibilities of such a movement in a city of this size.

Sending this letter to you in perfect frankness, we are inviting you to join with us next Tuesday night, at the time and place mentioned.

With best wishes.

Very sincerely yours,

*Joel B. Hayden.*





THE CIVIC LEAGUE OF CLEVELAND  
516 Hippodrome Building  
Cleveland, O.

February 6th, 1923

To the Members of the Civic League

There will be a meeting of the Executive Board  
of the Civic League, Friday, February 9th, 1923, at 12:15  
P.M., at the City Club, Hollenden Hotel.

Ernest L. Bennett



## ABOUT NOMINATIONS

Who may be a candidate?

Any citizen of Cleveland who is qualified to vote.

How are nominations to be made?

By petition. No primaries are necessary under the proportional representation system.

How soon may petitions be circulated?

At any time. Some candidates began as early as March.

When can they be filed?

At any time up to forty days prior to the election. In 1923 the last day for filing is September 26.

Who may sign a nominating petition? Any elector of the city may sign a petition to nominate one candidate for councilman for the district in which the elector resides.

May the voter sign more than one petition?

No one voter's signature may be counted for more than one candidate. Every signature must be dated, and if the same signature is found upon more than one petition it will be counted only for the one first signed.

Should not the voter then be careful to make sure that the petition he signs is for the candidate he most wants to run?

It would seem so.

How many names are required to nominate a candidate?

500 valid signatures. Under the previous charter councilmanic candidates were nominated upon petitions of 200.

Can a voter sign a petition and vote for a candidate who does not live in the voter's district?

Yes, if the candidate is running in and for the district in which the voter lives. The candidate may run in any district, so long as he lives in Cleveland. This is the case with the present system of wards electing one member each.

May a councilman move out of the district which elected him, and continue to hold his seat in the council?

A councilman who at the time of his election was a resident of the district which elected him forfeits his seat in the council if during the term for which he was elected he removes his residence outside the district. A councilman elected for a district in which he did not reside may change his residence within the city at will. Any councilman moving outside the city thereby forfeits his seat. In all this there is no change from the provisions of the present charter.



March 28th, 1923

Memo. for members of the Executive Board, Civic League of Cleveland.

Below appears a tentative draft of statement concerning West Park street car situation, as mentioned in memo. of March 27, 1923. If any such statement is approved, it should be perhaps discussed and checked with the parties concerned before issuance. Please have any comments or suggestions ready for Board meeting Friday noon.

E. L. BENNETT

Service and fares in Ward 33.

The annexation of the city of West Park to Cleveland was undoubtedly due in large part to the expectation by many of its citizens that it would be followed by the extension to West Park of city street car service and fares.

It is true that neither the negotiators nor the Cleveland city council pledged city fares. They had no power to bind the city or to compel fulfillment of such a pledge. Their record is clear.

In the negotiations which have thus far taken place in the matter, the president of the street railway company has declared an unwillingness to extend service to the territory in Ward 33, formerly West Park, except at an initial ten cent fare, subject to reduction as the earnings in that territory at that rate exceed the cost of service there.

The Executive Board of the Civic League believes that as a matter of public policy the service should be extended at city fares, and the extended lines should be completely covered into the system under the existing Tayler franchise.

President Stanley's position amounts to a request for a separate Tayler franchise for the lines to be added, with a maximum fare of ten cents. His reason is that the new lines, considered by themselves, would probably lose money at the city fare.

We suppose that in a sense this is the case. It is probably equally true that the remoter ends of long lines now in the system would show loss if cut off and considered separately. Certain crosstown lines are maintained and operated as part of the system with an unbroken history of losses of the same sort. We believe that the same public policy which keeps them in the city system should put the "West Park" line into it upon an even basis.

We are unable to conceive that the anticipated losses would perceptibly affect either the fares of car riders now under the Tayler



grant or the earnings or security of capital of the company, considered as a whole.

Losses which can be attributed to a line upon which traffic is handled efficiently are necessarily made up of a small loss upon each passenger carried. Hence the size of the total loss depends upon the number of passengers carried and the amount of loss per passenger.

The city of Lakewood, under a special fixed fare agreement which was made before costs reached their present levels, is served at an annual loss of about \$100,000. This loss is incurred upon three heavy traffic lines comparable in length with the desired "West Park" line on Lorain Avenue. It is borne by the city riders paying city fares under the Tayler grant. It amounts to a "saving" of about \$2. per capita for the 50,000 inhabitants of Lakewood, and an additional cost of about 12½ cents per capita for the 800,000 inhabitants of Cleveland.

The West Park line could not conceivably "lose" so much. There are but a sixth or a fifth as many inhabitants as in Lakewood, and the traffic is not so heavy proportionately. They would pay city fares, whereas much of the Lakewood service is rendered for loss. The largest loss which could be anticipated would not, if spread over the payers of city fares as is done with the Lakewood losses, add a single fare per capita. It would not in many years bring about any upward step in the fare schedules under the Tayler grant. There is no reason of tenderness toward present payers of city fares for not bringing the needed extension into the general system under the Tayler grant.

The only valid reason upon which the company can rest a refusal to make an extension is that ~~it~~ it would imperil the company's investment by making it impossible to earn the stipulated return upon the maximum fare permitted under the Tayler franchise. It is preposterous to suppose that by itself the small anticipated loss upon the further end of the Lorain line could have any such effect.

And if conditions should change again in the direction of higher operating costs, it is altogether likely that the passage cost upon the proposed extension, considered by itself, would mount more rapidly than in the system as a whole, and would exceed ten cents as soon as or sooner than the city cost would exceed the maximum city fare. We are unable to imagine any conditions in which the investment or earnings of the company would be jeopardized by an extension of the Tayler grant through Ward 33.

To carry out president Stanley's proposal of an independent adjustable fare for the West Park area would require the setting up for it, with its few thousand inhabitants, of similar though smaller, machinery to that employed in regulating the system as a whole. A whole new set of books and records would have to be set up, costs and revenues would have to be constantly apportioned between the outer and the inner ends of the line. If the extension be absorbed into the general system it would probably be impossible to discover any added trouble and expense in the work of the traction commissioner's office. Set it up separately, with the least duplication and extra overhead attainable, and it will still be a nuisance and a burden.

The separate fare for West Park cannot be justified as a start toward a system of zone fares. For one thing, the community has not



shown any preference or desire for zoned fares. Until a zone fare system is adopted as a policy applicable to all lines the whole city system should be considered a unit for fare fixing purposes.

For another thing, a sound zone fare system would set up various arbitrary sections of each line as independent cost and fare entities, but would still treat the lines as a general system, and would make fare distinctions upon an uniformed basis of mileage, regardless of the particular lines.

One thing further: We believe that discriminations of any sort against particular portions of the city are detrimental to the whole. When they are proposed to be made against a portion which has been but lately annexed, they become highly impolitic and injurious to the future growth of the metropolis. Cleveland could well afford rather to be unduly generous to such an area. The cost of such generosity to the greater city need be no more than inconsequential.

For all the reasons set forth we urge the city council and the Cleveland Street Railway company to agree upon an early extension of street car lines and service in Ward 33, as a part of the general system under the Taylor grant, at the regular city fare.





WHY THE NEW COUNCIL SHOULD BE ELECTED  
WITHOUT BEING PLEDGED TO CHOOSE ANY  
PARTICULAR PERSON MANAGER

The city manager plan is based upon the principle that the voters should not be required to select officials whose duties are executive and administrative, and not representative. As a matter of fact, elections rarely turn upon questions of executive and administrative ability, and even then few voters have the information needed to judge of it. The voter can very well choose councilmen who represent his ideas as to what should be done, and who may be charged with the duty of securing a manager to do the city's administrative work.

Inasmuch as these considerations prevail against the direct election of the city manager, they make it improper for the election of councilmen to turn upon a promise to support any particular person as a candidate for city manager. The council should be chosen as a body responsible in its own right, not as a rubber stamp.

A most important qualification to be required in aspirants to the city council under the new charter is the ability to judge accurately among candidates for the city managership. A man who has this ability, and who understands the principles of the city manager form of government, will not, and should be expected not to commit himself before the election to choose any particular person manager.

He will know that the council after its election will be able to study the records of many men, and choose the ablest among them. He will not be willing to foreclose his judgment.

He will know that the proper relations between council and manager in the conduct of the city government could not be maintained if the council owes its election to the manager's name.

He will be unwilling to run as a mere dummy for an office which carries other and equally important public responsibilities.

He would realize that a council pledged beforehand would always be open to the accusation that it had chosen the manager because of politics, and not because of his executive ability.

No person qualified to do the work of the city manager, who understands the principles of the city manager form of government, would wish to be chosen by a council pledged to elect him.

He would know that "politics", rather than his executive abilities, would be commonly taken as the reason for choosing him.

He would know that his work as manager would suffer by being embroiled in "political" squabbles.

He would know that councilmen who could not have been elected upon their merits would be more interested in making petty personal



political capital of his work, than in their proper and important work as councilmen.

The voter who understands the principles of the city manager form of government will not vote for a councilmanic candidate because of a pledge to choose a particular person manager.

He will understand that it is the duty of the council to investigate carefully and choose the best qualified man available.

He will understand that councilmen have other important work to do, and that they should be chosen upon the basis of ability to perform their whole duty.

He will understand that a candidate's pledging to choose a particular candidate, without having considered others, amounts to a confession of the lack of judgment needed to select a manager as contemplated by the principles of the city manager form.

He will realize that such a pledge is a bid for election not upon the candidate's own merits, but upon another person's popularity.

He will realize that a council pledged to choose a particular person, however good, is thereby pledged not to choose a better qualified person if one should be discovered.

He will realize that the person best qualified to do the work of the city manager would not be handicapped in a free investigation by an able council interested to secure the most competent manager.

He will realize that only a person not the best qualified could be aided by pledges given without considering others.

He will realize that a councilman so pledged would be adrift and irresponsible if the person to whom he was pledged should fail to be chosen, or should resign or die.

(In a later bulletin the duties of council under the new charter, and the qualifications desirable in councilmen will be examined).



THE CIVIC LEAGUE OF CLEVELAND  
516 Hippodrome Bldg.,  
Cleveland

Attention: Executive Board of Civic League

Meeting Friday, March 30, 1923 at 12:15 P.M., Room B. Men's City Club.

Memo. of items of business:

1. Appointment of prompting committee for board of education candidates. The terms of members Steffen, Harris, and Green expire with 1923. Nominations of candidates to be voted upon at the November election is by petition, which must be filed by September 6. In previous years the Civic League has asked a volunteer committee to see that nominations do not go by default. If this is to be done, the committee should be named now. Members are asked to come prepared to suggest names of residents of the Cleveland School District.
2. Mr. Bennett will if desired give a brief resume of the gas situation.
3. Mr. Bennett will submit a draft, not yet completed, of a proposed statement concerning street car fares in Ward 33, formerly West Park.
4. Legislative - Shall we prepare, in somewhat the same fashion as last years report on council, a report on the present General Assembly?
5. Enclosed you will find drafts of some articles prepared by Mr. Bennett upon the new charter. There is material for perhaps twenty or thirty of them. About a dozen are written. The following questions arise:
  - a. Shall all be put into question and answer form?
  - b. Mr. Hopwood of the P.D. would like to have the publication of the whole series, as feature articles. Should it be done?
  - c. Should the Civic League immediately begin publication as a special series of charter bulletins?
6. Reports as to membership and finance, and as to progress in organization of new body.
7. Miscellaneous.

Emmett L. Bennett

March 26, 1923



## WHAT THE VOTER NEEDS TO KNOW ABOUT CANDIDATES FOR COUNCIL

The system of proportional representation, as set up in the new charter, is designed to enable the voters of the city to choose a truly and accurately representative group of council members from each district. Representation in this case means that all the opinions held and advocated by considerable groups in each district shall be reflected or represented in the general views of one or more of the members elected. Accuracy of representation is to be attained by securing to each group the same proportion of spokesmen among the members elected as the group has among the voters of the district. Thus in a district electing seven councilmen a group consisting of but approximately one seventh of the voters will be able to send one member as its spokesman; if there be another group comprehending approximately four sevenths of the votes, it will be able to send four members to speak and vote for it, but will not be able to prevent smaller groups from securing their representation also.

The first thing the voter needs to know, then, of the candidates who present themselves, is what they think the city should do, how it should be done - in what specific policies does the candidate believe? What is his point of view? When the voter has this information he can, if he knows his own views, determine which candidates agree with him, and can then set about to determine the order of his preference among those whose policies and attitude, if elected, would represent his own.

To do this he needs information as to the relative legislative abilities of the respective candidates. To be sure, if there is but one candidate who stands for the idea which is of greatest importance to the voter, his first choice will properly go to that candidate without comparing his ability with that of another candidate whose belief is exactly opposite. But the voter is in fact likely to find on the ballot a number of candidates with whose views he is in agreement. His vote can help to elect one of them. Inevitably he desires it to help the one whom he considers able to accomplish most in carrying out those views, and so he needs to compare the whole group as to their abilities. He cannot afford to stop when he has determined his first choice, for it may be his vote will not be needed by that candidate, and he can then help elect his second or a subsequent choice. He may, if he be sufficiently discriminating, reach a point where he will prefer an abler man who does not so fully represent his own views, above one with whom he agrees entirely, but less able to advance them in council.

What are the marks of ability for which the voter should seek?

A councilman should, first of all, be able to understand what the city has to do, and what part the council has in the doing of it.

He should be able to gather ample and pertinent information upon questions before him, to appraise its value, and reach a sound conclusion.

He should be able to formulate or aid in the formation of policies for which he is working.

He should be able to think and speak clearly and effectively upon measures before the council.



He should be able to maintain good personal relations with other members, as he must accomplish whatever he does in cooperation with them in committee and in council.

He should be able to command the respect and attention of his colleagues, even when advocating measures or policies to which they are opposed.

He should be able to judge surely of the executive capacity of the man or men to whom the council entrusts the administration of the work which the council decides upon in the city's behalf.

The appraisal of such qualities is at its best not an exact science. It will be the voter's task to secure what information he can and apply his best judgment to it; to get the judgment of others who know the candidates, and by checking and comparing all this, to decide upon the order of his preferences among candidates.

The Civic League will, before the election, gather all the information it can about the several candidates and make a report to its members. It will endeavor to give an accurate statement of the policies or views which each candidate would seek to put into effect if elected, and will not advocate the election of any particular person because of his views. The League will also endeavor to appraise fairly the records and ability of each candidate, and will report its judgment.

The League's recommendations under proportional representation will necessarily be somewhat different in form than under other methods of election. The League will not recommend particular orders of preference. It will first list the ablest of all opinions, and will recommend that each voter mark his highest choices from among them, according to his own opinions. It is in furnishing such an informational basis for the judgment of the voter, rather than in urging the election of some particular group to council, that the Executive Board believes the Civic League can be of greatest service to its members and the public in the councilmanic election.



THE CIVIC LEAGUE OF CLEVELAND  
516 Hippodrome Bldg.  
Cleveland, O.

January 29th, 1923

To the Members of the Executive Board

There will be a meeting of the Executive Board  
of the Civic League, Friday, February 2nd, 1923, at 12:15  
P.M., at the City Club, Hollenden Hotel.

Emmett L. Bennett