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

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

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Cleveland, Associated Charities, 1919-1931.

S. M. BOND, President
W. T. HIGBEE, Treasurer

JAMES F. JACKSON, General Secretary
HELEN W. HANCHETTE, Asst. General Secretary

The Associated Charities

2182 East Ninth Street

Cleveland

March 27th, 1919.



Rabbi Abba Hillel Silver,
The Temple,
Cleveland, Ohio.

My dear Rabbi Silver:

The report of February, 1919, income and expense of the Associated Charities is enclosed herewith.

The expense is \$3,914.47 more than February, 1918. In February of this year 2586 families were dealt with and 620 received material relief while a year ago 1756 families were dealt with and 541 received material relief.

The income raised directly by the Associated Charities in February, 1919, was \$6,810 against \$5,207 a year ago. The Welfare Federation remitted to the Associated Charities \$2,150 less than a year ago and the income from the Wade Endowment was \$1,100 less than last year, when an unusual dividend was declared. The net loss in income over a year ago was therefore \$1,647.

In spite of greatly increased demands, we are managing to live within our budget and have been able to increase our income by our own efforts.

Mr. Jackson will be back in Cleveland April the 9th. The Semi-Annual luncheon meeting will take place on April 23rd at Hotel Cleveland.

Very truly yours,

Phyllis A. Edwards
Financial Secretary.

ASSOCIATED CHARITIES

Report to the Welfare Federation - February, 1919

INCOME: February 1st to 28th inclusive:

Contributions:

Unrestricted Fund:

Direct from donor to A. C.	\$ 3,697.38
Thru Welfare Federation: Designated	4,034.00
Discretionary	

Restricted Funds:

Direct from donor to A. C.	6,952.77
Thru Welfare Federation	

Reimbursements/

206.02

Operation:

Unrestricted Fund	41.91	
Restricted Funds	158.00	199.91
Earnings from Endowment		3,950.00
Discount earned40
Total		19,050.48

EXPENSES: February 1st to 28th inclusive:

Material Relief:

Unrestricted Fund	7,592.99	
Restricted Funds	4,344.46	
Transportation as intermediary	69.43	12,006.88

Personal Service - Care of Families:

Salaries of Workers in District Offices, supervision, Registration and Storeroom:		
Unrestricted	3,543.25	
Restricted	235.00	
Rents, Janitor, Heat, Light and Miscellaneous for Dist. Offices and Storeroom:		
Unrestricted	349.36	
Restricted		
Carfare (mainly Visitors)	124.18	
Telephone, Telegraph and Postage	140.03	4,391.81

Wayfarers' Lodge (Wood Yard inc):

Salaries	546.95	
Food, Light, Heat, Bedding, Laundry, etc	803.91	
Telephone, Carfare, Postage, Insurance & Misc	12.97	
Purchase and Delivery of Wood and Misc	226.77	1,390.60

Administration (or Undistributed Expenses):

Salaries of Gen. Secy, bookkeepers, Finance appeal dept. and others of main office	1,342.92	
Office Supplies and Printing and Adv. (total)	161.53	
Rent, Heat, Light, Cleaning and Supplies for Main Office	149.70	
Telephone, Telegraph, Postage and Carfare	153.44	
Care of Funds and Miscellaneous	315.85	2,133.44

Educational inc. Subscriptions, Pub. Mts. & Conf:

Unrestricted	2.00
Restricted	

Interest on Loans

24.75

Equipment

42.88

Total Expense

19,991.86

Unpaid Bills 2/28/19	8,107.21
Bills not in-estimated	210.00
Bank Balance	3,486.98
Total number of families dealt with	2386
Number of families receiving material relief	620

The Thirty-fifth Milestone



WRHS



Associated Charities
Member Welfare Federation

▼
Annual Report
1918

The Dawn of Ampler Life

“Ye that have faith to look with fearless eyes
Beyond the tragedy of a world at strife
And know that out of death and life shall rise
The dawn of ampler life,
Rejoice, whatever anguish rend the heart,
That God has given you a priceless dower
To live in these great times and have your part
In freedom's crowning hour ;
That ye may tell your sons who see the light
High in the heavens, their heritage to take:
'I saw the powers of darkness put to flight,
I saw the morning break.'”



Bequests

Mrs. Helen A. Bradley
Miss Mary E. Brainard
Z. R. Cornwell
Harris F. Newcomb
George F. Robinson
Percy W. Rice
Mrs. Sarah K. Todd
John Huntington Benevolent Trust
Frances E. Lent
Dr. Edwin Fowler
Frederick W. Stecher
Kaufman Hays
Mrs. S. A. Boynton
Ruth Hubbard
Caroline Bowers
Ellen Garretson Wade
Women's Work Fund
Ellen Garretson Wade
Memorial Fund
Pope-Lockwood Endowment
John Semon

1884-1919

THIRTY-FIVE years have passed since the beginning of organized charity work in Cleveland. Sponsored by a small group of inspired men whose vision saw far into the future, the Bethel Associated Charities was organized in 1884. General James Barnett was elected President, and others of Cleveland's leaders in civic progress were its trustees, among them—E. C. Pope, H. R. Groff, Mrs. W. C. North, S. C. Smith, W. J. Akers and C. B. Lockwood, who laid sound foundations for the organization. The first offices were at 319 Spring St., formerly the home of the Cleveland Bethel Union. To make possible the new society, two existing organizations, the Relief Committee of the Bethel Union and the Society for Organizing Charity, surrendered their identity. Since 1873 the Bethel had combined religious activity with material relief to the poor; while in 1881 conviction of many business men that there should be a clearing house for all charitable endeavors of Cleveland had resulted in the formation of the Society for Organizing Charity. The fundamental principles of the Society were a knowledge of exact facts as a basis for action, the promotion of co-operation and the development of service which should aid the needy toward permanent self reliance. With the passage of time and the growth of social thought in the community, these principles became embodied in every kind of activity for human welfare, and the entire social fabric became knit together to serve the needs of a great city.

During those early years the organization diligently sought every kind of community betterment, the battle against "loan sharks," which led to the establishment of a public loan company, suppression of beggary through adequate care of those in need, the erection of the Wayfarers' Lodge to shelter the homeless, the maintenance of an employment bureau, the development of Penny Savings, the development of volunteer service, and the

stimulation of specialized agencies to meet local needs as they arose.

From 1890 to 1915, Mr. J. W. Walton served the society as Secretary or Treasurer, or both, and with the late Mr. Martin A. Marks promoted the Endorsement Committee of the Chamber of Commerce. This occupied a position unique in civic value in the United States, and logically led to the formation of the Federation for Charity and Philanthropy.

In 1900 the name of the organization became the Cleveland Associated Charities. The present epoch began with the coming of James F. Jackson to Cleveland, in 1904. Among the many changes in the society made necessary by the growth of the city, were the later establishment of district offices and district committees, where preventive measures are developed to meet the community needs as revealed by a succession of family problems, and the establishment of a clearing house for all social service activities. Since 1905, the training of workers has been an increasingly important work, especially since the foundation of the Western Reserve University School of Applied Sciences, and the affiliation of the Associated Charities with it in training workers, paid and volunteer, to carry on its own activities as well as for other organizations.

As an Institutional Member of the American Red Cross, the Associated Charities acted as its agent for this region in administering emergent aid and rehabilitation in connection with the wreck of the S. S. Titanic in 1912, the West Virginia floods in 1912, the Ohio floods in 1913, helped dependent families of members of the Ohio National Guard following its mobilization in June, 1916, and rendered service after the Indiana tornadoes in 1917.

The effort to develop normal family life through securing full opportunities for health, education, work, play and spiritual influence grew steadily during the years. From one field worker in 1904, the staff grew by 1918 to forty men and women, inspired by an abiding faith in the

possibilities of people in distress, and skilled in ways of helping them to realize the best that lies in them.

During the present year the Finance Committee of the Associated Charities is working to increase to a million dollars its endowment for family welfare, which now has reached six hundred thousand dollars.

The family as an institution has survived countless centuries of change and it will endure. A distinguishing trait of the Associated Charities' work, during all its thirty-five years of service, has been its devotion to the strengthening of family life, as contrasted with other groups whose interest lies mainly with one individual in the family. The breadth and intensity of this task makes the Associated Charities the natural field from which to secure facts as a basis for social reform, especially those reforms affecting the family as an institution. An endowment of a million dollars will give assurance of continuity to this service, which is fundamental and will abide.



"We may develop a hundred agencies for providing children with the necessities of life, as our ideas about necessities expand; but sooner or later we shall rediscover the old truth that we cannot save the children without saving the homes that shape them finally for better or worse."

—Mary E. Richmond.



WAYFARERS' LODGE

Meals and lodgings furnished homeless and convalescent men, women and children..... 39,375

FAMILIES CARED FOR

From Oct. 1, 1917, to Sept. 30, 1918

Continued from Sept. 30, 1917.....	1,525
Applications	1,955
Total family problems.....	3,480

Visits Made to and in Behalf of Families

First investigations	1,171
Re-investigations	705
Re-visits	25,652
Reference visits	17,162
Office interviews (applicants)	4,915
Office interviews (consultations)	1,760
Not found	49
Visits to make purchases for families.....	1,121

Total visits	52,535
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Nativity of Family Heads

Native, of native parents	637
Native, of foreign parents	447
Foreign born	2,131
Information lacking	265

Total	3,480
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Social Status

Widow, 705 (517 with children); deserted woman, 412 (379 with children); divorced woman, 58 (55 with children); separated woman, 155 (134 with children); married couple, 1933 (1819 with children); single woman, 44; single man, 23; widower, 113 (104 with children); deserted man, 15 (13 with children); divorced man with children, 3; separated man, 11 (7 with children); unmarried mother, 29; unmarried couple, 13 (9 with children); children not with parents, 8; orphans, 14.

Source of Application of Families

Personal	527
Interested individuals	440
Other organizations	885
Information lacking	103
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Total	1,955

Co-operation with

Babies Dispensary	736
Tuberculosis Dispensary	1,176
Other Dispensaries	1,157
Visiting Nurse Association.....	1,103
Hospitals	712
Dept. Public Charities	1,856
Division of Health.....	426
Day Nursery Association.....	728
Fresh Air Camp	315
Humane Society	763
Catholic Charities	359
Truancy Department	278
Juvenile Court	1,293
Municipal Court	260
Probate Court	532
Legal Aid Society	932
Blind Society	123
Police	235
Industrial Commission	116
Employment Bureau	320
Labor Unions	42
Settlements	558
Churches	812
Schools	1,029
<hr/>	
Total	15,861

CONSERVING FAMILY LIFE

WITH the coming of the world-war a new emphasis was placed on conservation of material, of human endeavor and of life. With the coming of peace this zeal for justice and democracy must not die, but instead spend itself to see that every child shall be assured nourishment, wholesome shelter, health, normal family life, and opportunity to realize his greatest power. The world is realizing now as never before that sickness and other disability, accident and death must be prevented, or postponed, to as large a degree as possible, and that the loss resulting from these disasters should be borne, not as heretofore, by the worker and his family, but by the community under conditions looking toward the prevention of such disabilities.

In the preventive work carried on by an organization such as the Associated Charities, lies perhaps the greatest service to the community. In a recently completed survey of families receiving material relief, 46 per cent were found to be dependent because of sickness, especially tuberculosis, while widowhood was the cause of dependency in another 33 per cent. The problems arising from desertion, accident, inebriety and old age made up the remaining 21 per cent. The promotion of public welfare through health education has been carried on during the past year through the Associated Charities' staff of more than fifty trained workers in the field, who rendered service to 3304 families, releasing from the bondage of poverty thousands of children in families without a breadwinner, releasing the springs of conduct in many who had lost courage to go on, stimulating desires for better family life. In the community the Associated Charities has advocated the rights of childhood to a mother's tender care, to sturdy childhood, education, and citizenship worthy of this democracy.

VISITING HOUSEKEEPER WORK

A YEAR of Visiting Housekeeper work in Cleveland has made a contribution most vital to community well-being and family welfare. The Federal Children's Bureau, directing the "Children's Year Campaign" to reduce infant mortality, through its Director, Miss Julia Lathrop, has emphasized the importance of home care in this effort, and public health workers everywhere are urging food education in the home.

During the past months a scourge more fatal than war has ravaged this country, leaving in its wake sickness, suffering and death. Since October, 1918, a thousand families have come to the Associated Charities because of influenza. Tuberculosis has been increasing as a result of the epidemic, and undermined vitality is becoming a greater menace to independence and well-being.

In January, 1919, the Cleveland Federation of Women's Clubs undertook financing a second Visiting Housekeeper, in the Haymarket District. Since January, 1918, the Women's Alliance of the First Unitarian Church has financed, in the Harvard-Broadway District, a Visiting Housekeeper who, in addition to her work with families, helped organize and carry on a Food Committee under the Mayor's War Board, teaching food conservation to Polish speaking women. Through the efforts of this Committee twenty-four local grocery stores held demonstrations in the use of wheat substitutes, conservation recipes in Polish were distributed, and demonstrations were conducted in a booth in the Broadway market. During the height of the influenza epidemic, the Visiting Housekeeper aided in establishing hot cooked food service to families in neighborhoods where the toll of influenza was highest.

The Visiting Housekeeper's greatest service, however, lies in her work with individual families. In families predisposed to tuberculosis, in homes where children are undernourished and under weight, the Visiting Housekeeper inculcates habits of diet and living which build

for health and sound home life—habits which will continue when her visits have ceased.

There is a universal need for the wisest possible use of food as a measure of thrift, health and normal family life. Today, when advancing prices exceed wages, the plaint "my money won't reach" must be answered by instruction in ways of stretching the family pocketbook. In families who, because of the death, desertion, old age, accident or sickness of the breadwinner, are without the means of life itself, aid must be given adequately and wisely so that the community may have for its investment the largest possible return in sturdy childhood, sound homes and efficient citizenship.

A third Visiting Housekeeper has now been assured by the joint efforts of two Presbyterian Churches, to work in the Buckeye District, since a survey of causes of dependency has shown this section to have suffered most heavily from influenza, and to have more tuberculosis than any other locality.

The advent of sickness is the chief cause for economic distress. When the vicious circle of poor food, ill health and debt is broken, and better ordered homes result, a great step forward has been taken in removing and preventing poverty.

FINANCIAL REPORT OF CURRENT WORK

Oct. 1, 1917, to Sept. 30, 1918

INCOME

Contributions through the Welfare Federation.	\$108,576.02
Contributions direct to Associated Charities...	46,102.33
Refunds from beneficiaries.....	812.64
Sale of products (chiefly wood).....	1,287.16
Lodge refunds	83.75
Services rendered	6,112.73
Income on endowments and bequests.....	22,714.02
Public meeting	297.80
Sale of waste	63.84
Miscellaneous refunds	86.00
Discount earned (Discount usually rendered as special price)	52.51
Transportation as intermediary.....	471.45
Total	\$186,660.25

EXPENSE

Direct or Operating Expense

Food, fuel, rent, milk, etc., for families.....	\$ 91,772.67
Salaries for services to families.....	41,893.84
Clothing for families	(a) 2,806.17
Rent, heat, light and cleaning—District Offices.	3,378.72
Telephone, telegraph, postage and car fare— District Offices and Registration.....	2,213.11
Total	\$142,064.51

(a)—Not including \$4,600.00 estimated clothing and other supplies given in the form received.

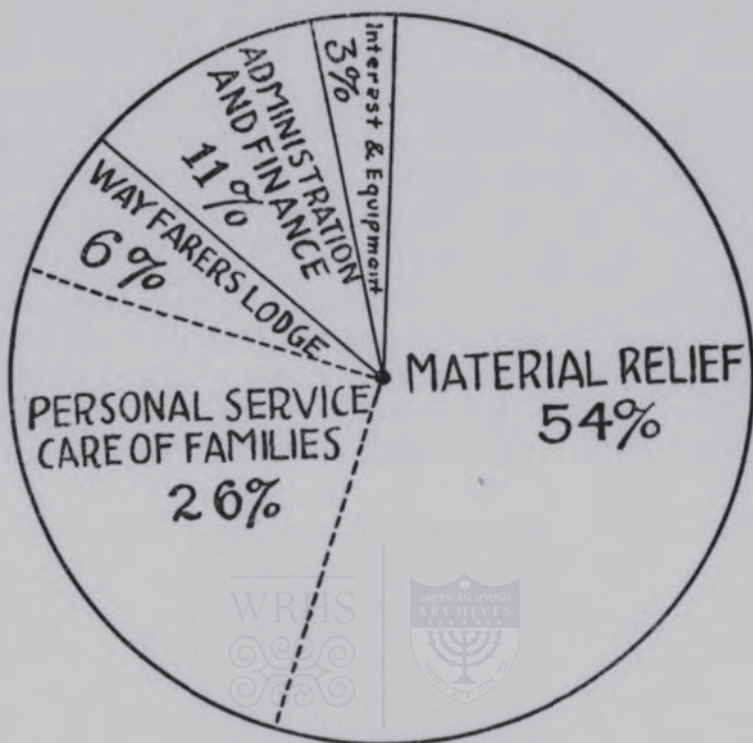
Indirect or Administrative Expense

Salaries for administration.....	\$ 13,669.37
Office supplies and printing.....	1,696.79
Rent, heat, light and cleaning.....	1,762.60
Postage, telephone and telegraph.....	1,733.04
Auditor, care of endowment funds and insurance	1,665.26
Total	\$ 20,527.06

Training and educational items.....	\$ 1,490.18
Interest on loans.....	3,788.86
Equipment and library.....	501.20
Depreciation of equipment.....	277.25
Total	<hr/> \$ 6,057.49

Wayfarers' Lodge and Wood Yard Expense

Transportation as intermediary.....	\$ 521.15
Food and provisions.....	3,253.41
Salaries for service to homeless.....	2,494.63
Labor	1,338.97
Laundry	229.58
Light and heat.....	606.86
Maintenance of plant	77.39
Maintenance of equipment	321.25
Medical and chemical.....	5.50
Insurance, postage, telephone and car fare.....	174.64
Purchase and delivery of wood.....	1,358.01
Depreciation of equipment.....	83.05
Total	<hr/> \$ 10,464.44
Grand Total Expense.....	\$179,113.50



THIS diagram graphically illustrates the relation of each type of expense to the others within the Associated Charities. It shows that 54 per cent is expended for material relief, such as food, fuel, clothing and shelter; 6 per cent for the Wayfarers' Lodge in caring for homeless and convalescent men, women and children; 11 per cent for administration and general expense; 3 per cent for interest and equipment, and miscellaneous items to families, and 26 per cent for personal service which is the distinctive quality of the work of this organization.

This 26 per cent represents the one element which makes effective the 54 per cent expended in material relief, and in addition it represents the only aid given to three-fourths of the families at any given time—for in one

month three-fourths neither require nor ask for material relief.

It represents 52,535 calls made to 3,480 families, numbering 16,780 individuals, and to those interested in them, the 15,861 items of co-operation with other social agencies, as well as the service of Visiting Housekeepers. It represents the assimilation of all the forces that can possibly be directed to each family for its good, as well as the strengthening of those qualities within the family group which have for any cause become weakened and which, when so strengthened, make by far the most effective forces to produce that good.

In a word, this 26 per cent expended in personal service is the vital spark which gives life to a type of work which without it would be of indifferent or negative value.



Main Office, 2182 East Ninth St.

Buckeye District Office, 2798 Woodhill Rd.

Doan District Office, 10605 Superior Ave. N. E.

Harvard-Broadway District Office, 8504 Broadway, S. E.

Haymarket District Office, 2511 East 35th St.

Lake District Office, 1426 East 30th St.

Lakewood District Office, 11737 Detroit Ave. N. W.

South Side District Office, 2182 East 9th St.

West Side District Office, 1694 West 25th St.

North-East Committee, South School, St. Clair and East
152nd St.

Wayfarers' Lodge, 1440 West 10th St.

WRHS



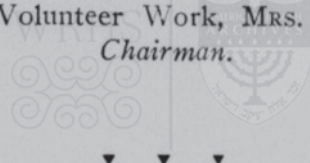
Officers

President.....	S. M. Bond
Vice Presidents.....	Chas. C. Bolton, Thos. P. Robbins
Secretary.....	I. Lamson Jennings
Treasurer.....	W. T. Higbee
Assistant Treasurer.....	J. H. Clark
Auditors.....	Ernst & Ernst
General Secretary.....	James F. Jackson
Asst. General Secretary.....	Helen W. Hanchette
Educational Secretary.....	Ruth M. Lyman
Financial Secretary.....	Ruth A. Edwards

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Chester C. Bolton	Thos. P. Robbins
S. M. Bond	Henry E. Sheffield
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William L. David	Rabbi Abba Hillel Silver
William A. Greenlund	Rev. Minot O. Simons
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Rev. Adelbert P. Higley	J. W. Walton
I. Lamson Jennings	Mrs. C. W. Wason
Dr. Wm. H. Kinnicutt	W. G. Wilson
Mrs. D. E. Leslie	

Finance Committee, THOMAS P. ROBBINS, *Chairman*
 Wayfarers' Lodge Committee, I. LAMSON JENNINGS, *Chairman*
 Committee on Volunteer Work, MRS. H. P. BINGHAM,
Chairman.



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David Auld	J. C. Bethel
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J. W. Mason	Miss Mary Raymond
Amasa Stone Mather	Mrs. S. A. Raymond
Samuel Mather	H. N. Rickey
S. Livingston Mather	Thos. P. Robbins
William G. Mather	John D. Rockefeller
Rev. A. B. Meldrum	M. E. Russell

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 John L. Severance
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 Miss Alice L. Sherwin
 Miss Belle Sherwin
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 Frederick Truman
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 G. G. Wade
 J. H. Wade
 J. H. Wade, Jr.
 L. H. Wain
 J. W. Walton
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 Mrs. Charles W. Webb
 S. T. Wellman
 F. E. Wettstein
 Mrs. C. D. Wheelock
 Rollin C. White
 Mrs. Rollin Henry White
 Windsor T. White
 C. L. F. Wieber
 Abraham Wiener
 A. B. Williams, Jr.
 E. M. Williams
 Whiting Williams
 Dr. J. D. Williamson
 Miss E. Louise Willmott
 W. G. Wilson
 Miss Virginia R. Wing
 S. D. Wise
 Rabbi Louis Wolsey
 Roy F. York
 Rev. C. L. Zorbaugh
 Peter Yensen

FORMS OF BEQUEST

First Form

Item: I give, devise and bequeath unto the Cleveland Associated Charities, the following property, to-wit:

Second Form

Where a bequest is designed as a permanent fund, the income only to be distributed as earned, the following is recommended:

I give, devise and bequeath unto the Cleveland Associated Charities, in trust, the following property, to-wit:

(Here give a description of the property)

The income therefrom to be used by said Trustee in furtherance of the purposes for which said Trustee was incorporated; and I hereby direct that said Trustee shall keep the principal of the said estate invested, and to that end I hereby empower said Trustee from time to time to sell, and by its proper deed or other instrument, to convey, the whole or any part of said estate, and to invest and re-invest the proceeds arising therefrom in such property or securities as may to it seem best.

ASSOCIATED CHARITIES

Report to the Welfare Federation - March, 1919.

INCOME: March 1st to 31st inclusive:

Contributions:

Unrestricted Fund:

Direct from donor to A. C.....\$		775.51
Thru Welfare Federation: Designated.....	2,929.75	
Discretionary....	7,000.00	9,929.75

Restricted Funds:

Direct from donor to A.C.....	2,883.33	
Thru Welfare Federation.....	50.00	2,933.33

Reimbursements.....

150.71

Operation:

Unrestricted Fund.....		188.12
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Restricted Funds.....

Earnings from Endowment and Bequests.....		3,170.20
---	--	----------

Discount earned.....		1.21
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Total.....		17,148.83
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EXPENSE: March 1st to 31st inclusive:

Material Relief:

Unrestricted Fund.....	7,571.17	
Restricted Funds.....	3,804.94	
Transportation as intermediary.....	5.54	11,381.65

Personal Service - Care of families:)

Salaries of Workers in District Office, Supervision, Registration and Storeroom:		
Unrestricted.....	3,730.51	
Restricted.....	231.00	

Rents, Janitor, Heat, Light and Misc. for District Offices & Storeroom: Unrestricted	398.53	
Restricted.		

Carfare (Mainly Visitors).....	140.93	
--------------------------------	--------	--

Telephone, Telegraph and Postage.....	109.52	4,610.49
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Wayfarers' Lodge (Wood Yard inc):

Salaries.....	345.75	
Food, Light, Heat, Bedding, Laundry, etc..	674.46	
Telephone, Carfare, Postage, Insurance&Misc	14.09	
Purchase and Delivery of Wood and Misc....	229.66	1,263.96

Administration (or Undistributed Expense):

Salaries of Gen. Secy. bookkeepers, finance appeal dept.and others of main office....	1,292.68	
Office Supplies and Printing and Adv.(total)	48.67	
Rent, Heat, Light, Cleaning and Supplies for Main Office.....	148.13	
Telephone, Telegraph, Postage and Carfare.	169.04	
Care of Funds and Miscellaneous.....	13.65	1,672.17

Educational inc. Subscription, Pub.Mts. & Conf:

Unrestricted.....	8.90
Restricted.....	

Interest on Loans.....

917.25

Equipment.....

12.00

Total Expense.....

19,866.42

Unpaid Bills 3/21/19 7,686.85

Bills not in - estimated 95.00

Bank Balance.... 717.85

Total Number of Families 2444

Families receiving material

relief 651

JAMES R. GARFIELD
PRESIDENT

CHARLES E. ADAMS
1ST VICE PRESIDENT

MRS. JOHN H. HORD
2ND VICE PRESIDENT

JAMES D. WILLIAMSON
TREASURER

CHARLES A. NICOLA
CHAIRMAN FINANCE COMMITTEE

SHERMAN C. KINGSLEY
DIRECTOR

THE WELFARE FEDERATION OF CLEVELAND
707 ELECTRIC BUILDING

May 24th, 1919

Dear Friend:-

A meeting has been called under the auspices of the Children's Conference to discuss the "Minimum Standards for Children Entering Employment" suggested by the Federal Children's Bureau Conference recently held in Washington.

This meeting will be held at 4 P.M. Wednesday, May 28th, at the Women's City Club in the Stillman Theatre Building. The discussion will be led by Miss Myrta Jones, President of the Consumers' League and representatives of the Board of Education and of employers. Other conferences will follow for the discussion of "Standards for Health" and for "Protection of Children in Need of Special Care".

Please study these standards, a copy of which is enclosed, and come prepared to take part in the discussion which will follow these brief papers. The purpose of the meeting is to recommend the adoption or revision of these standards and to send our suggestions to Washington. The aim of the Children's Bureau is to adopt and promote principles and standards which will be a vital help in the whole child welfare field in the years which are just ahead.

Very sincerely yours,

Raymond Clapp
Secretary Children's Conference

MINIMUM STANDARDS FOR CHILDREN ENTERING EMPLOYMENT.

AGE MINIMUM.

An age minimum of 16 for employment in any occupation, except that children between 14 and 16 may be employed in agriculture and domestic service during vacation periods.

An age minimum of 18 for employment in and about mines and quarries.

An age minimum of 21 for night messenger service.

An age minimum of 21 for girls employed as messengers for telegraph and messenger companies.

Prohibition of the employment of minors in dangerous or hazardous occupations or at any work which will retard their proper physical development.

EDUCATIONAL MINIMUM.

All children shall be required to attend school for at least nine months each year, either full time or part time, between the ages of 7 and 18.

Children between 16 and 18 years of age who have completed the eighth grade and are legally and regularly employed shall be required to attend day continuation schools eight hours a week.

Children between 16 and 18 who have not completed the eighth grade or who are not regularly employed shall attend full-time school.

Vacation schools placing special emphasis on healthful play and leisure time activities, shall be provided for all children.

PHYSICAL MINIMUM.

A child shall not be allowed to go to work until he has had a physical examination by a public health physician or school physician and has been found to be of normal development for a child of his age and physically fit for the work at which he is to be employed.

There shall be periodical medical examination of all working children who are under 18 years of age.

HOURS OF EMPLOYMENT.

No minor shall be employed more than 8 hours a day. The maximum working day for children between 16 and 18 shall be shorter than the legal working day for adults.

The hours spent at continuation schools by children under 18 years of age shall be counted as part of the working day.

Night work for minors shall be prohibited between 6 P. M. and 7 A. M.

MINIMUM WAGE.

Minors at work shall be paid at a rate of wages which for full-time work shall yield not less than the minimum essential for the "necessary cost of proper living." During a period of learning they may be rated as learners and paid accordingly. The length of the learning period should be fixed on educational principles only.

PLACEMENT AND EMPLOYMENT SUPERVISION.

There shall be a central agency which shall deal with all juvenile employment problems. Adequate provision shall be made for advising children when they leave school of the employment opportunities open to them, for assisting them in finding suitable work, and providing for them such supervision as may be needed during the first few years of their employment. All agencies working towards these ends shall be co-ordinated through the central agency.

S. M. BOND, President
W. T. HIGBEE, Treasurer

JAMES F. JACKSON, General Secretary
HELEN W. HANCHETTE Asst. General Secretary

The Associated Charities

2182 East Ninth Street

Cleveland

May 27th, 1919.



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

My dear Rabbi Silver:-

I am writing to advise that the Committee for the Location of New Offices, authorized at the meeting of your Board, has been appointed with you as sole member in addition to Mr. J. W. Mason, Chairman. Mr. Mason is out of town for this week but I am hoping to arrange a meeting at an early date in which we can thoroughly go over the matter.

The South Side must be provided with offices some time within the next three months. The Lake Office has not been satisfactory to some of us, although it is passable and the Haymarket Office is uncertain in its tenure. It seems to me that it would be desirable to see these offices, as they now are, as a foundation. Then we can learn their respective needs and proceed with the hope of gradually improving each of them. I am relieved to have a Committee on this subject because the problems have not been quite perceived by the Committee when presented only by the executive officers.

I shall be glad also if you will advise me when at your early convenience you can call at our office and look over the physical situation and thus become a bit more familiar with the problems as they shall arise and you and I can also visit the sewing room to which reference was made at the last meeting and which is now being occupied. If you will be good enough to telephone me when you are to be down town, we can find a mutually free twenty or thirty minutes. I will be much obliged.

I am

Very truly yours,

James F. Jackson
General Secretary.

J/K

S. M. BOND, President
W. T. HIGBEE, Treasurer

JAMES F. JACKSON, General Secretary
HELEN W. HANCHETTE, Asst. General Secretary

The Associated Charities

2182 East Ninth Street

Cleveland

September 19, 1919



Rabbi Abba Hillel Silver
The Temple
Cleveland, Ohio

Dear Sir:

The Annual Meeting of the Cleveland Associated Charities will be held in the Library Room, Hotel Statler, Wednesday, October 22, 1919, at 3:30 P.M.

Please take notice that an amendment to the Constitution will be presented at that meeting, - i.e. the striking out of the clause in Article 5, section b, which requires that \$100 be contributed before a person may be nominated for Life Membership and amending the said article to read as follows:

"Any person interested in human betterment who shall be unanimously elected by the Board of Trustees at any Annual or Semi-annual meeting."

A preliminary meeting of the Board of Trustees will as usual be called at 3:00 o'clock sharp.

Yours very truly,

I.L. Jennings

Secretary

CAMPAIGN COMMITTEE
ALVA BRADLEY, *Chairman*
ALLARD SMITH, *Vice Chairman*
GEORGE B. HARRIS, *Vice Chairman*
ROBERT E. LEWIS, *Secretary*

B. F. Bourne S. P. Halle
C. L. Bradley Amasa S. Mather
D. J. Champion C. A. Otis
J. S. Crider W. H. Prescott
F. W. Ramsey

CLEVELAND COMMUNITY FUND CAMPAIGN COMMITTEE

THIRD FLOOR EUCLID THEATRE BLDG.
1929 EAST 9th STREET

Phone Main 1

HOUSE TO HOUSE DIVISION
George B. Harris, *Chairman*
H. A. Hall, *Secretary*

COSMOPOLITAN DIVISION
Carl D. Friebohn, *Chairman*

INDUSTRIAL DIVISION
Allard Smith, *Chairman*

PUBLICITY COMMITTEE
N. H. Boynton, *Chairman*
G. Leonard Fels, *Secretary*

SIXTY BEST SELLERS
C. W. Brand, *Chairman*
Irene Seither, *Secretary*

November 29, 1919.

Rabbi A. H. Silver,
The Temple,
E. 55 & Central Ave.,
Cleveland, O.

My dear Rabbi Silver:-

In behalf of the Campaign Committee,
allow me to express our very sincere thanks to you
for your willingness to help in the great Campaign
which is now so successfully terminated.

Your cooperation with the Speakers
Bureau is appreciated. The reward which you have
in common with many others is having worked unself-
ishly in a great cause.

With thanks and appreciation,

Yours very sincerely,

Robert E. Lewis

Campaign Secretary.

REL:IR

FILL UP THE COMMUNITY CHEST

S. M. BOND, President
W. T. HIGBEE, Treasurer

JAMES F. JACKSON, General Secretary
HELEN W. HANCHETTE, Asst. Gen. Secy.

The Associated Charities

2182 East Ninth Street
Cleveland

April 21, 1920

Rabbi Abba Hillel Silver
3848 Prospect Avenue
Cleveland, O.

Dear Sir:

The regular semi-annual meeting of the A. C. Board of Trustees will be held at 12:15 P. M., on Wednesday, April 28, in Parlor A eighth floor of the Cleveland Athletic Club. (Available by courtesy of Mr. Wilson.)

Important items of business will be presented; meeting will adjourn at 1:45. This is the first trustees' meeting within six months and your attendance is very much desired.

Please also reserve Thursday, May 6, 12:15, for our big public meeting at Hotel Cleveland to be addressed by Dr. Thomas W. Salmon, Medical Director of the National Mental Hygiene Committee. You will receive further notice. We are anxious that you reserve the date and speak to some of your friends as to attendance. The continued success of these meetings is a matter of great importance to us.

Respectfully yours,

J. L. Jennings
Secretary

The Lamson & Sessions Co.

MANUFACTURERS OF

**BOLTS - NUTS - RIVETS - WRENCHES
WIRE ROPE CLIPS**

2188 SCRANTON ROAD, S.W.

Cleveland, O.

October 18th, 1920.

DIRECTORS
F. C. CASE, PRESIDENT
J. G. JENNINGS, VICE PRES & TREAS.
H. C. HOLT, SECRETARY
I. L. JENNINGS, ASST. SECY.
GEO. S. CASE, FACTORY MGR.
CHAS. L. WASMER
HAROLD L. JUDD

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

Dear Sir:-

The Annual Meeting of the Life Members of the Associated Charities will be held at 3:30 P.M. Wednesday, October 27th, at the Hotel Statler library, in the rear of the first floor. This is the public meeting to which it is particularly desired that each Trustee invite one or two friends that they may keep up to date in regard to the current demands upon, and the activities of the Associated Charities.

May I call your very particular attention to the two meetings of the Board of Trustees, one preceding, and one following the annual meeting? The former is to meet promptly at 3:00 o'clock and the latter immediately following the annual meeting, both meetings to be in the corner of the library.

We hope that it will be possible for you to give two solid hours to these meetings in order that the business may be thoroughly expedited, and avoid the necessity of another meeting.

Probably the work of the association was never before in better shape. The assistance of each of you in maintaining and improving that situation is, of course, imperative.

Anticipating your presence and helpfulness in these meetings, I am

Yours very truly,

J. L. Jennings
Secretary.

The Associated Charities

614 ELECTRIC BUILDING

Cleveland

December 13, 1921



To the Life Members:

You will find herewith a number of tickets issued by your Associated Charities to be given to men appealing for money. The Cleveland Community Fund is widely advertised throughout the United States and may therefore attract transients from other places, who believe this will be a good place to winter. The only way to stop this migration will be to adhere to giving these tickets to all applicants for loose change, meals or lodging. The ticket states as of old, that meals and lodgings may be had in exchange for work at the Wayfarers' Lodge, 1440 W. 10th Street. Incidentally, a nightly bath is also required. You know tickets are not necessary to gain admission but they enable you to give something to applicants and they tell them where to go.

You may be surprised to know that many men make much more by soliciting on the streets and from door to door than is paid an honest man for a full day's work. I would pay absolutely no attention to any objection they make. Leave the treatment of these "expert solicitors" to those who have experience in dealing with them.

The Wayfarers' Lodge is chiefly financed by the Community Fund. We have another Lodge at 2562 E. 22nd Street, corner of Woodland Avenue, and a third is established by others, primarily for ex-service men, at the Legion Barracks, corner of 21st and Chester. The total capacity of these Lodges will exceed the needs of local homeless men and any normal number of transients.

Fellow Life Members of the Associated Charities, you have absolutely discharged your financial responsibility so far as these applicants are concerned. If you desire any further facts, please communicate with any of the Lodges or the Central Office of the Associated Charities, 614 Electric Building. If you already have enough tickets, a friend may welcome these. On the other hand, if additional tickets will be a convenience to you and your friends, please feel at liberty to send either a messenger or note for them to our Central Office.

Very truly yours,

S. M. Bond
President

The Associated Charities

614 ELECTRIC BUILDING

Cleveland

January 3, 1922



Rabbi Abba Hillel Silver
The Temple
55th and Central
Cleveland, O

My dear Rabbi Silver:

"Get acquainted. Lack of acquaintance breeds suspicion, then fear, and ultimately hate." The above is ascribed to you in THE CITY of December 14. That being the case I am more than ever disappointed that you have not made your long promised call at the Associated Charities and there never was a time when our workers were under greater strain meeting the unprecedented demand upon them and rendering the most valuable service in the city. Therefore, there never was a time when they were more entitled to the support of such as you, based upon an actual knowledge of the facts. Of course, you agree with the fundamental theory but if you were to carry out your repeated purpose to call you would be able to speak with a definiteness that will be particularly important this year.

Most people do not realize that the hardest problem in financing this organization is for 1923 and not for 1922. There is no time here to go into that but the hard-headed will press down upon the natural requirements to provide adequate trained service and adequate relief and you who have the idealism and the ability to inspire need the definite knowledge with which you can refute the pressure on the part either of the cynical or the less warm-blooded.

Please do not misunderstand me. There *probably* never has been a time when you could render a fraction of the service to humanity which in 1922 is to be possible for you and I most urgently urge that you come to our office having arranged to be sure that some of our people will be present to explain the work and show you about. Of course, I would much prefer that honor myself and I am to be here another week. You may not realize that there is probably not a minister in the city whose sermons are so familiar to our group as are your own and again for that

A. H. S.--2

reason I am anxious for you to come even as I am embarrassed to press the matter so specifically, but I am sure that you cannot have realized your opportunities in this direction or you would have been here before this.

Wishing you a Happy New Year and one of great success,
I am,

Very truly yours,

Isaac F. Jackson
General Secretary

JFJ/EC



S. M. BOND, President
W. T. HIGBEE Treasurer

JAMES F. JACKSON, General Secretary
HELEN W. HANCHETTE, Asst. General Secretary

The Associated Charities

814 ELECTRIC BUILDING

Cleveland

April 15, 1922



Rabbie Abba Hillel Silver,
The Temple.
East 55th & Central Ave.,
Cleveland, O.

My dear Rabbi Silver:

As a life member of the Associated Charities you should hear of the plans made for our annual public meeting. This meeting is the great opportunity of the year to present our ideals to the public and we hope for your attendance and that of your friends.

Arthur J. Todd, Ph.D., of Chicago will be the speaker, his subject, "Family Welfare and Social Progress." Dr. Todd has a varied social experience both as teacher and practical worker. He is particularly interested in the relation of family work to social reform.

You will receive in a few days the official invitation to the meeting which is to be held at the Hotel Cleveland April 27 at 12:15. Tickets will be on sale at the Korner and Wood Company, April 22 and 24.

With every appreciation of your concern,

Sincerely yours,

S. M. Bond
President

The Associated Charities

614 Electric Building

Cleveland

April 19, 1922

Rabbi Abba Hillel Silver
The Temple
Cleveland, O

Dear Sir:

The semi-annual meeting of the Board of Trustees will be held in room 614 Electric Building on Wednesday, April 26th. Luncheon will be served at 12:15 sharp.

Reports will cover the most important six months in the organization's history and naturally out of this experience will grow matters requiring your prompt and particular attention. The summer is to be difficult--although we hope with many less families. Your attendance is particularly requested.

Please also reserve Thursday, April 27th for the Annual Public Meeting at the Hotel Cleveland and kindly make reservation therefor in advance. It is important that the house be full, but it is clearly an economy to know in advance exactly how many places to provide for.

Very truly yours,

I. L. Jennings,

Secretary

THE WELFARE FEDERATION OF CLEVELAND

FIFTH FLOOR ELECTRIC BUILDING

BELL PHONE MAIN 1

JAMES D. WILLIAMSON
PRESIDENT

F. W. RAMSEY
1ST VICE-PRESIDENT

MISS LINDA A. EASTMAN
2ND VICE-PRESIDENT

C. A. NICOLA
TREASURER

ROWLAND HAYNES
DIRECTOR
RAYMOND CLAPP
ASSOCIATE DIRECTOR

May 13, 1922.

Rabbi A. H. Silver,
The Temple,
Central and E. 55th Street,
Cleveland, O.

Dear Rabbi Silver:-

I just wish to confirm my conversation with you with regard to the Cleveland Community Welfare Conference and the part which we would like to have you take in it.

We are counting on you for the second number on Friday evening, May 26th, at our public meeting in the Chamber of Commerce Auditorium. Mr. Owen Lovejoy of the National Child Labor Committee will speak first on the subject "Is Social Work Really Preventing Social Ills". I believe the topic you suggested for your address was "The Spirit of Cleveland's Social Work". We shall be glad to hear from you if you feel that this subject should be revised.

I want to assure you that we heartily appreciate your help on this occasion.

Yours very truly,

Rowland Haynes
Director.

RH/EWV

S. M. BOND, President
W. T. HIGBEE, Treasurer

JAMES F. JACKSON, General Secretary
HELEN W. HANCHETTE, Asst. General Secretary

The Associated Charities

614 ELECTRIC BUILDING

Cleveland

June 5, 1922



Rabbi Abba Hillel Silver
The Temple
E. 55th and Central Avenue
City

My dear Rabbi Silver:

Forseeing a question that is going to affect the Hebrew Relief Association, the Associated Charities, and other case working agencies, I made the Executive Committee a statement as to the reasons for the after-^{of unemployment} math/ and especially as you were unable to be present at the Semi-annual meeting I take pleasure in transmitting to you the enclosed copy of my last report, requesting that after reading it at your convenience, you will return it for transmission to other members.

I appreciate your calling on Clearing House early in January, and your acts of friendliness and assistance during the year. I am,

Very truly yours,

James F. Jackson
General Secretary

JFJ/EC

June 7th, 1922.

Mr. James F. Jackson,
614 Electric Building,
Cleveland, Ohio.

My dear Mr. Jackson,

Permit me to thank you for your thoughtfulness in sending me a copy of your report to the Executive Committee. I read it with a great deal of interest and profit.

Your arguments for the continued need of Reliefs work on a large scale during the coming months, seem to me strong and convincing.

I shall be very much interested in reading the report of the State Committee on Periodic unemployment. I furthermore think that your suggestion that a committee of bankers and real estate men be organized to cooperate with you in the various real-estate problems, etc., which your clients present to you is an excellent one. I would add an attorney or two to that committee.

Thanking you again for your kindnesses,
I beg to remain

Very sincerely yours,

The Associated Charities

614 ELECTRIC BUILDING

Cleveland

August 14, 1922



Rabbi A. H. Silver
The Temple
Cleveland, O

My dear Rabbi Silver:

I am herewith enclosing a copy of the June report to which I referred the other day, with particular reference to those portions which have to do with the aftermath of unemployment, marked with the word "News" on pages 2, 3, ~~and~~ bottom of 5 and 6; another division has to do with the return of workers. I will, of course, be very glad to have you glance through the rest of the report for the more you know about us, the better off we are.

When you are in the vicinity I should be very glad to have you call in and see the "graph" showing the rapid reduction of numbers of families under care as well as that portion of them which are receiving material relief. I am proud of the work that our folks have been doing.

We shall greatly miss Miss Katzenstein and Miss Moss but clearly recognize the special opportunity which they have for service and we feel honored that the Hebrew Relief chose its new people from us.

I am enclosing an envelope for the return for the copy of the report at your convenience. I am,

Very truly yours,

James F. Jackson
General Secretary

THE ASSOCIATED CHARITIES
614 ELECTRIC BUILDING
CLEVELAND

S. M. BOND, President
W. T. HIGBEE, Treasurer
JAMES F. JACKSON, General Secretary
HELEN W. HANCHETTE, Asst. Gen. Secy.

September 21, 1922



Rabbi Abba Hillel Silver
The Temple
Cleveland, O

My dear Rabbi Silver:

Upon the invitation of Mr. and Mrs. John C. Oliver, the annual acquaintance picnic of the Associated Charities is again to be held at Wildwood, Mentor, Ohio, and you are most cordially invited to meet the A. C. Board and Staff there on Saturday, September 30th.

A motor bus will leave 700 Prospect Avenue, in front of the Electric Building, promptly at 11:00 A. M.

Luncheon will be served at 1:15 sharp and the cost is to be divided pro rata.

Please write Main Office, or call Miss Kistner, Main 4321, on or before Monday, September 25th, stating whether or not you will be able to attend, and whether you will go in the bus or in your own car.

If you plan to go in your own car, the country home of Mr. and Mrs. Oliver can be reached by taking the first road on the right side beyond stop 61 on the C. P. & E. Line, and is three-quarters of a mile up the road.

Our directors have been glad to meet the individual members of the staff and the staff are inspired by the presence of the directors.

Very truly yours,

James F. Jackson
General Secretary

S. M. BOND, President
W. T. HIGBEE Treasurer

JAMES F. JACKSON, General Secretary
HELEN W. HANCHETTE, Asst. General Secretary

The Associated Charities

614 ELECTRIC BUILDING

Cleveland

October 5, 1922.



Rabbi Abba Hillel Silver,
The Temple,
E. 55th St. and Central Ave.,
Cleveland, O.

Dear Sir:

By order of President Bond, a special meeting of the Board of Trustees of the Cleveland Associated Charities will be held at 12:00 sharp, Friday, October 6th, to consider the advisability of selling the Wayfarers' Lodge property, 1440 West 10th Street, for which an unprecedentedly good offer has been made, if early transfer can be effected, thus requiring decision at that time.

Because the meeting must adjourn before 12:30 and ten members must be present at the beginning to transact business, you are particularly asked to attend a few minutes in advance of 12:00 o'clock.

The meeting will be held at 614 Electric Building, with no luncheon.

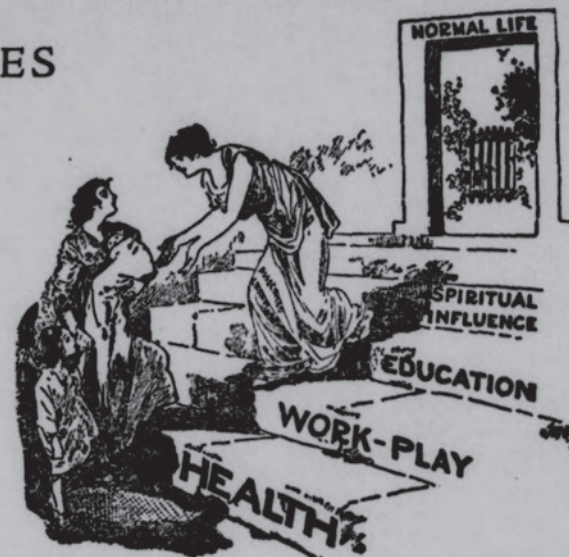
Very truly yours,

I. L. Jennings, Sec'y.

THE ASSOCIATED CHARITIES
614 ELECTRIC BUILDING
CLEVELAND

S. M. BOND, President
W. T. HIGBEE, Treasurer
JAMES F. JACKSON, General Secretary
HELEN W. HANCHETTE, Asst. Gen. Secy.

October 12th, 1922



To the Life Members of the Cleveland Associated Charities:

The President calls a special meeting of the Life Members of the Cleveland Associated Charities to convene in room 701, Electric Building, 700 Prospect Avenue, at 4:00 P.M. Tuesday, October 17th.

The principal purpose of the meeting will be to consider the sale of the Wayfarers' Lodge at 1440 West 10th Street, which the Trustees believe is no longer best suited for use by the Associated Charities for the purposes for which it was acquired, and it is deemed for the best interests of the Associated Charities that the same now be sold.

At the meeting the members will be asked to authorize the next steps for the sale of the property.

I. L. Jennings,

Secretary

The Associated Charities

614 Electric Building

Cleveland

October 19, 1922

Rabbi Abba Hillel Silver
The Temple
Cleveland, O

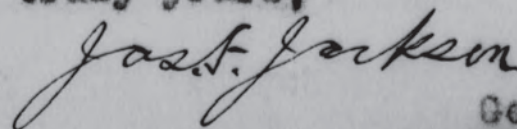
Dear Sir:

Next Wednesday, October 25th, is our important annual meeting in which we compress three meetings within two hours.

Please be at the Lattice Room, Hotel Statler, very promptly at 3:00 o'clock, Wednesday, October 25th, in order that the business of the trustees may be gotten out of the way and not delay the Life Members' meeting, as unfortunately we did last year. That second meeting should be under way at 3:30 o'clock sharp.

At its adjournment will be a meeting of the Board of Trustees for election of officers, and two brief items of business.

Very truly yours,



General Secretary

The ASSOCIATED CHARITIES

S. M. BOND, *President*

W. T. HIGBEE, *Treasurer*

JAMES F. JACKSON, *General Secretary*

HELEN W. HANCHETTE, *Asst. Gen. Secy.*

614 Electric Building

CLEVELAND

October 1, 1923

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

My dear Rabbi and Mrs. Silver

The annual acquaintance picnic of the Associated Charities this year is to be held at Goodrich Camp, and you are most cordially invited to meet the A. C. Board and Staff there on Saturday, October 6th.

A special A. C. streetcar will leave the southwest corner of Public Square, in front of waiting room at 11:00 A. M. sharp.

Luncheon will be served at 1:30 sharp and the cost is to be divided pro rata.

Please call Miss Kistner, Main Office, Main 4321 on or before Wednesday, October 3d, stating whether or not you will be able to attend, and whether you will go in the street car or in your own car. Notices are sent out late because we were obliged to change place of meeting.

If you plan to go in your own car, Goodrich Camp can be reached by taking Center Road to Bedford, then after crossing R.R. track in Bedford, turn to right on new state road to Akron, the camp being three miles beyond Northfield on state road. Sign marked "Goodrich Camp" is in full view from road.

Very truly yours,

James F. Jackson
General Secretary

The Associated Charities

614 Electric Building

Cleveland

October 24, 1923

Rabbi A. H. Silver
The Temple
E. 55th Street
Cleveland, O

Dear Sir:

Next Wednesday, October 31st, is our important annual meeting in which we compress three meetings within two hours.

Please be at the Lattice Room, Hotel Statler, very promptly at 3:00 o'clock, Wednesday, October 31st, in order that the business of the trustees may be gotten out of the way and not delay the Life Members' Meeting. That second meeting should be under way at 3:30 sharp.

At its adjournment will be a meeting of the Board of Trustees for election of officers and a brief item of business.

Very truly yours,

I.L. Jennings, Sec'y

The ASSOCIATED CHARITIES

S. M. BOND, President
W. T. HIGBEE, Treasurer
JAMES F. JACKSON, General Secretary
HELEN W. HANCHETTE, Asst. Gen. Secy.

614 Electric Building
CLEVELAND

October 26, 1923

Rabbi Abba Hillel Silver
The Temple
E. 55th and Central
Cleveland, O

*Telephoned
yes would postpone*

My dear Rabbi Silver:

Miss Katzenstein has just advised me that former A. C. workers in her office will be unable to attend our annual meeting next Wednesday, because you are to lecture to their group at that time. I am taking the liberty of writing in the hope that it will be possible for you to adjust a different time for your address, at no distant date, because when in Lima I advised you of the date of the ^{annual} meeting, I indicated that it would be one of unusual importance, and the developments since then have strengthened rather than weakened the prospective importance of the meeting, because Mr. Burnell, for years in charge of our Wayfarers' Lodge, was buried yesterday.

I realize the great importance of your meeting with the Hebrew Relief group. If it is possible to adjust that meeting, it will be a real benefit to the A. C.

Very truly yours,

Jas. F. Jackson
General Sec'y

JFJ/EC

Dictated by Mr. Jackson and signed during his absence from the city.

THE WELFARE FEDERATION OF CLEVELAND

FIFTH FLOOR ELECTRIC BUILDING

BELL PHONE MAIN 1

F. W. Ramsey, President
Paul Howland, 1st Vice President
Mrs. W. H. Merriam, 2nd Vice President
C. A. Nicola, Treasurer

Rowland Haynes, Director
Raymond Clapp, Associate Director

April 14, 1924

Rabbi Abba Hillel Silver,
Cleveland, Ohio.

My dear Rabbi Silver:

The third annual Cleveland Community Welfare Conference will be held May 14, 15 and 16 at the Hollenden Hotel.

The theme of this year's conference will be "Social Teamwork Among Civic Groups." It is proposed to discuss the relationship of all of our many civic organizations to the social development of Cleveland and the need for continuous co-operation among the tax-supported, philanthropic and self-sustaining groups.

To secure the benefit of your counsel I am asking you to serve as a member of the Section Committee on *Religion*. Your duties, while important, will not prove unduly burdensome. They will include advising with your committee with regard to the sectional program and assisting in stimulating attendance at the conference.

Your service in this connection will be most helpful and your acceptance will be very much appreciated. You will be advised by telephone regarding the time of meeting.

Sincerely yours,

F. W. Ramsey

Chairman, Executive Committee
CLEVELAND COMMUNITY WELFARE CONFERENCE

Supported by the Community Fund

S. M. BOND, PRESIDENT
W. T. HIGBEE, TREASURER

JAMES F. JACKSON, GENERAL SECRETARY
HELEN W. HANCHETTE, ASST. GEN. SECY

The Associated Charities

614 Electric Building
Cleveland

April 16, 1924

Rabbi A. H. Silver
The Temple
E. 55th St.
Cleveland, O

Dear Sir:

The regular semi-annual meeting of the Board of Trustees will be held ~~on~~ Wednesday, April 23d, at A. C. Central Office, with luncheon at 12:15 promptly.

President Sheffield hopes that it will be possible for you to attend.

Please note that this meeting is Wednesday, and do not confuse this notice with that of the Annual Public Meeting, to be held at Hotel Cleveland, Thursday, April 24th.

Very truly yours,

I. L. Jennings, Secretary

April 21st, 1924.

Mr. F. W. Ramsey,
Electric Building,
Cleveland, Ohio.

My dear Mr. Ramsey,

I shall be pleased to serve
on the Section Committee on Religion
of the Cleveland Community Welfare Conference.

With kindest regards, I am

Very sincerely yours,

S. M. BOND, PRESIDENT
W. T. HIGBEE, TREASURER

JAMES F. JACKSON, GENERAL SECRETARY
HELEN W. HANCHETTE, ASST. GEN. SECY

The Associated Charities

614 Electric Building
Cleveland

December 9, 1924

Rabbi Abba Hillel Silver
The Temple
Cleveland, O

Dear Sir:

There will be a meeting of the A. C. Board of Trustees
Wednesday, December 17th, at A. C. Central Office, with luncheon
at 12;15 sharp.

Probably this will be the last meeting of the Trustees
before Mr. Jackson leaves for the west to be gone for three months.
This and other reasons indicate that it will be an important
meeting and we hope that you will be able to attend.

Very truly yours,

I. L. Jennings, Secretary

S. M. BOND, PRESIDENT
W. T. HIGBEE, TREASURER

JAMES F. JACKSON, GENERAL SECRETARY
HELEN W. HANCHETTE, ASST. GEN. SECY

The Associated Charities

614 Electric Building
Cleveland

February 18, 1925

Rabbi Abba Hillel Silver
The Temple
Cleveland, O

Dear Sir:

There will be a very important meeting of the Board of Trustees and Advisory Committee on Thursday, February 26th with luncheon at 12:15 at above address.

Enclosed is statistical report for month of January.

Very sincerely yours,

I. L. Jennings, Secretary

S. M. BOND, PRESIDENT
W. T. HIGBEE, TREASURER

JAMES F. JACKSON, GENERAL SECRETARY
HELEN W. HANCHETTE, ASST. GEN. SECY

The Associated Charities

614 Electric Building

Cleveland,
January 21, 1925.

Rabbi Abba Hillel Silver,
The Temple,
1485 East 106th St.,
City.

Dear Sir:

There will be a very important meeting of the Board of Trustees and Advisory Committee of the Associated Charities on Thursday, January 29th, with luncheon at 12:15 sharp, at above address.

Enclosed is a copy of the statistical report for December 1924. We shall be glad to have you bring it with you to the meeting, together with any questions which may occur to you. There are some matters connected with it, which will be briefly discussed there.

Very sincerely yours,

I. L. Jennings, Secretary.

Associated Charities--Statistical Report Feb. 1925

REGISTRATION	Buck.	Cuy.	Doan	H.B.	Lake	Lkwd.	N.E.	Pros.	South	West	Wils.	Undis.	Total
1. Cont'd from 1/31/25	475	152	467	394	206	193	149	392	206	413	544	6	3597
2. New	25	11	27	19	15	18	15	20	15	20	47		232
3. Old	14	7	14	14	18	11	2	9	7	31	13		140
4. Rec'd by transfer		2	8	1	2	1		7	3	5	7		
5. Total dealt with	514	172	516	428	241	223	166	428	231	469	611	6	3969
6. Lost by transfer	8		3	2	1	3	1	10	1	2	5		
7. Closed	49	30	55	35	22	17	5	45	4	52	38		352
8. In charge 2/28/25	457	142	458	391	218	203	160	373	226	415	568	6	3617
TREATMENT													
9. Material relief	113	54	125	123	53	27	52	75	33	106	153		914
10. Service without relief	353	90	304	274	152	171	98	269	141	284	285	4	2425
11. No attention	38	28	83	27	34	22	15	66	56	77	167	2	615
12. Not located	2		1	2	1			8			1		15
13. Total	506	172	513	426	240	220	165	418	230	467	606	6	3969
Service													
(incl. volunteers)													
Active Families													
14. Visits to Families	654	161	424	475	260	285	167	416	195	408	407		3852
15. Office Int. "	166	66	130	151	92	60	59	175	97	181	324	137	1638
16. Visits to Ref.	566	163	474	488	232	290	161	572	277	389	495	15	4122
17. Office Int. "	24	19	17	40	25	8	21	34	28	34	46	34	330
18. Purchase visits	6	2	8	4	2	3	5	4	3	4	19		60
19. Total	1416	411	1053	1158	611	646	413	1201	600	1016	1291	186	10002
20. Telephone calls	618	278	454	452	300	490	189	493	348	472	504	149	4747
21. Letters & telegrams	31	15	64	40	36	38	19	88	25	40	74	9	479
22. Summaries	5	4	17	19	6	7	5	21	14	20	19		137
23. Case Conferences				1	3			2	3	13	6		28
24. Staff Com.		1	18		6	20	4	24	7		10		90
25. Dist. Com. Attend.	13	6	13	12	18	7	9	18	11	17	13		137
26. No. Persons supervising	4	1	3	3	2	1	2	4	1	4	3		28
Inactive, Inf. Etc.													
27. Total Vis. & int.	5		10	4	3		12	2	7	2	33	100	178
28. Telephone calls	2	1	8		18	3	4		4	2	12		54
29. Letters and summaries							2	3					5
30. Case conferences													
Out of town Inq.													
31. Total visits & int.					1							97	98
32. Telephone calls												96	96
33. Letters & summaries												159	159

Feb. 1925

Total Homeless

212-188

122-29

235

795

2596

3610

1421

3770

407

3979

Statistical Report, Feb. 1925

COOPERATION	Buck.	Cuy.	Doan	H.B.	Lake	Lkwd.	N.E.	Pros.	South	West	Wils.	Undis.	Total
1. Assn. for Cr. & Dis.	6	2	6	4	1	3	1	1	3	3	5	1	36
2. Bd. of Ed. Attend. Dept.	5		3	13	1	5	7	9	6	17	3	9	78
3. Med. Dept.	13		12	5	2	1	1	3	5	4	3		49
4. Prin. & Teachers	30	16	39	41	22	14	15	42	29	50	31	6	335
5. Psych.	1		5		2			6		2	1		17
6. Catholic Charities	5		5	1	2	2	2	1		2	1	2	23
7. Children's Bureau	5	5	14	11	10	6	7	5	12	14	4	6	99
8. Churches	18	5	8	19	7	16	6	27	8	17	6	4	141
9. Court; Bur. of Dom. Rel.	2		2			3	2		2		4	2	17
10. Juv. Ct.	19	2	25	18	16	10	9	19	16	17	11	7	169
11. Moth. Pen. Dept.	14	9	7	19	7	4	12	6	5	5	5	1	94
12. Police Dept.	9	1	10	6	7	3	5	13	4	10	10	11	89
13. Probate Ct.	10	2	4	7	3	5	3	20	7	9	6	4	80
14. Other Courts	5	2	3	11	3	3	3	4	4	2	4	1	45
15. Day Nursery Assoc.			3	17	16	6		14	6	2	20	2	86
16. Fresh Air Camp	2			2				3		1	2		10
17. Goodwill Industries	3							8		1	6		18
18. Health Dispensaries	55	6	39	83	44	30	16	98	26	43	70	17	527
19. Health Centers	31	12	27	22	12	10	29	25	12	30	13	8	231
20. Hospitals	13	20	25	19	18	8	6	22	24	16	20	23	214
21. Vis. Nurse Assoc.	21	9	16	22	15	19	3	15	8	24	31	1	184
22. Hum. Soc.	18	5	19	11	14	2	7	21	9	15	17	26	164
23. Industrial: Employers	61	11	32	61	23	20	20	65	19	35	44	14	405
24. Emp. Bur.	20	3	12	25	8	9	7	27	24	15	85	6	241
25. Indust. Comp.	1	2	1	6		1		2	1	1	1		16
26. Labor Union	3	1	6	2		1		8	1	3	3	1	29
27. Legal Aid Society	6	4	5	10	8	5	8	9	7	8	11	4	85
28. Negro Welfare Assoc.	8		3		3		1	11		1	18	1	46
29. Red Cross Home Serv.	7	3	3	3	3	4	2	5	2	4	4	11	51
30. Salvation Army	2		3		6	1	2	2		5	1	4	26
31. Social Settlements	7	1	17	1	11	1		21	4	4	14	2	83
32. Soc. for Blind	3		3	1				1	1	2	3	1	15
33. Summer Camps													
34. Travelers' Aid	2		1	1		1	2	1		1	1	4	14
35. Women's Protective Assn.	1		3	2	3	2	2	8	1	1	1	5	29
36. Y.M.C.A.	1		3					12					16
37. Y.W.C.A.	1							3	4	2		1	11
Total	408	121	364	443	267	195	178	537	250	366	459	185	3773

Feb. 1924
Total Homes

3521

Associated Charities-- Statistical Report Feb. 1924

COMMUNITY ACTIVITIES	Buck	Cuy.	Doan	H.B.	Lake	Lkwd.	N.E.	Pros.	South	West	Wils.	Undis.	Total
1. Visits	1	3	3	1	1	2	6	10	3	6	8		44
2. Office Interviews			2	1	1			3		1	2		10
3. Letters	1		26			3	1	14		12	1		58
4. Telephone	12	4	18	1	2	135	4	42	11	29			258
5. Committee	2	3	3	1	2	2		9	4	2	17	7	52
6. Speeches		1	1										2
VOLUNTEERS													
7. Dist. Com.Meeting	3	3	4	6	3	3	3	3	3	4	4		39
8. Dist. Com.Aver. Atten	8	7	10	7	11	8	10	10	6	10	9		11
9. Visitors No.	2	3	3	2	3	2	1	2		4			19
10. Hours	29		68	35 $\frac{1}{2}$	50 $\frac{1}{2}$	52	22 $\frac{1}{2}$	38		84			379 $\frac{1}{2}$
11. Visits Active	18		51	30	46	23	12	39		46			265
12. " Inactive													
13. " Out of Town													
14. Other number			2							1		5	8
15. hours			40							3		38	81
CAR PICKUPS													
16. CAR PICKUPS													
17. Given away	113	45	71	75	112	58	33	45	22	108	134	12	828
18. Used	471	23	464	583	223	165	150	366	260	600	467		3772

Feb. 1924
Total Hours

147
118

The Associated Charities

614 Electric Building
Cleveland

March 16, 1925

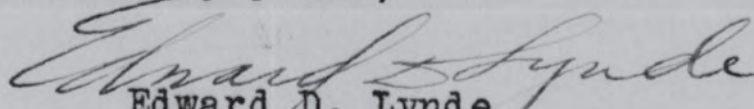
Rabbi Abba Hillel Silver
The Temple
Ansel Road and E. 105th
Cleveland, O

My dear Rabbi Silver:

Mr. Sheffield has appointed you chairman of the committee to take up the matter of physical examinations for our staff. You will recall that this question was discussed at a meeting of our Board.

Will you kindly drop us a line, when convenient, stating whether or not you can accpet? We hope you will be able to serve.

Very sincerely yours,


Edward D. Lynde
Assistant General Secretary

EDL/EC

Glad you were at the meeting to-day. Mr Sheffield remarked afterward on the sincere way in which you expressed our sentiment.

The ASSOCIATED CHARITIES

614 Electric Building
CLEVELAND

HENRY E. SHEFFIELD, President
W. T. HIGBEE, Treasurer
JAMES F. JACKSON, General Secretary
EDWARD D. LYNDE, Asst. Gen. Sec'y.
HELEN W. HANCHETTE, Case Supervisor

April 14, 1925

Rabbi Abba Hillel Silver
The Temple
1486 E. 106th St.
Cleveland, Ohio

My dear Reverend Silver:

As you will remember at various meetings of the Board of the Associated Charities the question of our responsibility for the support of the American Association for Organizing Family Social Work has been discussed and a Committee was appointed to study the matter.

In any consideration of this Organization one must stress its value to all Charity Organization Societies in:

1. Raising the standards of work.
2. Providing for close co-ordination among societies throughout the country.
3. Aiding each other in the actual conduct of investigation and treatment.

The co-ordination is furthered through a news letter which keeps societies in touch with one another's development and by "The Family", a magazine devoted primarily to case work questions. The Organization aids in the actual work of investigation and treatment by publishing a Directory of all Charity Organization Societies in the world; by arranging an agreement among all these societies to answer inquiries and make visits concerning families who have connections in other cities. The Russell Sage Foundation agreed to assist the Organization for a temporary period until it could become self supporting through its own membership. At the present time the Organization is meeting its current expenses in this way with only slight assistance from foundations.

During the necessary period of transition while the membership was small and the work to be accomplished large, a deficit was incurred. By gradual payments this has been reduced to \$7,475. No addition to the deficit has been made for several years. The Organization is very anxious to wipe it out entirely as soon as possible.

A. H. S.--2

April 14, 1925

The professional workers who are members of the Society have already made contributions to this end in spite of the fact that their salaries are small and that there are many other such professional demands upon them.

Board members in other cities have felt such a keen interest in reducing this deficit that five of them have given \$425 and certain of our own Board members have also felt that it would be a privilege to give toward this end. At their suggestion we are writing to ask whether you will be interested to send us a contribution, even though it may not be a large amount.

Very sincerely yours,

Mrs. Charles W. Webb
Mrs. John G. Oliver
Mr. F. S. McGowan



April Twenty-second
1925

The Associated Charities,
614 Electric Building,
Cleveland, Ohio.

Dear Friends,

The enclosed check for \$15.00 is a
contribution to the fund for the American
Association for Organizing Family Social Work.

Sincerely yours,



HENRY E. SHEFFIELD, PRESIDENT
W. T. HIGBEE, TREASURER

JAMES F. JACKSON, GENERAL SECRETARY
EDWARD D. LYNDE, ASST. GEN. SECY.
HELEN W. HANCHETTE, CASE SUPERVISOR

The Associated Charities
614 Electric Building
Cleveland

May 4, 1925.


Rabbi Abba Hillel Silver,
The Temple,
East 105th & Ansell Rd.,
Cleveland, Ohio.

My dear Rabbi Silver:

President Sheffield has asked us to call to your attention the important meetings scheduled in the enclosed program. This year an especial effort is being made to bring in the trustees of the agencies. He is hoping that you will be able to attend, as we would, of course, like to have our Board make a good showing.

At the Wednesday noon meeting, there will be a discussion of our work. However, it is hoped that attendance will not be confined to that meeting.

Very sincerely yours,

A circular stamp with a star at the top and the words "AMERICAN JEWISH ARCHIVES" in the center, with a menorah below it.
Edward D. Lynde
Edward D. Lynde.

HENRY E. SHEFFIELD, PRESIDENT
W. T. HIGBEE, TREASURER

JAMES F. JACKSON, GENERAL SECRETARY
EDWARD D. LYNDE, ASST. GEN. SECY.
HELEN W. HANCHETTE, CASE SUPERVISOR

The Associated Charities
614 Electric Building
Cleveland

May 20, 1925

Rabbi Abba Hillel Silver
The Temple
Cleveland, O

Dear Sir:

The regular monthly meeting of the Board
of Trustees will be held Wednesday, May 27th, with
luncheon at 12:15.

We hope that you may be able to attend.

Very truly yours,

I. L. Jennings, Sec'y

WRHS



The ASSOCIATED CHARITIES

614 Electric Building
CLEVELAND

HENRY E. SHEFFIELD, President
W. T. HUGBEE, Treasurer
JAMES F. JACKSON, General Secretary
EDWARD D. LYNDE, Asst. Gen. Sec'y.
HELEN W. HANCHETTE, Case Supervisor

September 16, 1925

Rabbi Abba Hillel Silver
The Temple
Cleveland, Ohio

My dear Rabbi Silver:

Following last commencement, we learned that the budget committee of the Western Reserve Board of Trustees seemed to feel that the total prospective deficit was so large as to compel them to vote that they would be unable to carry the deficit of the School of Applied Social Sciences beyond June, 1926. These men seem to feel that if the School is of value it should be financed by the benefitting agencies.

To avoid closing, President Vinson recommended to the faculty of this School that we show the trustees two points:

- (1) That training is necessary in social work.
- (2) That this form of training is as effective as any.

He also suggested that it would be wise, if we are able, to secure gifts for this School to minimize or abolish its deficit, I am now securing a limited number of carefully prepared letters addressed to President Vinson with signed letterhead carbons mailed to me with authority to use them, as I may, for the perpetuity of the School.

The argument is primarily to the Trustees to perpetuate the School, to show them the need of professional education and the value of this type of education, the immediate use of the letters will be to influence endowment or gifts for the benefit of this School. Therefore, we will greatly appreciate the courtesy if you will write a letter to Robert E. Vinson, LL.D., President, Western Reserve University, stating your judgment as to the value of this School and your hope that funds can be secured to avoid its annual deficit. It would be effective if you would indicate that you are moved to write because of the value of this combination of the theoretical and practical in training those keen, devoted young people who would give their lives to helpful ministries in social work. It might not be amiss to indicate the honor that this forward-looking school brings and increasingly will bring to the University.

color ~~as~~ the common problem with a degree of
mess.

I believe ^{that} there are enough public spirit
men in Cleveland who will come to the
support of the School when their attention will
be called to its ^{program} ~~needs~~ and its needs -

I for knowing of the fine traditions of A. H.
U. of your own broad social vision,
feel confident that the ^{university} ~~university~~ would not
have arisen if a serious financial
problem were involved.

A. H. S.--2 September 16, 1925

I am most anxious for you to write. Your idealism has helped us over other crises. Former President Bond, Col. Pond and a couple more are writing of the utilitarian values of the School. I am hoping that you will throw your emphasis somewhat on ideals.

It will help you to know that Mr. Warren Hayden is perhaps the most important person to be reached in this matter. Mr. Samuel Mather, Mr. Frank Scott, Mr. Malcolm McBride, and Mr. Henry Pope are among others on the Board. Of course, all of them are important.

We are also particularly interested not simply in the letter to President Vinson for them, but also in the signed letter-head carbon which we may use especially with Trust officers and with some prospective givers.

Very truly yours,

JFJ/EC

James F. Jackson
James F. Jackson



then friends of the School & applied Social Services. I have
learned of the ~~fact~~ ^{fact} that there is a likelihood that this school ^{may} ~~will~~
be closed due to the ~~to~~ ^{to} discontinuance due to the ~~deficit~~ ^{deficit} ~~problem~~
of the burden which it places upon the in its perfection.
~~which~~ ^{which} adding to the total perfection deficit of the community.

As a member of the Board, the associated character
and as one who ~~has~~ ^{has} had the opportunity of observing ^{directly}
the (splendid) services which this school is rendering ^{to}
the social life of our community ^{by training people who become} ~~that~~ ^{the} ~~discontinuance~~ ^{discontinuance} of this school would be a
serious loss to the program of social
work in which Cleveland is now engaged - ~~the~~
~~work~~ ^{work} is position to appreciate. The ~~status~~ ^{need} of a S.C.
trained workers, ~~the~~ ^{the} alert both to the program and ^{the}
technique of their vocation, is invaluable to a comm.
which has approach such as ours which has evidence
its purpose to ~~attack~~ ^{approach} the social problems ^{intelligently} ~~constructively~~
and intelligently. Trained workers are ^{not} ~~only~~
a much ^{valuable} ~~valuable~~ investment, ^{that} ~~that~~ ^{are} ~~indispensable~~
to a ^{high} ~~high~~ ^{standards} ~~standards~~ ⁱⁿ ~~social work~~ ^{social work} and to
the widening of social horizons - The un-
trained worker is social service. It will ~~not~~ ^{not}
help the to advance our entire social program
if we ~~are~~ ^{are} ~~the~~ ^{the} ~~most~~ ^{most} ~~of~~ ^{of} ~~the~~ ^{the} ~~S.C.~~ ^{S.C.}
by the ~~discontinuation~~ ^{discontinuation} of a ~~profession~~ ^{profession}.
I believe West. has ~~been~~ ^{been} ~~there~~ ^{there} ~~where~~ ^{where} ~~was~~ ^{was} ~~great~~ ^{great}
only ~~as~~ ^{as} ~~we~~ ^{we} ~~raise~~ ^{raise} ~~the~~ ^{the} ~~standard~~ ^{standard} ~~of~~ ^{of} ~~the~~ ^{the} ~~social~~ ^{social} ~~work~~ ^{work} ~~to~~ ^{to} ~~the~~ ^{the} ~~highest~~ ^{highest}
competence of a ~~profession~~ ^{profession} can we hope to

September Twenty-fourth
1925

*Copy to
Jas. C. Jackson
Secy. Associated
Charities*

Dr. Robert E. Vinson,
President, Western Reserve University,
Cleveland, Ohio.

My dear Dr. Vinson,

Through friends of the School of Applied Social Sciences, I have learned of the possibility of its discontinuance, due to the deficit involved in its operation.

As a member of the Board of the Associated Charities, I have had the opportunity of observing closely the splendid service which this School is rendering the social life of our community, and I feel that its discontinuance would be a serious loss to the whole progressive program of social service in which Cleveland is now engaged. The need of scientifically trained workers, alert both as to the ideals and the technique of social service, is great in this community, which has evidenced its purpose to approach its entire social problem intelligently and constructively. Trained workers are more than a sound financial investment; they are indispensable to the creation of higher standards and to the widening of social horizons. Only as we raise the vocation of the social worker to the dignity of a profession can we hope to solve our community problem with any fair degree of success.

Knowing the fine traditions of Western Reserve University and your own broad social vision, I feel confident that the question of closing the School of Applied Social Sciences would never have arisen if it were not for very ~~widely~~ financial reasons. I believe, however, that there is a sufficient number of public spirited men in Cleveland who would come to the support of the School, if once their attention is called to its needs and to its great usefulness.

With kindest regards, permit me to remain

Very sincerely yours,

The ASSOCIATED CHARITIES

S. M. BOND, *President*
W. T. HIGBEE, *Treasurer*
JAMES F. JACKSON, *General Secretary*
HELEN W. HANCHETTE, *Asst. Gen. Secy.*

614 Electric Building

CLEVELAND

September 26, 1925.

Rabbi Abba Hillel Silver,
The Temple,
E. 105th St. at Ansel Rd.,
Cleveland.

My dear Rabbi Silver:

A copy of your impressive note of the 24th to Dr. Vinson is received, appreciated and I am sure will be helpful. Incidentally, let me say that the Associated Charities has taken its secretary from the Doan District, that in which the Temple is located, transferring her to the lecture staff in order that we may accommodate the Jewish Social Service Bureau and the Red Cross to both of whom Dr. Cutler had previously promised such opportunity as soon as they gave promise of being able to give supervision of field work satisfactory to the faculty.

With respect, I am

Very sincerely yours,

James F. Jackson
General Secretary.

JFJ/G

HENRY E. SHEFFIELD, PRESIDENT
W. T. HIGBEE, TREASURER

JAMES F. JACKSON, GENERAL SECRETARY
EDWARD D. LYNDE, ASST. GEN. SECY.
HELEN W. HANCHETTE, CASE SUPERVISOR

The Associated Charities
614 Electric Building
Cleveland

October 28th, 1925.

Rabbi Abba Hillel Silver,
1486 East 106th Street,
Cleveland, Ohio..

Dear Sir:

This is to remind you of the Annual Meeting of Trustees to be held in the Lattice Room of the Statler Hotel at 3:00 sharp, next Wednesday, November 4th, and also of the Annual Meeting of Life Members at 3:30 sharp in the same place. The business of the Trustees must be concluded prior to the larger meeting.

Following the meeting of Life Members, there will be the meeting of organization for the coming year. These combined meetings will occupy less than two hours, but they are most important, as we hold meetings only when there is real business to be done.

Very truly yours,

I.L. Jennings,
Secretary

*will be sent
copy.*
Mrs. W. telephoned-

HENRY E. SHEFFIELD, PRESIDENT
W. T. HIGBEE, TREASURER

JAMES F. JACKSON, GENERAL SECRETARY
EDWARD D. LYNDE, ASST. GEN. SECY.
HELEN W. HANCHETTE, CASE SUPERVISOR

The Associated Charities
614 Electric Building
Cleveland

May 10, 1926

Rabbi Abba Hillel Silver
The Temple
Cleveland, O

Dear Sir:

The Board of Trustees will meet on Wednesday,
May 19th, at above address, with luncheon at 12:15 sharp.

Please note that we are holding the meeting a
week earlier than usual, to avoid conflict with the open-
ing session of the National Conference of Social Work
May 26th, - which would be the regular date for our Board
meeting.

Very truly yours,

I. L. Jennings, Secretary

5-14-26
copy to

May 13th, 1926.

Mr. I. L. Jennings,
Associated Charities,
614 Electric Bldg.,
Cleveland, Ohio.

Dear Sir,

Rabbi Silver regrets very much
that he will be unable to attend the
Board meeting of the Associated Charities
next Wednesday as that is our Confirmation Day.

Sincerely yours,



June 18th, 1926.

Mr. E. Lynde,
Associated Charities,
614 Electric Bldg.,
Cleveland, Ohio.

My dear Mr. Lynde,

I regret very much that I shall not be able to attend the meeting on Wednesday, June 23rd as I am compelled to attend the sessions of the Central Conference of American Rabbis in Ashville, N.C. during the week of the 22nd. I hope that I shall be able to attend the meetings more regularly in the future.

With kindest regards, I am

Very sincerely yours,

THE ASSOCIATED CHARITIES

614 ELECTRIC BUILDING
CLEVELAND

HENRY E. SHEFFIELD, PRESIDENT
W. T. HIGBEE, TREASURER
JAMES F. JACKSON, GENERAL SECRETARY
EDWARD D. LYNDE, ASSOC. GEN. SEC'Y
HELEN W. HANCHETTE, CASE SUPERVISOR

September 8, 1926

Rabbi Abba Hillel Silver,
The Temple,
E. 105th & Ansel,
Cleveland, Ohio.

My dear Rabbi Silver:

The Trustees of the Associated Charities at their June meeting endorsed tentatively four important propositions, namely:

- (1) That non-resident relief families be returned to their legal residence. In other words, that, after legal residence has been established, no relief other than transportation to such residence be given to non-resident families.
- (2) That A.C. shall insist that all insurance on able-bodied persons be dropped in relief families with this exception, that straight life insurance policies not to exceed \$1000 may be carried by the head of the family.
- (3) In helping a family where there are working sons and daughters that A.C. shall count in the family income budget (as does the Mothers' Pension Department) on 3/4 of the wage of each earning child living at home. It is understood that out of this 3/4 he shall be allowed in the family budget his board, room and lunches, not to exceed 25¢ a day.
- (4) That A.C. shall not afford material relief to families where there are sons or daughters who are financially able to support them, even if the children are married and living separately from their parents, - that the court if necessary be used to force support of dependent parents by children when they are financially able. (The law makes such support mandatory.)

There was not a quorum at the Board meeting, and

furthermore these policies were considered too fundamental to be decided finally, without further consideration.

The Trustees present therefore instructed me to send you the enclosed copy of my report which sets forth some of the arguments pro and con, for there are also some strong arguments "con." They requested that you read this report and then be prepared for a final vote on each of these measures at the September meeting of the Board.

Meanwhile, on the suggestion of the Trustees we have been giving the policies a three months trial, and, as a result, there has already been a considerable decline in material relief expenditures.

If you cannot be at the Board Meeting, please write us your judgment.

Very sincerely yours,

Edward D. Lynde
Edward D. Lynde

EDL:FC



HENRY E. SHEFFIELD, PRESIDENT
W. T. HIGBEE, TREASURER

JAMES F. JACKSON, GENERAL SECRETARY
EDWARD D. LYNDE, ASST. GEN. SECY.
HELEN W. HANCHETTE, CASE SUPERVISOR

The Associated Charities
614 Electric Building
Cleveland

C. I.
Lunch
P.M.A. 101

Rabbi Abba Hillel Silver
The Temple
Cleveland, O

Dear Sir:

There will be a meeting of the Board of Trustees,
Wednesday, December 29th, with luncheon at 12:15, at above
address.

As there are important matters to be brought be-
fore the Board, it is hoped that every member will be pres-
ent if possible.

Very truly yours,
I. L. Jennings, Secretary

Rabbi Silver will not be able to
attend the Asso. Charities Board
Meeting, Dec. 29. account an important
Luncheon & meeting at the Temple on that day & home.

Feb. 12/24/26

a.c
=

THE ASSOCIATED CHARITIES

614 ELECTRIC BUILDING

CLEVELAND

HENRY E. SHEFFIELD, PRESIDENT
W. T. HIGBEE, TREASURER
JAMES F. JACKSON, GENERAL SECRETARY
EDWARD D. LYNDE, ASSOC. GEN. SEC'Y
HELEN W. HANCHETTE, CASE SUPERVISOR

April 14th, 1927

To the Life Members:

You will be interested to learn that Frank J. Bruno, Washington University, St. Louis, will be the speaker at the Associated Charities' Annual Luncheon Meeting to be held Wednesday noon, April 27th at the Hotel Cleveland.

"Skill in Social Service" will be the topic of the day, a subject of particular interest just now to family societies and one which Mr. Jackson was most anxious to have presented to the public. Mr. Bruno was head of the Family Welfare Association in Minneapolis for more than ten years and is now engaged in teaching social work in Washington University--a combination of practical and teaching experience which qualifies him particularly to talk on training in social work.

You will receive shortly your official invitation to the meeting, but we send you this announcement that you may make your reservation early. Tickets which are one dollar, may now be obtained at our Main Office, 614 Electric Building, Superior 3500, or will be mailed to you on request.

Sincerely yours,

Henry E. Sheffield
President.

P.S.

An interesting feature of the meeting will be the public announcement of a Memorial Endowment Fund to which friends of Mr. Jackson's may contribute.

*Report cannot
be made
Symposium at
T.W.G.*

April Nineteenth
1927

Mr. Henry E. Sheffield,
President, The Associated Charities,
614 Electric Building, Cleveland, Ohio.

My dear Mr. Sheffield,

I regret very much that I shall not be able to attend the annual luncheon meeting of the Associated Charities on April 25th, at which Frank J. Bruno of Washington University, St. Louis, will be the speaker.

The occasion falls on the date of the annual symposium program and luncheon of The Temple Women's Association of my Temple, which I feel I must attend.

Wishing you a very successful meeting, I am

Very sincerely yours,

HENRY E. SHEFFIELD, PRESIDENT
W. T. HIGBEE, TREASURER

EDWARD D. LYNDE, GENERAL SEC'Y
HELEN W. HANCHETTE, ASSOC. GEN. SEC'Y

The Associated Charities
614 Electric Building
Cleveland

November 25, 1927

Rabbi Abba Hillel Silver
The Temple
Cleveland, Ohio

Dear Sir:

There will be a meeting of the Board of Trustees,
Wednesday, November 30th, with luncheon promptly at 12:15,
at above address. We expect to have the newly elected
trustees with us at this meeting and hope that you may be
able to come.

/ Very truly yours,

Edith M. Hanson (Mrs. E.S.)
Secretary

November 28th, 1927.

Mrs. E. S. Hanson,
The Associated Charities,
614 Electric Bldg.,
Cleveland, Ohio.

My dear Mrs. Hanson:-

I regret very much that I shall not be able to attend the meeting of the Board of Trustees, on Wednesday, November 30th. I shall be out of the city on that day.

I trust that I shall be able to attend more of the meetings in the future.

With kindest regards, I am

Very sincerely yours,

AHS/IR

HENRY E. SHEFFIELD, PRESIDENT
W. T. HIGBEE, TREASURER

EDWARD D. LYNDE, GENERAL SEC'Y
HELEN W. HANCHETTE, ASSOC. GEN. SEC'Y

not found

The Associated Charities
614 Electric Building
Cleveland

January 18, 1928

Rabbi Abba Hillel Silver
East 105th St. and Ansel Rd.
Cleveland, Ohio

Dear Sir:

There will be a meeting of the Board of Trustees
Wednesday, January 25th, with luncheon at 12:15, at above
address.

Among several important matters will be the dis-
cussion of a new arrangement with the Board of Education.
We hope for a full attendance.

Very truly yours,

Edith M. Hanson (Mrs. E. S.)
Secretary

No St Louis

Jan. 19th, 1928.

The Associated Charities,
614 Electric Bldg.,
Cleveland, Ohio.

Gentlemen:- For the Attention Edith M. Hanson,
Secretary.

Rabbi Silver has asked me to
express his regrets in not being able to attend
the meeting of the Board of Trustees on Wednesday,
January 25th. He will be in St. Louis on that day.

Very truly yours,

Secretary to Rabbi Silver.

AHS/IR

HENRY E. SHEFFIELD, PRESIDENT
W. T. HIGBEE, TREASURER

EDWARD D. LYNDE, GENERAL SEC'Y
HELEN W. HANCHETTE, ASSOC. GEN. SEC'Y

The Associated Charities
614 Electric Building
Cleveland

January 30, 1928

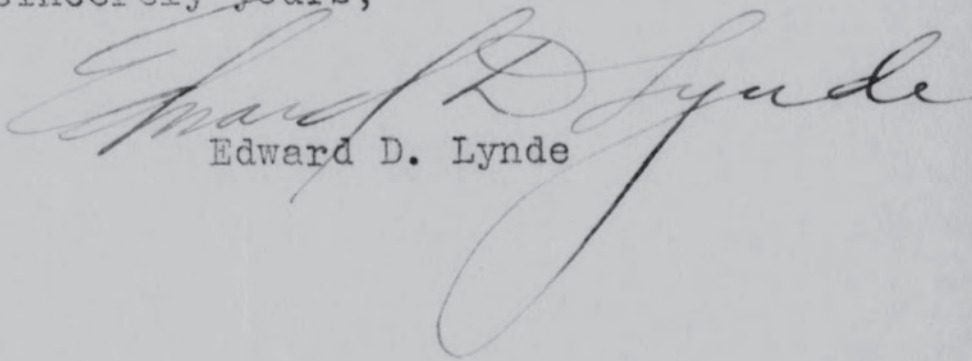
Rabbi A.H. Silver
The Temple
Cleveland, Ohio

Dear Rabbi Silver:

Sorry you could not come to our Board meeting.
We missed you much. The next meeting is set for Feb. 29th.

Very sincerely yours,

EDL/C


Edward D. Lynde



HENRY E. SHEFFIELD, PRESIDENT
W. T. HIGBEE, TREASURER

EDWARD D. LYNDE, GENERAL SEC'Y
HELEN W. HANCHETTE, ASSOC. GEN. SEC'Y

The Associated Charities
614 Electric Building
Cleveland

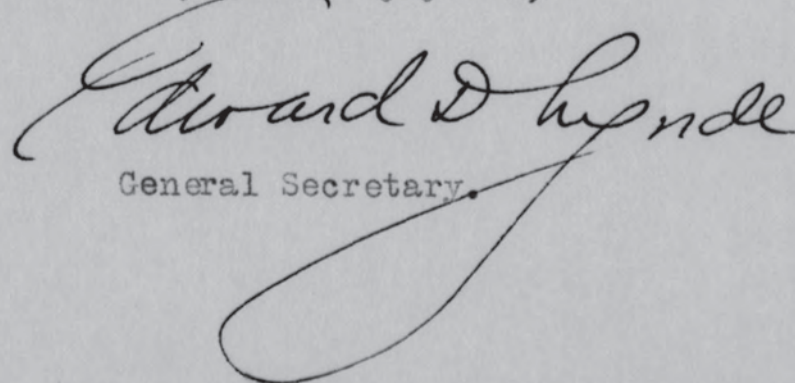
February 17, 1928

Rabbi Abba Hillel Silver,
E. 105th & Ansel Rd.,
City.

Dear Rabbi Silver:

One of the members of our Board has suggested that I send you the enclosed copy of the FAMILY, which as you will see, contains on Page 344 an article regarding our situation in Cleveland this winter.

Very sincerely yours,


General Secretary.

WRHS



HENRY E. SHEFFIELD, PRESIDENT
W. T. HIGBEE, TREASURER

EDWARD D. LYNDE, GENERAL SEC'Y
HELEN W. HANCHETTE, ASSOC. GEN. SEC'Y

The Associated Charities
614 Electric Building
Cleveland

April 19, 1928

Rabbi Abba Hillel Silver
The Temple
E. 105th & Ansel Rd.,
Cleveland, O.

Dear Sir:

There will be a meeting of the Board of Trustees,
Wednesday, April 25th, with luncheon at 12:15 at the above address.

In addition to the matter of school shoes and Wayfarers' Lodge there are two other important matters to come up for discussion at the meeting.

Very truly yours,

Edith M. Hanson, Secretary

April 20th, 1928.

Edith M. Hanson, Secretary,
The Associated Charities,
614 Electric Bldg.,
Cleveland, Ohio.

My dear Miss Hanson:-

I regret exceedingly that
I will be unable to attend the meeting of
the Board of Trustees on Wednesday, April
25th. I am scheduled to address The Canadian
National Conference of Social Workers at
Montreal on that day.

With kindest regards,
permit me to remain

Very sincerely yours,

AHS/IR

HENRY E. SHEFFIELD, PRESIDENT
W. T. HIGBEE, TREASURER

EDWARD D. LYNDE, GENERAL SEC'Y
HELEN W. HANCHETTE, ASSOC. GEN. SEC'Y

The Associated Charities
614 Electric Building
Cleveland

Rabbi A. H. Silver
The Temple
Cleveland, Ohio

May 22, 1928

Dear Sir:

Following the decision of our Board of Trustees at its last meeting, we are planning the unusual experiment of having Miss Yost of Lakewood District present the processes by which we carry on the "treatment" of a family, (using a concrete family situation.)

This is not a presentation of a family problem for decision, but it will include many questions for the Board to decide as we go along, as to procedure, etc.

This meeting, of which you have had advance notice, is to occur on Tuesday, May 29th, with luncheon at 12:15. We hope you have been able to hold this date.

Very truly yours,

Edith M. Hanson, Secretary

*Will be in
Cleveland*

May 24th, 1928.

Edith M. Hanson, Secretary,
The Associated Charities,
614 Electric Bldg.,
Cleveland, Ohio.

My dear Miss Hanson:-

Permit me to acknowledge receipt of your letter of May 22d.

I am sorry to have to advise you that Rabbi Silver will be in Cincinnati on Tuesday, May 29th, which is the date scheduled for your meeting.

With kindest regards,
permit me to remain

Very truly yours,

Secretary to Rabbi Silver

HENRY E. SHEFFIELD, PRESIDENT
W. T. HIGBEE, TREASURER
EDWARD D. LYNDE, GEN. SEC'Y
HELEN W. HANCHETTE,
ASSOC. GEN. SECRETARY

THE ASSOCIATED CHARITIES

614 ELECTRIC BUILDING
CLEVELAND

July 20, 1928

To Members of the Board of Trustees and Advisory Board.

My dear Rabbi Silver:

Those of you who were at the last Board meeting will recall that a committee was appointed to meet with the Budget Executive Committee of the Welfare Federation in an effort to secure for 1929 a more liberal appropriation for material relief.

Last week this committee of our board, consisting of Messrs. F. S. McGowan, Arthur Seibig, James Mills and Capt. Charles C. Bolton, and the General Secretary, met with about eighteen people representing the budget committee of the Welfare Federation, Mrs. Oliver also of our Board, being one of their number.

The hearing was a most cordial one and had at least two results:

First, every one present seemed to acquiesce in the plan of allotting to the Associated Charities a much larger amount for material relief in 1929 than was originally allotted for 1928. (You will recall that we are over-running our budget for material relief at the rate of at least \$50,000 in 1928; that we over-ran in material relief \$42,500 in 1927; and that we have over-run our budget for material relief every year since 1923.)

Second, all the people there agreed on the plan of asking the City Council to appropriate at least \$100,000 for material relief during 1929. The trustees will recall that the City has appropriated nothing for this purpose since Mayor Kohler relinquished the Outdoor Relief Department in 1923.

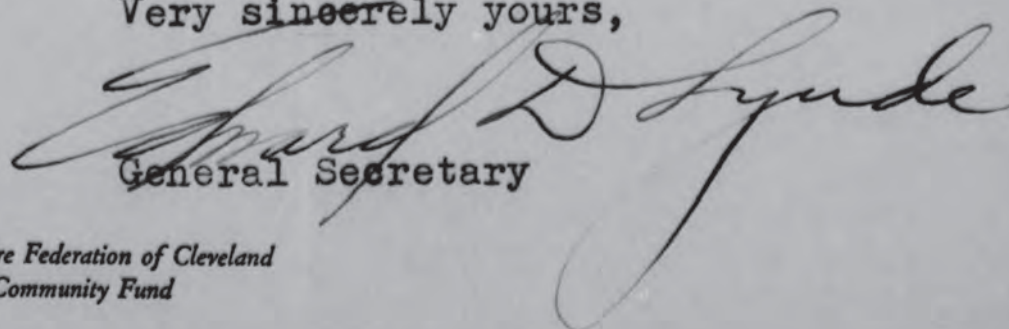
After the meeting, a letter signed by our President, Mr. Calfee, and representatives of the Community Fund and Welfare Federation was sent to City Manager Hopkins and Mr. Schooley, Chairman of the Finance Committee of the City Council, asking them to allow money in their budget for this project in 1929. An editorial supporting our position has appeared in one of the newspapers. The editor of another newspaper spoke to me about the matter yesterday, saying, (what has also appeared in the newspapers) that the City Manager and the Finance Committee are opposed to the plan.

It is true that many Outdoor Relief departments waste considerable money, as the City Manager has stated, but it is also true that a few cities like Denver have trained workers in the public department and administer relief as well as the average private agency.

We are hoping, of course, for a plan similar to the Denver plan if the City appropriates the money.

If any of the trustees have any suggestions with regard to the matter, will they please give us the benefit of them.

Very sincerely yours,


General Secretary

*Members of the Welfare Federation of Cleveland
Supported by Community Fund*

ASSOCIATED CHARITIES BUDGET - 1929

GENERAL SALARY BUDGETS

	<u>1928</u>		<u>1929</u>	
	No. People	Budget	No. People	Budget
1. Main Office	9-2/3	24,309.00	9-1/2	25,123.00
2. Education & Publicity	2	3,850.00	2	4,250.00
3. Personal Service				
(a) Supervis. & Regis.	10-1/3	20,615.00	10-5/6	22,188.00
(b) District Sec'ys.	12	26,580.00	12	28,060.00
(c) Assistant "	10	19,540.00	10	19,890.00
(c) 2-1/2 time of WRU Supervisor	1/2	1,000.00		
(d) Visitors	30	52,050.00	34	61,795.00
(e) Vis. in Tr. 2nd	21	30,098.00	15	22,227.50
(f) Vis. in Tr. 1st	23	25,628.00	22 27	29,289.60
(g) Home Economists (Inc. Visiting Sewing Center)	6	11,820.00	6	11,260.00
(h) Sewing Center	3.17	4,302.00	3.17	4,302.00
Extra person paid by Wade Fund	1	1,020.00	1	1,020.00
(i) Office Assistants	10	11,265.00	11	12,610.00
(j) Stenographers	23-1/4	31,994.00	23-3/4	32,577.90
(k) Psychiatric Dept.	5-1/3	11,355.00	5-1/3	11,425.00
(l) Milk Dept.			1	1,980.00
(m) Research Dept. - Sec'y.			1	2,200.00
4. Wayfarers' Lodge	8-1/3	8,060.00	8-1/2	8,566.67
	<u>175.59</u>	<u>288,486.00</u>	<u>181.08</u>	<u>298,764.67</u>
		8,275.00		8,000.00
		<u>275,211.00</u>		<u>290,764.00</u>

NEW PEOPLE

	1929
One office assistant	1,145.00
A special Visitor for milk investigation	1,980.00
One senior Visitor	1,815.00
One research secretary	2,200.00
5/12 assistant receiving secretary at Main Office	833.00
1 Stenographer	685.00
Increases for new positions	<u>8,658.00</u>
Salary Increases	<u>6,895.00</u>
	<u>15,553.00</u>

	<u>1928</u>	<u>1929</u>
Percent increase due to new positions	2.77	3.14
" " " " " "	3.33	2.50

July 30, 1928.

ASSOCIATED CHARITIES
1929 BUDGET EXPLANATIONS

INCOME

Income from Federation

The amount requested for 1929 from the Federation although nearly \$65,000 more than our 1928 budget, is much lower than the budget granted the Associated Charities by the Federation several years ago during a period of unemployment, and is only equal to the amount which was actually received by the Associated Charities from the Federation in 1922. Since that time, even according to the most conservative estimate, Greater Cleveland has grown 20%, and furthermore we have included more territory and the Outdoor Relief Department has meanwhile, been discontinued.

If we make even a 20% allowance (for growth in the city alone) above what we spent in 1922, it would mean, if employment conditions are similar, that we would need \$110,000 more from the Federation than we are asking in the 1929 budget.

Restricted Gifts

Early this year our staff budget committee made special efforts to secure funds from Interested Individuals and Organizations. Due to the special efforts on the part of the staff we have secured the first six months of 1928, \$13,352.65. This was accomplished in spite of the unfavorable industrial conditions, which rendered it difficult to secure assistance from relatives of clients, the relatives often being out of work themselves.

We have estimated for 1928, \$24,025.00, \$975 more than the budget. It is our hope that in the first half of 1929 we shall be able to continue special efforts to secure restricted funds; but because of the turn-over in the summer and because of the advent of the new class of trainees in September and the additional efforts needed to supervise the trainees during the first few months, it will be impossible to emphasize this item so greatly during the last half of this year. After the trainees have had a few months of case work, we hope to be able again to increase the amount secured as restricted gifts. We are estimating for 1929, \$23,750--\$700 more than the budget for 1928.

Refunds from Beneficiaries:

In emphasizing to the staff the importance of securing contributions from relatives etc., we have also emphasized the need of securing refunds from beneficiaries whenever possible. Although in 1927 we only secured \$1,055.00, we are estimating for the total of 1928, \$1,250 and budgeting for 1929 the same amount, \$1,250.

Our income the first half of 1928 is about the same as for the first half of 1926. We are therefore estimating for 1928 and 1929 about the same income as was obtained in 1926.

Miscellaneous Refunds:

This item varies from year to year according to the demands which smaller agencies throughout the country may have on samples and small amounts of our supplies. In former years we have permitted these smaller agencies to benefit by the efforts which an organization of our size must put into perfecting its printed material and forms.

This year, however, because of the great demands of our own offices we have limited such assistance to smaller agencies, and have sold less material and consequently secured less refunds for the first six months of 1928 than in any other recent year. The \$103 income for the first six months of this year is approximately one-third of what we secured in 1927, for the first six months. At this rate our total income would be \$150 for the year but we are estimating \$375 for 1928, also for 1929.

Services Rendered and Education Special:

The budget in 1928 includes two items,--\$1,000 refund from Western Reserve University for the employment of a half-time supervisor for the training of medical social workers, and \$600 refund from the City of Lakewood at \$50 a month.

In 1929 there will be nothing forthcoming from Western Reserve University because the University has decided to employ a supervisor of its own. We expect, as in former years, the \$600 from Lakewood.

Price of Wood:

In considering this figure, the expense item-, "Purchase and Delivery of Wood, " under Wayfarers' Lodge, is closely related. As you will observe by comparing these two items, we are estimating 12 $\frac{1}{2}$ % profit over and above cost and delivery of wood, both in 1928 and in 1929. This percentage of profit is based on an average of 1924, 1925 and 1926.

Interest on Endowments and Bequests:

In 1927 we secured \$41,950. In 1928 we reduced our budget to \$38,311, because our income had been decreased through the sale of part of the Huntington Endowment capital to pay an outstanding debt. In 1927 we also received some extra dividends which were very doubtful for 1928. Fortunately a number of these extra dividends have come in, thus bringing our income for 1928 to \$1,200 more than the budgeted figure. In 1929 we are budgeting for an increase of approximately \$1,000, covering a small income from new endowments and an expectation of increased income the first half of 1929 because of the showing of a couple of our investments in July and August of 1928.

Legacies:

The bank believes that there is a probability that again in 1929 we will receive \$2,000 instead of \$1,450 which had always been the amount received in this item up to 1927, but the bank is not certain about this, since this extra \$550 came through extra dividends. We are taking a chance and budgeting the extra income.

Discounts Earned:

In 1924 we secured \$234; in 1925 \$307; in 1926 343. In 1928 we budgeted \$310 but by taking advantage of a very unusual discount opportunity on all our office supplies this year, we hope to receive \$400. This increase is due to a chance market, which, naturally, we cannot count on, in 1929. We do expect, however, to secure more than the original estimate for 1928 and are, therefore, budgeting \$65 increase making \$375.

July 30, 1928.

1929 BUDGET EXPLANATIONS

E X P E N S E

Material Relief

1928 Estimate

The total actual expenditures for material relief for the first six months of 1927 amounted to \$141,696; for the first six months of 1928, in which industrial conditions were very much worse, we spent \$160,396. As some of you know, it required an unusual effort on the part of our visitors to keep this increase as small as it was. A study of the relief expenditures in other cities will reveal that our relief expenditures have been economical.

The last six months of 1927 we spent approximately \$123,500. Conservatively we have estimated an expenditure of \$117,424 for the last six months of 1928. This makes our total estimated relief expenditure \$280,000 for the year 1928, which is, as you see, a low estimate.

Our records show that the increase in relief is due to situations where unemployment is a material factor.

Special Relief - 1929 Budget

Our 1929 budget for material relief (\$276,000) is \$4,000 less than the estimated expenditures for 1928. This estimate for 1929 is conservative. We are making a very slight allowance for the increase in demands because of the growth of Greater Cleveland and particularly in the population of unskilled laborers. Cleveland has drawn a large number of people (especially colored folks) from the flood districts of the South. Also the past two or three years, farm laborers and unskilled laborers from the smaller cities where unemployment conditions have been bad, and miners from the closed-down mining sections, have immigrated to the larger cities, Cleveland being very well located to receive a large number of this group. In fact, according to the estimates of the Cleveland Health Council and all other compilers of statistics, there has been at least a 3% a year increase in the growth of Greater Cleveland. Three percent of 1928 expenditure is \$8,000. We have subtracted from our estimate, \$12,000 a carefully worked-out estimate of the amount which may be saved us through Mothers' Pension in 1929, above what was saved us in 1928.

The economist, the business man and the employment manager predict that present employment conditions will continue for at least three or four more years. The New York Times lately published a chart showing that in the past several years the line of production has been steadily rising while the line of the number of people employed has been as steadily falling. The tremendous replacement of men by machinery, large scale production and large scale management, although increasing the amount of goods and cheapening the product, has destroyed any regular expectation of employment on the part of the unskilled worker, especially. The rapid changes in the past ten years have come about so quickly as to prevent the large number of people who have been thrown out of work because of machine substitution from readjusting themselves to a different type of labor.

The conservative Journal of Commerce, commenting on the nature of the current situation, suggests that "This country has upon its hands a problem of chronic unemployment likely to grow worse rather than better. Business prosperity, far from curing

it, may tend to aggravate it by stimulating invention and encouraging all sorts of industrial schemes." This quotation indicates that even the most conservative business organizations are expecting a continuation of unemployment.

It is fair, we believe, to estimate the work of a relief-giving organization directly on the basis of those estimates which conservative business men and organizations are giving out regarding employment conditions. Moreover, the longer the unemployment continues, the larger will be the number of people who will have exhausted their savings, and consequently the relief demands will be heavier next year even though unemployment conditions continue at the same level.

Deficit carried over from 1927.

To the estimate of \$280,000 for 1928, must be added the deficit for material relief which was carried over from 1927, \$15,312; bills which we had to pay in 1928. The deficit was due to the unemployment situation of the winter of 1927.

Personal Service, Care of Families

Salaries in District Offices - Expenses in 1928

You will note that we have over-run our budget by \$3,700 during the first six months of 1928. This entire over-run is due to the addition of several part time people this winter to assist in our heavy district work, and, to the special visitor in charge of cases referred by the schools, all these additions having been authorized by Federation officials. One of these part time persons was used as an assistant receiving secretary at Main Office. Our waiting room at Main Office had been continuously over-crowded with waiting applicants. Because of pressure of work one receiving secretary was not able always to go into each situation carefully enough to determine whether it was a problem for our organization, or should be referred to some other organization. This is a very important function since error in referrals frequently means a dissatisfied client and community. In the long run it is a saving of time and money to have an additional person down here during the winter months to avoid such difficulties.

Salaries in district offices - Budget for 1929

In our budget for 1929 we are asking an increase of about \$13,500 over the 1928 budget. About \$8,600 of this \$13,500 is covered in a request for new people. The remaining \$4,900 is to care for established increases in salary for able people who are remaining with us in strategic positions. (From the standpoint of our usefulness this is perhaps the most important salary item which we are requesting.)

The new people requested are the part time receiving secretary at Main Office, mentioned above; an office assistant in one of the district offices; one senior visitor; a half-time stenographer; a visitor for cases referred by the schools; and a research secretary.

The additional help in the Receiving Department at Main Office, the additional senior visitor, and the office assistant in one of our district offices, have become necessary because of the increased demands upon us.

Office Assistant

We have for some time had an office assistant in 10 of our 12 districts. It has become necessary this past few months to have one in every district and the Welfare Federation officials authorized an over-run in our budget for this purpose. We are

asking in our budget for 1929 that an office assistant be allowed for at least 11 of the 12 districts. This would simply mean that you are recognizing in the budget for 1929 the need of a person for whose services we have paid through an over-run in the budget in 1928.

Receiving Department

With regard to the Receiving Department at our Main Office, as already stated this is a vitally important point in our relationships with the public and in our service. The Receiving Department takes charge of applications which come to Main Office and often saves the districts from having to care for such applications at all, so if the work is properly done at Main Office the client receives proper care, the public is satisfied, and sometimes the district office is not even called upon.

One Senior Visitor

With regard to our request for one more senior visitor, some of the budget committee will recall that last year we presented a chart of the budgets accorded the Associated Charities by the Welfare Federation in 1923 and each year since then. In showing the allowance made for visitors, this chart revealed that in proportion to the size of the city, the number of visitors on our staff and also the case load equipment of those visitors, (allowing a larger case load for senior visitors and a smaller one for first year visitors, etc.), -- that both the number of visitors and the case load equipment of our staff has decreased continually from 1923 and this will be true up to and including 1929 even if this extra senior visitor is allowed, for this senior visitor represents only about a 1% increase in the size of our staff to offset at least a 3% growth in Greater Cleveland and a far greater growth than that in the demands upon our organization through unemployment, etc.

The data as to the case load carried by senior visitors in other large cities reveals that our senior visitors on the average carry a heavier case load than those of any of the other large societies.

It is unnecessary for us to urge the importance of our being adequately staffed. In fact this year it was the suggestion of the Federation officials that if we could secure trained people we should do so, even if we were obliged to over-run our salary budget considerably. But we were unable to get the trained people to meet the crisis, as trained people are very scarce.

However, the wisdom of such a suggestion by the Federation officials is revealed by a statistical study made recently of four of our districts in which it was demonstrated that of about 30 visitors therein, practically without exception those who seem to have spent relief most carefully and economically and on the basis of facts, were the visitors who had not been over-whelmed by a very unusually heavy case load, whereas those visitors, about one-half of the number, who had carried case loads far beyond their ability to handle, were the visitors who without exception had given relief less carefully and more often than the others on a basis of inadequate data. Of course the visitor who is rushed is also more likely to refuse relief when it should be given, than the other visitors who have some time to secure facts and analyze them.

Special Visitor for Children Referred by the Schools

Our request for a person for this work is the result of a brief experiment this year with a special visitor investigating all cases referred by the schools as needing milk. The Health Council and several organizations have declared the experiment very successful and have asked us to continue the service. This will be possible only if

provision can be made for the salary of the visitor in this department (which was this year paid through over-running our budget.) Besides preventing the wholesale giving of milk to children in school, the investigations by this visitor are also bringing about a better understanding between the school and the social agencies.

Research Secretary

Some of our districts are more successful than others in living within their budgets for material relief. We believe that a much more thorough and scientific study than we have yet been able to make of the difference in relief policies between districts would save us money in the long run.

Not only are the services of a Research Secretary needed to study the differences in relief policies, but we need also to study our case work efforts. We are spending the efforts of our visitors in various directions for the purpose of getting families back to self-support and normal life. Some of these efforts are more productive than others but we are not able, without the information to be secured through a Research person who would analyze the relative responsiveness of different types of problems. Under the pressure of work which always exists with our agency, it would be most unfortunate for us to waste any effort. We believe that the leadership of a Research person would help us to select those services which are most productive.

Furthermore, we are being repeatedly asked by the Welfare Federation, Community Fund, Health Council and other agencies for information from our records which they believe would be of value to them. For example, the Desertion Council has recently asked us for information as to the cost to us of desertions, believing that this information will be useful in securing a larger appropriation from the county to bring back deserting husbands. A Research Secretary could secure for us such information without taking so much time for the other members of our staff.

The New York Charity Organization Society has several research people on its staff. Other family societies much smaller than Cleveland's, for example, the Minneapolis society, have a Research Secretary. Others have at least one statistician. We have no statistician, but believe that a research secretary could help also in gathering and analyzing statistics.

Business men have suggested to us that in an organization which handles so large a budget, we should have provision for research.

Telephone and Telegraph

The budget for telephone and telegraph for 1928 was less than the expenditures in 1927. The first six months of 1928 we spent \$2600. Usually for the last six months we spend slightly less than half of the entire year's expenditures. Therefore \$5,100 we believe is a fair estimate for 1928.

For the first six months of 1928 we have had over 2,500 more outgoing calls and telegrams than for the same period of 1927, and over 4,500 more calls than in the same period of 1926. Moreover, there is now to be an increased charge for dial phones and we shall need in 1929 at least as much as we are being obliged to spend in 1928, \$5,100.

Postage

The expenditure for the first six months of 1928, \$334, is more than we spent for postage in the same six months in 1927. However, we hope to live within our budget.

Carfare and Automobile

The budget for 1928 of \$5,350.00 has proven to be too low. The last part of 1926 car tickets went up from 9 for 50¢ to 8 for 50¢ and even in 1926 we had spent \$5,545.00. The estimate for 1928 should have been at least \$250.00 higher than it was. The first six months of 1928 we have spent about \$3,000.00. At this rate we will spend during the entire year 1928 \$6,250.00.

This over-run of \$900.00 above our budgeted figure is due to four factors: (1) Budget was \$250.00 too low. (2) Slightly over \$100.00 additional expenditure was necessitated for the first six months because of the new car employed by the special visitor for children referred by the schools, which was authorized by the Federation. This indicates approximately \$200.00 additional expense for the year. (3) For the entire year approximately \$100.00 is due to the increased cost of service for the larger number of families handled. (4) It was difficult at first to account for the remaining \$350.00 of the over-run. A careful study was made of the carfare expenditure (of all the districts) and a meeting of the staff was held. As a result of this study it became evident that the increased cost of carfare, for which we had been unable to account, was due to car tickets given to clients. These car tickets should have been charged to relief, but because of the rush of this past winter and the large number of unemployed families, very frequently, the visitors state, one or two car tickets were given to a man to seek employment, or to a woman to go to a hospital without any entry being made as a relief item. Normally, this should go on the relief figures and every effort is being made to have the visitors work out some system whereby without too much waste of time, this can be charged to relief instead of to the carfare item. In 1929 we are asking for \$5,900.00 for carfare and automobiles which is, for the aforesaid reason, \$350 less than we shall spend in 1928.

Rent

Expenditure 1928, same as budget.

Our budget for 1929 includes \$500 for increased space needed in the Electric Bldg. to house the Home Economics Department. Space previously used by them was taken over by the School of Applied Social Sciences. Therefore, last year there has been no available space at the Electric Bldg. for them.

The additional \$170.00 is due to increase in rents in two of our congested districts. We found that this past winter it was impossible for the visitors to do their work with the number of clients calling at the office. Clients in each of these offices took up a room which had been formerly used as a visitors' room and which had to be transformed into a waiting room. As a result, it was necessary to add an additional room to each office so as not to seriously affect the work of the visitors. We believe this slight increase in the cost of rent in these district offices has saved a great deal through better service which would have been impossible under the very crowded conditions.

Janitors, Miscellaneous

Budget for 1929, \$4,925.00

This is slightly less than the budget of 1928. In spite of the increase of office space, we are keeping down the cost of repairs and janitor service through the districts' use of service available at the Wayfarers' Lodge.

July 30, 1928.

WAYFARERS' LODGE AND WOODYARD

Lodge Salaries:

Looking in the itemized salary budget you will observe that the amount spent for Special Agents, charged to the Lodge, was in every year from 1924 to 1926 more than the amount asked for 1929. Mr. Beck has recently again been giving more time to the Lodge in conjunction with the new superintendent. Between them they have made tremendous strides in effecting economies and improving service. This increase in the time allotted the Lodge by Mr. Beck largely accounts for the increase in salaries at the Lodge. As stated, however, the proportion of time allowed, is no greater than in past years.

Food:

Our expenditure for food for the first six months is \$625 above budget. The additional number of meals served more than accounts for the increased cost. Our Home Economist has carefully estimated that the cost of meals should be 3.5¢ per meal for the transients and 13.5¢ for the special or family meals. Multiplying these cost figures by the total number of meals served to each group, during the first six months of 1928, the theoretical cost would amount to more than \$700 more than we actually spent. Most of the saving is due to better prices, not cutting the quality of the meals.

For the last six months of 1928 we estimate an expenditure of about \$650 less than the first six months, making the total for 1928, \$6,100. The tremendous increase in the number of transients, due to unemployment will, we believe, continue. Throughout the country agencies in large cities are facing the same problem. The hard roads and cheap automobiles are rendering migration more and more easy. We have increased the capacity of our Lodge by one-third, to keep up with the increased demands and yet on some nights this past winter, even the increased capacity could not care for the crowds. For the first six months of 1928 we gave 8,000 more lodgings than for the same period in 1926, and about 5,500 more than for the same period in 1927. We served about 33,000 more meals than for the first six months of 1926, and about 24,000 more than for the first six months of 1927. This heavy intake at the Lodge was due not only to transients, but also to the necessity of caring for an increased number of homeless resident men. Because of unemployment this past winter a large number of resident men were unable to secure work, and after they were evicted from their lodging, had no place to stay. We gave a number of them extended stays until some kind of work could be secured for them.

Water, Insurance, Repairs, Laundry, etc.

The increased number of persons receiving care at the Lodge and the increased capacity of the Lodge has entailed some increase in expenditure for water, laundry and medical supplies, etc. For the first six months we were approximately \$500 below the budget. This is due to the fact that we have delayed all repairs and other necessary work until the last half of this year, hoping that perhaps the city would take over this institution before then. The last six months' estimate of \$1,250 makes the total expenditure for 1928, \$100 more than budget. This \$100 is more than accounted for in the increase in laundry, due to the addition of sixty beds. 1929 budget same as estimated expenditure. \$2,350.

Purchase and Delivery of Wood was \$4,000 in 1928 and is estimated at \$4,000 for 1929. The larger the expenditure here the larger the income under "Sale of Wood." We figure on 12½% profit.

Recapitulation. Total Expenditure for the Lodge for 1928 is \$1,345 more than the budgeted figures. \$1,200 of this is due to the increase in food, and the other \$145 is for increased materials necessary because of the increased number of bunks at the Lodge. When one takes into consideration that we have increased by about one-third, the service in the first six months of 1928 as compared with the first six months of 1927 and that we are estimating an expenditure of \$1,200 less for 1928 than the actual expenditures for 1927, one can derive some conception of the efforts put forth to keep the cost of the Lodge at a minimum.



Administration Salaries

Increases in this item are explained in the itemized salary budget. The increase in Mr. Beck's salary (Business Manager) does not as yet bring him up to the salary level which has been established for his position by his predecessors. None of the salaries under this item are above the average of salaries paid in similar positions, in other cities of the same size,

Office Supplies and Printing

In view of the increased demands upon the organization which naturally entail increased use of blanks and other supplies, the districts are doing well to live within the budget.

Insurance

The estimate of total expenditures for 1928 (\$3374) is only \$38 more than we expended in 1927, but it is \$140 more than budgeted for 1928. Insurance on the new car used by the special visitor for children referred by the schools, accounts for approximately \$90 of the \$140. The other \$50 cares for the insurance on two additional visitors' cars whose liability insurance we partly pay. We pay our visitors only one and a half cents a mile for use of their cars as compared with an average of about six cents a mile paid by other social agencies. The part we pay toward their liability insurance to cover them and ourselves is a very small matter compared with this difference of four and a half cents a mile.

Comparing our request for 1929 with the actual 1927 expenditure, if we subtract the insurance on the new car which we bought with the approval of the Welfare Federation our actual insurance in 1929 would be approximately \$52 less than insurance expenditures in 1927.

Care of Funds and Miscellaneous

We are budgeting a saving here through charging fewer items to miscellaneous.

Publicity, including Subscriptions, Public Meeting and Conferences:

Our estimated total expenditures for 1928 show a saving on our budget of \$822. This saving was effected through practically eliminating National Conference expenditures this year.

Salaries - Publicity Department

The total expenditures in 1928 over-ran the original budget by \$180. The original budget included a stenographer at a lower salary than any we have had in this position. She did not prove satisfactory and we were obliged to replace her with a stenographer at a rate nearer that which we have always hitherto paid. Increase of salary for publicity secretary and this new stenographer makes the 1929 estimated budget \$4,452.

Debt to Welfare Federation - \$5,156.12. This was due to the advance made by the Welfare Federation on taxes and interest on taxes on the Huntington estate. No such item will appear on the 1929 budget.

Equipment

The estimate for 1928 includes \$700 for the purchase of a new car for the special

visitor for children referred by the schools. This was an unbudgeted item granted by the Welfare Federation when it was suggested that a special visitor be assigned to investigate requests for milk at the schools. The budget by months of 1928 is not as originally estimated since we were unable to purchase our automobiles at the time we had planned to buy them. We have been hoping to get delivery on new Fords but they have failed to come through. However, the expenditures for all of 1928, if we subtract the \$700 for the purchase of a new car, will be the same as the budget for 1928. Budget for 1929, \$2,425, same as budget for 1928.



ASSOCIATED CHARITIES COMPARISON SALARY BUDGETS - YEARS 1924 - 1929

POSITION	1924	1925	1926	1927	1928	July 1928 Rate paid	1929
General Secretary	6,000	1/2 Time 4,200	1/2 Time 4,200	1/2 Time 4,200	7,500	8,000	8,000
Assoc. General Secy. (in charge of Personnel)	5,000	6,000	6,000	6,600	4,000	4,000	4,200
Case Supervisor	3,000	3,300	3,500	3,700	2,900	2,900	3,100
Ass't. Case Supervisor	2,340	2,500	2,600	2,700	2,580	2,580	2,760
Educational Secretary (Omitted since 1927)	2400 - 2700 2 av. 2550	2400 - 2700 2 av. 2550	2500 - 2900 2 av. 2700 1 @ 2220 added later	2400 - 3100 3 av. 2700	O M I T T E D		
Publicity Department	2,400 1,320	2,450 1,500	2,550 1,560	2,650 1,470	2,700 1,150	2,700 1,380	2,760 1,490
Business Manager	2,400	1/3 time 900	2/5 Time 1,200	1/2 Time 962	2/3 Time 1,319	2/3 Time 1,440	1/2 Time 1,313
Head of Volunteer Department	None	2,400	2,500	2,600	2,580	2,580	2,700
Secretary to General Secretary	1,700	1,740	1,800	1,860	1,920	1,920	1,980
Part Time Typist Educational Dept.	Omitted since 1927		3/8 Time 1,200	1/2 Time @ 1124 562			
Supervisor, Stenogs. (Sec'y. to Assoc. Gen. Sec'y) etc.	1,800	1,700	1,760	1,830	1,890.	1,920	1,950
Supervisor of Office Assistants, etc.	1/2 time 840	1/2 time 960	Full Time 1,350	Full Time 1,470	1,320	1,260	1,380
Receiving Department	1,500 720 1/2 Time	1,770 665 1/2 Time	1,720 632 1/2 Time	1,850 690 1/2 Time	1,920 735 1/2 Time	1,920 720 1/2 Time 833	1,980 750 1/2 Time 833
Out of Town Inquiries	1,600	1,680	1,800	1,890	1,920	1,860	1,965
Visitor for Children Referred by Schools						1,980	1,980
Research Secretary							2,200

A. J. COMPARISON, SALARY BUDGETS - YEARS 1924 1928

POSITION	1924	1925	1926	1927	1928	Rate paid July 1928	1929
Bookkeeper & Cashier (Comptroller)	2,200	2,200	2,300	2,350	2,400	2,400	2,400
First Ass't. Bookkeeper	1,380	1,320	1,380	1,440	1,500	1,500	1,560
Second Ass't Bookkeeper	1,200	1,230	1,230	1,200	1,260	1,200	1,200
Clerk, Financial Department	1,260	1,260	1,240	1,200	1,200	1,200	1,260
Registrar	(1560	(1560	(1680	2900 (1750			
A.C.'s part	2,600 (by 1,040 (C.H.	2,650 (by (C.H.	2,800 (by (C.H.	(by 1150 (C. H.	(1800 3000 (by 1200 (C.H.	(1800 3,000 (by 1,200 (C.H.	(1800 3000 (by 1200 (C.H.
Ist. Assistant Registrar	1,400	1,380	1,380	1,380	1,500	1,500	1,500
2nd Assistant Registrar	1,050	$\frac{1}{2}$ Time 660	$\frac{1}{2}$ Time 660	$\frac{1}{2}$ Time 690	$\frac{1}{2}$ Time 750	$\frac{1}{2}$ Time 750	$\frac{1}{2}$ Time 790
Stenographers	1170-1440 21 av. 1344	1100-1500 21 $\frac{1}{4}$ av. 1337	1140-1530 22 $\frac{1}{4}$ av. 1322	1150-1530 23-1/6 av. 1354	1180-1560 23 $\frac{1}{4}$ av. 1,376.33	960-1560 22 $\frac{3}{4}$ av. 1,353.28	1180-1560 23 $\frac{3}{4}$ av. 1,371.70
Storekeeper & Substitute Telephone Operator	1,600	1,620	1,620	1,620	1,620	1,620	1,620
Telephone Operator (in charge of clothing file and library)	1,410	1,470	1,545	1,590	1,590	1,590	1,590
Messenger	990	1,020	1,020	1,020	1,320	1,320	1,320
Janitor (for Sewing Center)	Part time 180	Part time 200	Part Time 240	Part time 240	Part time 240	Part time 240	Part time 240
District Secretaries	1800 - 2100 11 av. 2038	1870 - 2200 11 av. 2089	1920 - 2300 12 av. 2116	1910 - 2370 12 av. 2145	1890 - 2550 11-5/6 av. 2248	1920 - 2580 11 av. 2274.55	2070-2670 12 av. 2338.33
Ass't. and Assoc. Secretaries	1530 - 1680 9 av. 1586	1580 - 1740 11 av. 1688	1680 - 1930 10 av. 1766	1670 - 2010 10 av. 1795	1810 - 2160 10 av. 1954	1740 - 2160 7 av. 1937	1860-2260 10 av. 1989
Special Supervisor Paid by W.R.U.					$\frac{1}{2}$ @ 1,000	$\frac{1}{2}$ @ 1,000	
Visitors	1320 - 1533 24 av. 1444	1440 - 1660 29 av. 1511	1435 - 1735 28 av. 1532	1560 - 2225 17 av. 1875	1500 - 2230 18 av. 1755	1440 - 2280 38 av. 1765	1600-2375 30 av. 1817.50

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A. C. COMPARISON OF SALARY BUDGETS							Rate Paid	
POSITION	1924	1925	1926	1927	1928	July 1928	1929	
Visitors-in-tr 2nd Year	1200 - 1440 23 av. 1319	1200 - 1480 14 av. 1319	1335 - 1470 21 av. 1375	1130 - 1545 30 av. 1382	1260 - 1750 21 av. 1433 $\frac{1}{4}$	1260 - 1680 20.6 av. 1545 2/5	1350-1665 15 av. 1481 5/6	
Visitors-in-tr. 1st year	930 - 1245 22 av. 1027	945 - 1200 32 av. 1057	1020 - 1245 32 av. 1089	1020 - 1245 28 av. 1089	1035 - 1335 23 av. 1114 $\frac{1}{4}$	900 - 1160 24 av. 1060	1045-1305 27 av. 1084.50	
Office Assistants	960 - 1080 9 av. 1033	950 - 1080 10 av. 1035	970 - 1090 10 av. 1035	980 - 1200 10 av. 1091	990 - 1200 10 av. 1126 $\frac{1}{2}$	900 - 1200 11 av. 1063.7/11	990-1260 11 av. 1146 4/11	
Psychiatrist					1/3 Time 2,500	1/3 Time 2,500	1/3 Time 2,800	
Psychiatric Social Worker				1 @ 1800 1 @ 2200	1690 - 2220 4 av. 2063 $\frac{3}{4}$	1920 - 2200 3 av. 2080	1715-2200 4 av. 2006.25	
Stenographer to Psychiatric Dept.					$\frac{1}{2}$ Time 600	$\frac{1}{2}$ Time 600	$\frac{1}{2}$ Time 600	
Manager of Sewing Center	1,600	1,700	1,700	1,740	1,800	1,800	1,800	
Woman Assistant at Sewing Center	1,020	1,020	1,020	1,020	1 @ 1020 1 @ 972	1,020 972	1,020 972	
Man Assistant at Sewing Center	1,080	1,200	1,250	1,290	1,290	1,290	1,290	
Visiting Sewing Teacher	1,290	1,365	1,440	1,500	1,560	1,560	1,620	
Home Economists	1410 - 2100 5 av. 1712	1560 - 2200 5 av. 1781	1750 - 2200 5 av. 1855	1800 - 2380 5 av. 1942	1980 - 2400 5 av. 2052	1 @ 2160 1 @ 2040	1440-2550 5 av. 1928	
Special Agent	2 @ 1890	1-5/6 @ 2291	1-7/10 @ 2235	1 $\frac{1}{2}$ @ 2041	1-1/3 @ 2067	1-1/3 @ 2142	1 $\frac{1}{2}$ @ 2,275	
Wayfareers' Lodge Supt. and Wife	B & L 1020 (520 to Relief acct.)	B & L 1,800	B & L 1,955	2,280	2,400	2,100	2,220	
Foreman of Lodge	B & L 480	B & L 354	Ass't. 130 B & L 260	312 B & L	312 B & L	312 B & L	312 B & L	
Driver for Hauling	B & L 480 paid by relief acct.	B & L 450 paid by relief acct.						
Cook at Lodge	B & L 1,040	B & L 1,040	B & L 1,040	B & L 1,040	B & L 1,040	1,040	1,040	

A.C. COMPARISON OF SALARY BUDGETS - YEARS 1924-1929

POSITION	1924	1925	1926	1927	1928	Rate Paid July 1928	1929
Woman Helper							
One or two truck helpers or Assist cook, Lodge	B & L 780	770	312 104	312 - truck 156 Ass't.Cook	312 truck 156 Ass't. Cook	B & L 312 Truck 156 Ass't. Cook	B & L 312 Truck 156 Ass't. Cook
Dormitory Man	B & L 313	B & L 360	B & L 312	B & L 364	B & L 364	B & L 364	B & L 364
Dishwasher at Lodge	B & L 313	B & L 260	B & L 156				
Fireman and Houseman	260	208	65				
Stenographer for Lodge	$\frac{1}{2}$ time 720	$\frac{1}{2}$ time 665	$\frac{1}{2}$ time 632.50	$\frac{1}{2}$ time 690	$\frac{1}{2}$ time 720	$\frac{1}{2}$ time 720	$\frac{1}{2}$ time 750
Total							
Salary Budget	\$228,281.00	\$248,869.00	252,751.00	274,056.00	283,486.00		298,765.00
		6,000.00	450.00*	8,000.00	8,000.00		8,000.00
	<u>228,281.00</u>	<u>242,869.00</u>	<u>253,201.00</u>	<u>266,056.00</u>	<u>275,486.00</u>		<u>290,765.00</u>
					275.00		
					<u>275,211.00</u>		

* Extra amount added to Educ. after Budget went to Federation

ASSOCIATED CHARITIES BUDGET
1929

<u>INCOME</u>	1927 Actual	1928 Budget	Actual Jan. 1. June 30	Estimate June 30 Dec. 31	Total 1928 (Last 6 mos. Estimated)	Estimated Budget 1929
Through Federation						
1. Discretionary	505,959.59	492,519.00	308,500.00	260,901.00	569,401.00	556,900.00
	(\$521,271.00 of total expenses are net)					
2. Unrestricted Gifts Direct	115.0	75.00	20.00	65.00	85.00	85.00
3. Restricted Gifts Direct	25,536.10	23,050.00	13,352.65	10,672.35	24,025.00	11,439.00
Wade Sew. Fund Separate						12,311.00
4. Refunds from Beneficiaries	1,054.94	1,250.00	832.59	417.41	1,250.00	1,250.00
5. Miscellaneous Refunds	392.00	450.00	102.89	272.11	375.00	375.00
<u>OPERATION</u>						
6. Ser. rendered & Educ. Spcl.	6,377.00	1,600.00	1,250.00	350.00	1,600.00	600.00
7. Sale of Wood	3,960.44	4,500.00	1,827.05	2,672.95	4,500.00	4,500.00
8. Lodge Refunds	96.60	100.00	21.50	93.50	115.00	100.00
9. Sale of Waste	8.00	20.00		10.00	10.00	10.00
10. Sale of Equip. & Library Fund	26.00	35.00	27.00	8.00	35.00	35.00
11. Int. on Endowments & Bequests	41,950.00	38,311.00	20,673.68	18,837.32	39,511.00	40,540.00
12. Legacies	2,000.00	1,450.00	2,000.00		2,000.00	2,000.00
13. Discount earned	476.22	310.00	270.24	129.76	400.00	375.00
14. Public Meeting	515.00	525.00	513.00		513.00	515.00
15. Accounts Receivable	1,642.45					
Total Income	590,109.24	564,195.00	349,390.60	294,429.40	643,820.00	631,035.00

EXPENSE	1927 Actual	1928 Budget	Actual Jan. 1. June 30	Estimate June 30 Dec. 31	Actual (Last 6 mos. Estimated)	Budget 1929
1. Material Relief (Unrestricted and Restricted) Deficit, Material Relief 1927	265,245.24	222,508.00	160,395.82	119,604.18 15,312.00 <u>134,916.18</u>	280,000.00 15,312.00 <u>295,312.00</u>	276,000.00
<u>EDUC. & PREVENTIVE WORK:</u>						
<u>PERSONAL SERVICE, CARE OF FAMS.</u>						
2. Salaries in District Offices, Supervis. Registration & Sew- ing Center	225,995.85	239,242.00	119,946.86	122,253.14	242,200.00	252,825.00
3. Telephone & Tele. (& Postage)	5,366.90	4,600.00	2,598.33	2,501.67	5,100.00	5,100.00
4. Postage (1928) (not separate in 1927)		600.00	334.26	265.74	600.00	600.00
5. Carfare & Automobile, Dists.	5,525.68	5,350.00	2,999.81	3,250.19	6,250.00	5,900.00
6. Rent	18,473.00	13,447.00	6,492.53	6,954.47	13,447.00	14,172.00
7. Repairs, Janitor, Misc. (Not separate)		4,928.00	2,041.60	2,886.40	4,928.00	4,925.00
TOTAL PERSONAL SERVICE	255,361.43	268,167.00	134,413.39	138,111.61	272,525.00	283,523.00
<u>WAYFARERS' LODGE & WOODYARD</u>						
8. Salaries	7,877.97	8,060.00	3,895.32	4,164.68	8,060.00	8,386.00
9. Food	5,716.65	4,900.00	3,378.67	2,721.13	6,100.00	6,000.00
10. Telephone, Carfare & Postage	341.38	350.00	158.05	191.95	350.00	350.00
11. Heat & Light (not separate (Water, Repairs, Medic. Chem. in 1927 Laundry, Maint. of Equip.)		1,205.00	687.06	562.94	1,250.00	1,225.00
12. Water, Ins. Repairs, Med. & Chem. Laundry, Maint. of Equip. (with Heat & Light) see above		2,250.00	998.46	1,351.54	2,350.00	2,350.00
13. Purchase & Delivery of Wood	5,073.67	4,000.00	1,577.31	2,422.69	4,000.00	4,000.00
14. Miscellaneous	6.60	10.00	8.75	1.25	10.00	10.00
15. Equipment	1,121.80	150.00	21.66	128.34	150.00	150.00
TOTAL	23,424.55	20,925.00	10,725.23	11,544.52	22,270.00	22,571.00

ASSOCIATED CHARITIES BUDGET - 1929

	1927 Actual	1928 Budget	Actual Jan. 1 June 30	Estimate June 30 Dec. 31	Total 1928 (Last 6 mos. Estimated)	Estimated Budget 1929
<u>ADMINISTRATION: UNDISTRIBUTED</u>						
16. Salaries	23,498.33	24,059.00	12,563.02	12,526.98	25,090.00	25,173.00
17. Office Supplies, Printing	5,306.79	5,200.00	2,781.27	2,418.73	5,200.00	5,200.00
18. Telephone, Teleg. Post. Carfare	819.34	860.00	389.68	470.32	860.00	860.00
19. Rent, Light & Repairs	3,159.00	3,295.00	1,622.99	1,672.01	3,295.00	3,295.00
20. Insurance (Group, Misc. & Auto)	3,336.76	3,225.00	2,234.40	1,139.60	3,374.00	3,374.00
21. Care of Funds & Misc.	619.09	860.00	179.76	560.24	740.00	700.00
TOTAL ADMINISTRATION	36,739.31	37,499.00	19,771.12	18,787.88	38,559.00	38,602.00
22. Publicity Inc. Subscr. Public Meetings & Conferences	5,861.23	3,665.00	2,118.74	724.26	2,843.00	3,665.00
23. Salaries, Publicity Dept. (Includes Educ. in 1927)	8,339.22	3,850.00	1,980.00	2,050.00	4,030.00	4,250.00
24. Debt. to Welfare Federation Interest on Loans	6,065.96	4,675.59 480.41	4,675.59 480.41		4,675.59 480.41	
25. Equipment	2,121.11	2,425.00	1,392.57	1,732.43	3,125.00	2,425.00
26. Accounts Receivable	2,409.35					
Total	24,796.87	15,096.00	10,647.31	4,506.69	15,154.00	10,340.00
Notes Payable	2,352.00					
GRAND TOTAL	607,829.40	564,195.00	335,953.93	307,866.10	643,820.00	631,035.00

ASSOCIATED CHARITIES BUDGET - 1929

	1927 Actual	1928 Budget	Actual Jan. 1 June 30	Estimate June 30 Dec. 31	Total 1928 (Last 6 mos. Estimated)	Estimated Budget 1929
<u>MATERIAL RELIEF IN DETAIL</u>						
<u>1. MATERIAL RELIEF</u>						
Clothing, Sewing Center	27,598.21	22,000.00	16,323.70	12,000.30	28,324.00	30,000.00
Furniture: Storeroom	1,766.45	1,200.00	904.64	295.36	1,200.00	1,200.00
Moving	4,336.79	4,000.00	2,017.44	1,982.56	4,000.00	4,000.00
All other Unrestricted Relief	205,553.84	167,393.00	128,192.22	92,374.78	220,567.00	214,890.00
Restricted Relief	<u>25,989.95</u>	<u>27,915.00</u>	<u>12,957.82</u>	<u>12,951.18</u>	<u>25,909.00</u>	<u>25,910.00</u>
TOTAL MATERIAL RELIEF	265,245.24	222,508.00	160,395.82	119,604.18	280,000.00	276,000.00
DEFICIT MATERIAL RELIEF 1927	<u> </u>	<u> </u>	<u> </u>	<u>15,312.00</u>	<u>15,312.00</u>	<u> </u>
GRAND TOTAL	265,245.24	222,508.00	160,395.82	134,916.18	295,312.00	276,000.00

HENRY E. SHEFFIELD, PRESIDENT
W. T. HIGBEE, TREASURER

EDWARD D. LYNDE, GENERAL SEC'Y
HELEN W. HANCHETTE, ASSOC. GEN. SEC'Y

The Associated Charities

614 Electric Building

Cleveland

September 15, 1928

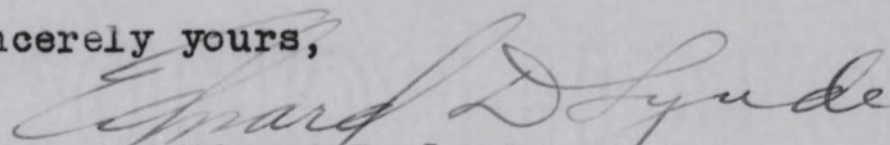
Rabbi A.H. Silver
The Temple
East 105th and Ansel Road
Cleveland, Ohio

Dear Rabbi Silver:

Believing that it is of prime importance that the trustees should have an opportunity to know the details of our budget and the reasons therefor, I am sending you the enclosed. One of our board members has suggested that we mention that ~~this~~ material should either be destroyed or sent back to the office as soon as you have had a chance to peruse it, because of the possibility of its getting into the hands of other people.

If convenient, will you kindly reserve Wednesday, noon, September 26 as the date of our next board meeting?

Very sincerely yours,


Edward D. Lynde
General Secretary

HENRY E. SHEFFIELD, PRESIDENT
W. T. HIGBEE, TREASURER

EDWARD D. LYNDE, GENERAL SEC'Y
HELEN W. HANCHETTE, ASSOC. GEN. SEC'Y

The Associated Charities
614 Electric Building
Cleveland

The Annual Picnic of The
Associated Charities will be held
at Euclid Park, at East 44th St.
and Foxe Shore Blvd., Sept. 22, 1928
Busses will leave Public Square
at 11:45 A.M.

Luncheon 1:00 P.M.
Price \$.75

Amusements
R.S.V.P.

HENRY E. SHEFFIELD, PRESIDENT
W. T. HIGBEE, TREASURER

EDWARD D. LYNDE, GENERAL SEC'Y
HELEN W. HANCHETTE, ASSOC. GEN. SEC'Y

The Associated Charities
614 Electric Building
Cleveland

October 2, 1928

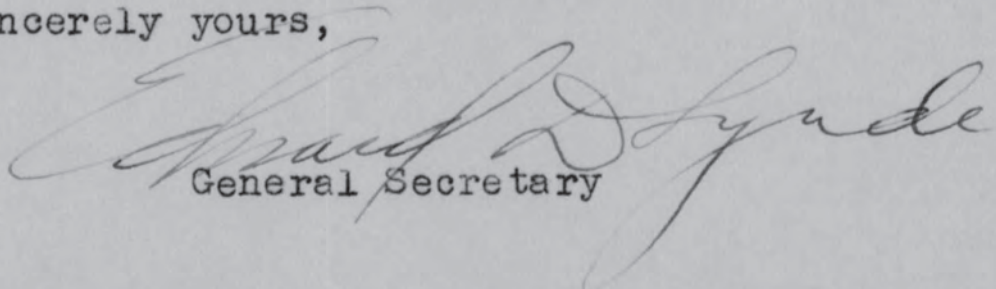
Rabbi Abba Hillel Silver
The Temple
East 105th St. and Ansel Road
Cleveland, Ohio

My dear Rabbi Silver:

The nominating committee of our board, consisting of Mr. C.A. Nicola, Mrs. Amos Burt Thompson, and Mrs. F. S. McGowan, have asked me to notify you that they are presenting your name at our annual business meeting, Friday, October 19, at 3:00 P. M., for re-election to the board of trustees for three years.

We hope that this is agreeable to you and that you will be able to come to the annual meeting.

Very sincerely yours,


General Secretary

October 3d, 1928.

Mr. Edward D. Lynde,
The Associated Charities,
614 Electric Bldg.,
Cleveland, Ohio.

My dear Mr. Lynde:-

Permit me to thank you for your kind note of October 2d. I shall of course, be very happy to accept re-election to the Board of Trustees of The Associated Charities. I have enjoyed the work and the fine men and women of the Board tremendously. I have not been as regular in attendance as I might be but I am sure you understand why.

With kindest regards, permit me to remain

Very sincerely yours,

AHS/IR

HENRY E. SHEFFIELD, PRESIDENT
W. T. HIGBEE, TREASURER

EDWARD D. LYNDE, GENERAL SEC'Y
HELEN W. HANCHETTE, ASSOC. GEN. SEC'Y

The Associated Charities
614 Electric Building
Cleveland

October 9, 1928.

Rabbi Abba Hillel Silver,
The Temple,
Cleveland, Ohio.


My dear Rabbi Silver:

I was greatly pleased to receive your note saying that you are willing to accept re-election to the Board of Trustees. We need you greatly. I know that you attend when you can, but I also wish you to know that you are really missed when you do not come.

regards, I am,

With kindest personal

Very sincerely yours,


Edward D. Lynde
General Secretary.

THE ASSOCIATED CHARITIES

614 ELECTRIC BUILDING
CLEVELAND

ROBERT M. CALFEE, PRESIDENT
W. T. HIGBEE, TREASURER
EDWARD D. LYNDE, GEN. SEC'Y
HELEN W. HANCHETTE,
ASSOC. GEN. SECRETARY

October 10, 1928.

attended

Rabbi Silver,
The Temple,
E. 105th and Ansel Road,
Cleveland, Ohio.

My dear Rabbi Silver:

We are trying a new experiment in our annual meeting this year. You will recall that we have an attendance at these meetings of about 150 life members. Will you be willing to plan to attend this meeting and stimulate the discussion which we hope will take the form of questions and answers? You can assist greatly, both by asking and answering questions about the various departments of our work.

For example, such questions as these might come up: The Effect of Unemployment Upon our Work; The Place of the Volunteer in the Work of the Associated Charities; The Place of Psychiatry and Home Economics in Family Work; Question of Associated Charities' Continuing the Wayfarers' Lodge; What is our Relationship to our National Organization? etc.

There will also be a brief talk by Linton Swift, Executive Secretary of our national organization.

The meeting of life members will be preceded by a brief business session of our board of trustees and will be followed by a meeting of the newly elected board of trustees for the purpose of choosing officers for the coming year.

The first meeting occurs at 3:00 P. M. Friday, October 19th, at the Hotel Cleveland. If you cannot possibly attend the preliminary board meeting, won't you try to come at 3:30 in order to be there for the discussional meeting of life members?

Very sincerely yours,

Edward D. Lynde
General Secretary.

ROBERT M. CALFEE, PRESIDENT
W. T. HIGBEE, TREASURER

EDWARD D. LYNDE, GENERAL SEC'Y
HELEN W. HANCHETTE, ASSOC. GEN. SEC'Y

The Associated Charities
614 Electric Building
Cleveland

November 22, 1928.

Rabbi Abba Hillel Silver
The Temple
E. 105th & Ansel Rd.,
Cleveland, Ohio.

Dear Rabbi Silver:

The Luncheon Committee of the Board of Trustees has asked me to write you to the effect that the committee, as in the past, is collecting \$5.00 from every trustee, to care for the Trustees' luncheons during the coming year. A check may be made payable to the Associated Charities; please mark check "Luncheon Fund."

In case you wish to note this in advance on your calendar, the date for the next meeting of the Board is set for December 12th.

Very truly yours,

Edith M. Hanson (Mrs. E.S.)
Secretary.

alc # 1280
\$5.00
sent 11/26/28



THE ASSOCIATED CHARITIES

614 ELECTRIC BUILDING

CLEVELAND

ROBERT M. CALFEE, PRESIDENT
W. T. HIGBEE, TREASURER
EDWARD D. LYNDE, GEN. SEC'Y
HELEN W. HANCHETTE,
ASSOC. GEN. SECRETARY

January 4, 1929

Rabbi Abba Hillel Silver
The Temple
E. 105th and Ansel Rd.
Cleveland, Ohio

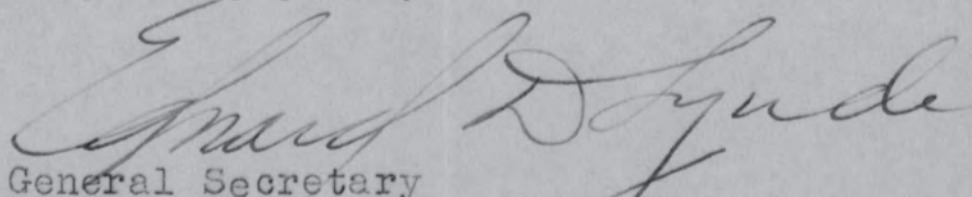
My dear Rabbi Silver:

You should by this time have received your invitation from the Welfare Federation to attend their Annual Meeting, Wednesday noon, January 9th, at the Hotel Cleveland. The meeting this year is a celebration for all Federation agencies which have completed their fiftieth year of service in Cleveland.

Our own organization dates back to the Cleveland Bethel Relief Association formed in 1873 as a special committee of the Bethel Union. Among those constituting this original committee were Gen. James Barnett, C. B. Lockwood, E. C. Pope, and John W. Walton, who were later so active when the Bethel Associated Charities was organized under that name in 1884.

Since space will be limited at the Federation meeting, and we should particularly like members of our Board and Advisory Committee to have first chance to attend, we are suggesting that you make your reservations at once, by calling Miss Beattie, at our central office, Main 8560.

Very truly yours,


General Secretary

EDL:FCB

ROBERT M. CALFEE, PRESIDENT
W. T. HIGBEE, TREASURER

EDWARD D. LYNDE, GENERAL SEC'Y
HELEN W. HANCHETTE, ASSOC. GEN. SEC'Y

The Associated Charities
614 Electric Building
Cleveland

February 18, 1929

To the Members of the Board of Trustees and Advisory Board:

We earnestly hope that you will plan to be present at the Board meeting of the Associated Charities, Wednesday noon, February 27th, luncheon at the usual place.

A full attendance is desired.

Very sincerely yours,

Edith Hanson

(Mrs. Elman S. Hanson)

THE ASSOCIATED CHARITIES

614 ELECTRIC BUILDING

CLEVELAND

ROBERT M. CALFEE, PRESIDENT
W. T. HIGBEE, TREASURER
EDWARD D. LYNDE, GEN. SEC'Y
HELEN W. HANCHETTE,
ASSOC. GEN. SECRETARY

April 15, 1929.

To the Life Members:

Harry A. Overstreet, well known author of "Influencing Human Behavior" and "About Ourselves" has consented to speak at our annual luncheon this year.

Because Dr. Overstreet is so popular we are expecting to have more difficulty than usual in accommodating those who wish to attend our Annual Meeting. We are accordingly sending you this very early notice of the meeting, and suggest that you make reservation for yourself and friends at once. General invitations will be mailed out the last of the month.

The meeting will be at the Hotel Cleveland, Thursday noon, May 9th. As usual, there will be but one speaker which will give him ample time, and still enable us to dismiss the meeting before 2:00 o'clock. The cost will be \$1.00 including luncheon.

You can reserve places by telephoning Miss Beattie, Main 8560, or by checking on letter below and returning to us at Main Office. Tickets will then be mailed to you.

Very truly yours,

Edward D. Lynde
General Secretary

I wish to reserve 1 places at \$1.00 each.

April 17th, 1929.

Miss Beattie,
614 Electric Bldg.,
Cleveland, Ohio.

My dear Miss Beattie:-

Pursuant to telephone call this morning, I am enclosing herewith Rabbi Silver's check for \$1.00 covering reservation at the meeting on Thursday, May 9th.

With kindest regards, permit me
to remain

Very sincerely yours,

Secretary to Rabbi Silver

THE ASSOCIATED CHARITIES

614 ELECTRIC BUILDING
CLEVELAND

ROBERT M. CALFEE, PRESIDENT
W. T. HIGBEE, TREASURER
EDWARD D. LYNDE, GEN. SEC'Y
HELEN W. HANCHETTE,
ASSOC. GEN. SECRETARY

April 24, 1929

Rabbi Abba Hillel Silver
E. 105th & Ansel Rd.
Cleveland, Ohio

My dear Rabbi Silver:

Several very important questions have grown out of the Time Study of our staff in the districts, and at Main Office. These will be presented for your decision at our postponed Board meeting, which will be held Wednesday noon, May 1st, with luncheon at 12:15, in our offices in the Electric Building.

We hope that you can come.

Very truly yours,

Edith M. Hanson
Secretary

His name -

He was a leader

Generously - orphaned

He was actually identified

In some Christian

He not only served -

He helped even in his need -

He paid way

He circumcised

John G. as noble citizen - devoted

WRHS



ROBERT M. CALFEE, PRESIDENT
W. T. HIGBEE, TREASURER
EDWARD D. LYNDE, GEN. SEC'Y
HELEN W. HANCHETTE,
ASSOC. GEN. SECRETARY

THE ASSOCIATED CHARITIES

524 Federal Reserve Bank Bldg.

~~614 Electric Building~~

CLEVELAND

September 26, 1929.

Rabbi Abba Hillel Silver
The Temple
Cleveland, O.

Dear Sir:

In view of the fact that there has been no meeting of the Board of Trustees this summer, very important matters will be presented at the Board meeting on Thursday noon, October 3rd, at our offices in the Federal Reserve Bank Building, 5th floor. Luncheon will be served at 12:15.

Very truly yours,

Edith M. Hanson, Secretary

THE ASSOCIATED CHARITIES

524 Federal Reserve Bank Building
CLEVELAND

ROBERT M. CALFEE, President
W. T. HIGBEE, Treasurer
EDWARD D. LYNDE, Gen. Sec'y
HELEN W. HANCHETTE,
Assoc. Gen. Secretary

October 22, 1929

Rabbi Abba Hillel Silver
The Temple
E. 105th and Ansel Rd.
Cleveland, Ohio

My dear Rabbi Silver:

Our regular board meeting will be held
Wednesday afternoon, October 30th, at the Hotel Cleveland.

This is also to be the occasion for our
annual business meeting with the election of officers and
board members.

First, at 3:00 o'clock occurs a brief
meeting of Life Members, followed by another brief meeting
of the Board of Trustees. We shall be through with the
last meeting before five o'clock.

It is, of course, very important that the
Trustees should be present at these meetings.

Very sincerely yours,

Edith M. Hanson
Secretary

ROBERT M. CALFEE, PRESIDENT
W. T. HIGBEE, TREASURER

EDWARD D. LYNDE, GENERAL SEC'Y
HELEN W. HANCHETTE, ASSOC. GEN. SEC'Y

The Associated Charities

524 Federal Reserve Bank Bldg.

Superior at East Sixth Street

Cleveland

November 5, 1929

Rabbi Abba Hillel Silver
The Temple
E. 105th and Ansel Rd.
Cleveland, Ohio

My dear Rabbi Silver:

The next meeting of the Board of Trustees
will occur Wednesday noon, December 4th. We hope that
you will note this date on your calendar.

Very sincerely yours,

Edith M. Hanson
Secretary



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ack

ROBERT M. CALFEE, PRESIDENT
W. T. HIGBEE, TREASURER

EDWARD D. LYNDE, GENERAL SEC'Y
HELEN W. HANCHETTE, ASSOC. GEN. SEC'Y

The Associated Charities

524 Federal Reserve Bank Bldg.

Superior at East Sixth Street

Cleveland

November 27, 1929

Rabbi Abba Hillel Silver
10311 Lake Shore Blvd.
Cleveland, Ohio

Dear Sir:

Several matters of importance will be brought up for your decision at the meeting of the Board of Trustees, Wednesday noon, December 4th, with luncheon at 12:15, in our offices in the Federal Reserve Bank Bldg.

Among the matters to be discussed is a project for rendering the Wayfarers' Lodge self-supporting, or more nearly so; the settlement of a question in the By-Laws where there is a difference of opinion; the question of transferring money from the Penny Savings Fund to the James F. Jackson Memorial Fund; a very serious situation with regard to non-residents, involving other agencies and the Welfare Federation; and a plan for bringing college professors and students to Cleveland for more intimate acquaintance with our work in order that they may help in recruiting.

We hope for a full attendance.

Very sincerely yours,

Edith M. Hanson,

Secretary

The Familette



Vol. VI. No. 4.

January 18, 1930

Cleveland, Ohio

IN MEMORIAM

JAMES F. JACKSON

Aug. 1861 - Jan. 1927

The pain of loss is like some haunting song
That throbs within us though our lips are dumb.
And only time, the anodyne, can numb
Its bitter plaint and make us still and strong.
So fast our crowding cares and duties throng
There is no place for grief and death gives way
To clamorous life. At length there comes the day
Musing, we sigh - "And has it been so long!"

There is no treachery to him in this -
He, surely, least of all would find it so.
His kindly human presence still we miss
And ever will but, comforted, we know
It is the task he set for us that calls.
On work well done his living shadow falls.

- L.K.C.

ROBERT M. CALFEE, PRESIDENT
W. T. HIGBEE, TREASURER

EDWARD D. LYNDE, GENERAL SEC'Y
HELEN W. HANCHETTE, ASSOC. GEN. SEC'Y

The Associated Charities

524 Federal Reserve Bank Bldg.

Superior at East Sixth Street

Cleveland

January 21, 1930

Rabbi Abba Hillel Silver,
The Temple
E. 105th and Ansel Rd.
Cleveland, O.

Important

Dear Sir:

The next meeting of the Board of Trustees
will occur Wednesday, February 19, at the Associated
Charities Offices. Will you please note the date on
your calendar?

Very sincerely yours,

Edward D. Lynde
Edward D. Lynde
General Secretary

*not
ok*

ROBERT M. CALFEE, PRESIDENT
W. T. HIGBEE, TREASURER

EDWARD D. LYNDE, GENERAL SEC'Y
HELEN W. HANCHETTE, ASSOC. GEN. SEC'Y

The Associated Charities

524 Federal Reserve Bank Bldg.

Superior at East Sixth Street

Cleveland

mtg
Edith

Rabbi A. H. Silver
The Temple
E. 105th St. and Ansel Rd
Cleveland, Ohio

February 12, 1930

Dear Sir:

Mr. Lynde tells me that "Sadie" and her crowd are more active than ever. You have probably seen the scare-heads in the newspapers. Our staff has worked out for your approval a plan of co-operation with the City Manager and Director of Public Welfare during this period.

Relief demands are the heaviest in years.

The Associated Charities is being asked to establish a central clearing house for the registration of homeless men.

Some of our board members believe that our plan of insisting that the staff take out liability insurance on cars which they drive in our service is proving inadequate and that we should have a contingent liability insurance.

These matters and others will need to be decided at the luncheon meeting of our board, Wednesday noon, February 19, at 12:15 in the offices of the A.C. The meeting will adjourn promptly at 1:30.

We trust that you can attend.

Very sincerely yours,

Edith M. Hanson, Secretary

Mar. 4, 1930.

RELIEF POLICIES OF CLEVELAND ASSOCIATED CHARITIES

I LEGAL RESIDENCE

"After legal residence has been established, no relief other than transportation to such residence shall be given to non-resident families. Any exception to this policy should be taken up with Central Committee. (For explanation of procedure see page 58C Office Manual.) It will be definitely understood that it is not the policy of the Associated Charities to pay the transportation for the return to Cleveland of any person from another community unless the Associated Charities is responsible for sending this person to that community."

II INSURANCE

"One thousand dollars worth of insurance may be carried on the parents in a relief family. This amount, one thousand dollars (\$1000.00) may be distributed between the parents as is seen fit. One small straight life policy may be carried for each child, usually not exceeding ten cents per week per child. If children over sixteen, who are working are carrying their own policies, less emphasis may be placed there making the carrying of their insurance more of an individual matter unless the insurance is out of proportion to the wages."

III ASSISTANCE FROM RELATIVES


Every effort shall be made to secure for relief families contributions from relatives commensurate with their means where it is not inconsistent with objectives in case treatment. Where relatives refuse contributions which they are clearly able to make, the case should be brought before Central Committee or relief withdrawn to that amount.

IV. DEPENDENT PARENTS

The court, if necessary, be used to force support by adult children when they are able; (a married daughter without property or income of her own is often deemed unable to support in the eyes of the court, but every effort should be made by the case worker to secure her voluntary support.)

V. WORKING CHILDREN

"Every working child rooming and boarding at home shall contribute from at least one half to three-fourths of his wages for his room and board and family expenses. In determining this amount the following factors should be considered: (1) Wage (2) Age of the child, (3) Child's individual expenses, (4) Racial and neighborhood customs: (5) Case work objectives. Any decrease of this percentage of the wage may be made only with the O.K. of Central Committee.



4/22/30

POLICY REGARDING NON-RESIDENT FAMILIES

The following revision is submitted to this policy:

Efforts should be made to return to the community of last legal residence families that have been away from that community over a year, but have not established residence in Cleveland. (Instances where the community refuses to accept such responsibility should be brought to Miss Waite at Main Office). The Cleveland Associated Charities accepts responsibility for families that have had legal residence here and have not established residence elsewhere.

VI. RENT

The usual rent found in A.C. families lies between \$16.00 and \$20.00. In all but temporary situations this would be regarded as a fair rental; \$25.00 would be considered the maximum rent whether paid by A.C., family, or any other source.

VII. DAMAGE SUITS WHERE COMPENSATION IS REFUSED

Except in rare cases, the interests of the injured man, his wife and children are best conserved by accepting the Industrial Compensation and not entering a law suit. Therefore, The Associated Charities is not, as a principal, to finance a man pending a law suit: the reasons being that, (a) with the Industrial Compensation there are no lawyers' fees: (b) client has money to meet current expenses from the start and as long as he is incapacitated: (c) there is no reason for prolonged illness. On the other hand in personal injury cases there are: (a) the possibilities of alienating the Industrial Commission: (b) possibility of losing: (c) inevitable delay, usually not less than two years: (d) expenses of attorneys and witnesses: (e) the fact that the man gets out of the habit of regular work: (f) occasionally so large a cash payment is liable to be dissipated or unwisely invested. Exceptions to this policy must be brought to the Exception Section of Central Committee. A special legal advisor should be present when necessary.

VIII. RELIEF TO ENABLE COLLEGE ATTENDANCE

Only rarely would it be considered advisable to use A.C. relief funds to help a family, a member of which is attending an institution of college rank. (Any exception to this policy should be brought to the attention of the Board of Trustees.

THE ASSOCIATED CHARITIES

524 Federal Reserve Bank Building
CLEVELAND

ROBERT M. CALFEE, President
W. T. HIGBEE, Treasurer
EDWARD D. LYNDE, Gen. Sec'y
HELEN W. HANCHETTE,
Assoc. Gen. Secretary

March 12, 1930

Important Notice

TO THE BOARD OF TRUSTEES AND ADVISORY BOARD:

We have already over-run our relief budget by \$88,000 this year, and may over-run \$40,000 more.

A most important meeting of the Trustees of the Associated Charities will occur Wednesday March 19th at 12:15, at the A.C. offices, at which time the Trustees will decide what action to take on this over-run.

At this meeting also, several other matters of importance must be decided, including action on the relief policies of which a copy is enclosed. Will you please read these, if convenient, before the next meeting?

At previous Board Meetings, there has been no time to discuss our plan of abandoning the annual report this year and substituting other publicity features. If there is time, we hope to secure the advice of the Board on this question also.

Very sincerely yours,

Edith Hanson, Secretary

(Mrs. Elman S. Hanson)

March 18th, 1930

Mr. Edward D. Lynde,
The Associated Charities,
Cleveland, Ohio.

My dear Mr. Lynde:-

Just a note to let you know how very much I appreciated the letter which you addressed to the Life Members on the date of March 17th. It was as concise and stimulating as it was timely. I wish it could have been sent to many more people.

You are working under a tremendous strain in these hard times, but you seem to have risen to the occasion and as far as it is within your power, you are in control of the situation.

I am very sorry that I can not attend the meeting on Wednesday. I have a long standing engagement to address the faculty and students of Brown University on that day. I shall try to be more faithful in my attendance in the future.

With kindest regards, I am

Very sincerely yours,

AHS/IR

THE ASSOCIATED CHARITIES

524 Federal Reserve Bank Building

CLEVELAND

March 17, 1930.

ROBERT M. CALFER, President
W. T. HIGBEE, Treasurer
EDWARD D. LYNDE, Gen. Sec'y
HELEN W. HANCHETTE,
Assoc. Gen. Secretary

To the Life Members:

As a friend of the Associated Charities, I am sure you will be vitally interested in a picture of unemployment as it is affecting our organization today.

Families have been coming to us for help in large numbers since December, new applications being the heaviest of any time since the unemployment period of 1921-1922. We had 2,070 new applications during December, 1,777 during January, and 1,322 during February. So far, March shows a slight decrease from February.

An extremely small number of this group had ever asked us for help before. They had all been out of work from two to three months and had exhausted their savings before appealing to us.

About four-fifths of the men were unskilled laborers, but in the remaining one-fifth are many highly trained workmen, most of the entire group having excellent work records, very few belonging to the group of unemployables, who because of physical handicaps or personality difficulties are frequently out of a job. These are not the men who are sitting around in the Public Square, or parading around on the streets---they are the real unemployed of the city who are eager for work and make every effort to get it.

To take care of families coming to us because of unemployment, the Associated Charities spent during January, \$52,000.00 for relief in the form of food, clothing, fuel, and rent; \$26,000.00 more than our budget allowed, and during February, \$53,200.00, which is about \$26,100.00 over our budget. Since January 1st, the Community Fund, through the Welfare Federation, has already granted us an extra \$36,000.00, and we have asked for an additional \$90,000.00. These extra grants will probably meet the situation, provided industrial conditions clear up early in the spring.

However quickly industrial conditions right themselves, we shall still be facing for months the aftermath of unemployment---break downs in family morale, burden of debts, loss of property, lapse insurance, difficulty between husband and wife as a result of the husband's inability to get a job, frequent desertion, run down health, particularly in the case of children who have become under-nourished. All of these problems will demand the attention of our Home Economics Department, as well as our regular visitors, for many months to come, long after the public has forgotten that there has been such a period of industrial depression.

In addition to families cared for, we are also at present furnishing more than one thousand meals a day to homeless and single men at our Wayfarers' Lodge, and providing beds for about two hundred and fifty men a night. These are mostly young men between the ages of twenty and thirty years.

While we are doing what we can to meet the present emergent situation, the whole problem of unemployment is too big a one for any social agency. It is a problem for the community, for the state and for the nation.

We are indeed glad that we can render the service that we do, but the only complete relief to a man out of work is a job. May we ask that you use your influence in speeding up the program of public works, particularly where, as is true in Cuyahoga County today, the money has already been set aside, but the public building projects are being held up for one reason or another.

May we suggest also that where you are planning personal household repairs, you put these into effect as soon as possible, since every added item of work is of help to some one. By calling the State-City Employment Service you will, in most cases, be offering a job to one of our men, since the employment bureau is cooperating very closely with us.

We wish to extend to you our cordial appreciation of your support of our work, and hope that you will always feel free to call upon us for any service that we can give.

Very truly yours,

Edward D. Lynde
General Secretary

THE ASSOCIATED CHARITIES

524 Federal Reserve Bank Building

CLEVELAND

ROBERT M. CALFEE, President
W. T. HIGBEE, Treasurer
EDWARD D. LYNDE, Gen. Sec'y
HELEN W. HANCHETTE,
Assoc. Gen. Secretary

March 29, 1930

Rabbi A. H. Silver
The Temple
Cleveland, Ohio

My dear Rabbi Silver:

The next meeting of the Board of Trustees will occur, Wednesday noon, April 23d. Will you please note the date on your calendar now?

Those of you who were not present at the last meeting of the Board may be interested to know that we decided to give up our annual report this year and substitute a series of letters and pamphlets. It was also decided to give up our annual meeting.

We have the assurance from the Welfare Federation and Community Fund that they will support us financially in the continuation of our present policies. At present, it appears that we shall overrun this year nearly \$200,000 for material relief.

At the next meeting of the board we are, among other things, to decide on the relief policies which were sent in a previous letter.

Very sincerely yours,

Edward D. Lynde
General Secretary

ROBERT M. CALFEE, PRESIDENT
W. T. HIGBEE, TREASURER

EDWARD D. LYNDE, GENERAL SEC'Y
HELEN W. HANCHETTE, ASSOC. GEN. SEC'Y

The Associated Charities

524 Federal Reserve Bank Bldg.

Superior at East Sixth Street

Cleveland

April 16, 1930.

Rabbi A. H. Silver,
The Temple,
E. 105th and Ansel Rd.,
Cleveland, Ohio.

Dear Sir:

Matters of considerable importance are to come up for
your decision at the next meeting of the board of trustees.

We hope you can be present on Wednesday noon, April 23d,
for luncheon at the offices of the Associated Charities.

Very truly yours,

Edith M. Hanson, Secretary

ROBERT M. CALFEE, PRESIDENT
W. T. HIGBEE, TREASURER

EDWARD D. LYNDE, GENERAL SEC'Y
HELEN W. HANCHETTE, ASSOC. GEN. SEC'Y

The Associated Charities

524 Federal Reserve Bank Bldg.

Superior at East Sixth Street

Cleveland

May 14, 1930

Rabbi Abba Hillel Silver
The Temple
Cleveland, Ohio

Dear Sir:

The next meeting of the Board will be an important one. It is to occur Wednesday noon, May 21st, with luncheon at 12:15 at the offices of the Associated Charities.

Shall we provide transportation for a family back to Austria and agree to help them for a year after they arrive there, -if we have a guarantee from the Austrian Consul that they will remain in Austria? The family would otherwise be dependent here for a long time.

Shall we undertake a building campaign for the Wayfarers' Lodge?

These and other questions are to come up for your decision.

Very sincerely yours,

Edith M. Hanson
Secretary

ROBERT M. CALFEE, PRESIDENT
W. T. HIGBEE, TREASURER

EDWARD D. LYNDE, GENERAL SEC'Y
HELEN W. HANCHETTE, ASSOC. GEN. SEC'Y

The Associated Charities

524 Federal Reserve Bank Bldg.

Superior at East Sixth Street

Cleveland

July 23, 1930

Rabbi Abba Hillel Silver,
The Temple,
E. 105th & Ansel Rd.,
Cleveland, O.

My dear Rabbi Silver:

We thought you would be interested in the article in this magazine entitled, "Salaries in Family Case Work in 1929", especially the chart prepared by the Russell Sage Foundation, which shows the salaries paid by various agencies. It is used as the basis of our own salary schedule.

Very sincerely yours,

Edward D. Lynde



THE ASSOCIATED CHARITIES

524 Federal Reserve Bank Building
CLEVELAND

ROBERT M. CALFEE, President
W. T. HIGBEE, Treasurer
EDWARD D. LYNDE, Gen. Sec'y
HELEN W. HANCHETTE,
Assoc. Gen. Secretary

August 15, 1930

Rabbi Abba Hillel Silver
The Temple
Ansel & E. 105th
Cleveland, Ohio

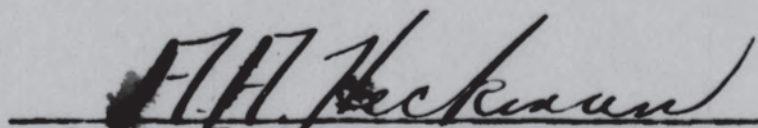
My dear Rabbi Silver:

Mr. Lynde told me of your conversation with Mrs. Smith and her interest in securing funds for the needy. I am enclosing a copy of a letter I sent her recently after I had had a long telephone conversation with her regarding certain families that were causing her some trouble.

We will appreciate hearing of any new developments in Mrs. Smith's plans for caring for the unemployed.

Very truly yours,

CLEVELAND ASSOCIATED CHARITIES



A. A. Heckman
Assistant to General Secretary

AAH:MR

THE ASSOCIATED CHARITIES

524 Federal Reserve Bank Building
CLEVELAND

ROBERT M. CALFER, President
W. T. HIGBEE, Treasurer
EDWARD D. LYNDE, Gen. Sec'y
HELEN W. HANCHETTE,
Assoc. Gen. Secretary

August 21, 1930

Rabbi A. H. Silver
The Temple
East 105th Street & Ansel Road
Cleveland, Ohio

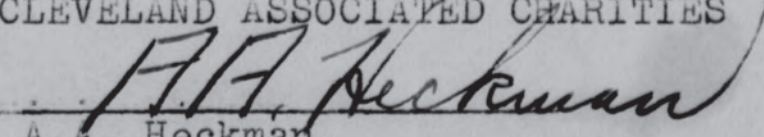
My dear Rabbi Silver:

Several days ago I sent you a copy of a letter mailed to Mrs. Leonie Smith. Later I learned that the Mrs. Smith we both know goes by the name of Mrs. Albert Schmid and that Mrs. Leonie Smith is her daughter. This error in names was due to the wrong listing in the telephone directory. Mrs. Albert Schmid received our letter so there has been no confusion except in our own minds.

You will be interested to know that Mrs. Schmid has referred several family situations to us since receiving our letter and also has had a long conversation with one of our case workers. We hope that we will be able to interest her in our work enough to prove to her that we are in a position to care for the present emergencies in a much better way than her own plan of organization.

Very sincerely,

CLEVELAND ASSOCIATED CHARITIES


A.A. Heckman

Assistant to General Secretary

AH:ER

m 8560

THE ASSOCIATED CHARITIES

524 Federal Reserve Bank Building

CLEVELAND

ROBERT M. CALFEE, President
W. T. HIGBEE, Treasurer
EDWARD D. LYNDE, Gen. Sec'y
HELEN W. HANCHETTE,
Assoc. Gen. Secretary

Sept. 10, 1930

Rabbi Abba H. Silver
10311 Lake Shore Blvd.
Cleveland, Ohio

My dear Rabbi Silver,

The Annual Associated Charities' Picnic will be held at Nela Park this year. We are eager to have you and Mrs. Silver join us at 1:30 P. M. Saturday, September 27th, 1930, when luncheon will be served in the Nela Dining Room. Luncheon will be eighty cents (80¢).

Miss Preston, at the Main Office, will be glad to make reservations if you will notify her before Thursday noon, September 25th.

Yours very truly,

Edward D. Lynde
General Secretary

ROBERT M. CALFEE, PRESIDENT
W. T. HIGBEE, TREASURER

EDWARD D. LYNDE, GENERAL SEC'Y
HELEN W. HANCHETTE, ASSOC. GEN. SEC'Y

The Associated Charities

524 Federal Reserve Bank Bldg.

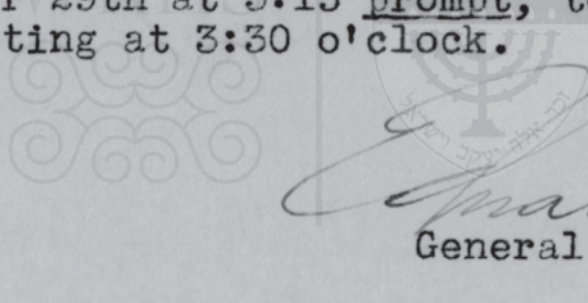
Superior at East Sixth Street

Cleveland

October 27, 1930.

IMPORTANT NOTICE

Just a reminder of a very brief Board Meeting in the Grill Room of the Chamber of Commerce, Wednesday afternoon, October 29th at 3:15 prompt, to be followed by our Annual Meeting at 3:30 o'clock.



Edward D. Lynde
General Secretary

ROBERT M. CALFEE, PRESIDENT
W. T. HIGBEE, TREASURER

EDWARD D. LYNDE, GENERAL SEC'Y
HELEN W. HANCHETTE, ASSOC. GEN. SEC'Y

The Associated Charities

524 Federal Reserve Bank Bldg.

Superior at East Sixth Street

Cleveland

November 25, 1930

Rabbi A. H. Silver
The Temple
East 105th and Ansel Road
Cleveland, Ohio

My dear Rabbi Silver:

According to our custom, I am writing on behalf of the Luncheon Committee of our board to collect \$5.00 from each trustee to cover the cost, for the next six months, of the luncheons which are sent over from the Women's City Club, for our board meetings.

Your check may be made payable to the Associated Charities; please mark check "Luncheon Fund".

Very truly yours,

Edith M. Hanson, Secy



THE ASSOCIATED CHARITIES

524 Federal Reserve Bank Building
CLEVELAND

ROBERT M. CALFEE, President
W. T. HIGBEE, Treasurer
EDWARD D. LYNDE, Gen. Sec'y
HELEN W. HANCHETTE,
Assoc. Gen. Secretary

December 15, 1930.

My dear Rabbi:

I am sending to you and a number of other friends and acquaintances of mine a strip of tickets like the one enclosed which may be used in referring to our Wayfarers' Lodge, men who ask your help on the streets or at your back door.

Our Wayfarers' Lodge, 2164 Chester Ave., has changed its policy regarding homeless and transient men. Now no man is refused assistance no matter how many times he may have been there, or how long he may have stayed. Any man may work for substantial meals and clean lodgings. The City of Cleveland and Cuyahoga County have aided us in enlarging our institution and in making it possible to furnish more than a soup diet to the men who must remain several days or more.

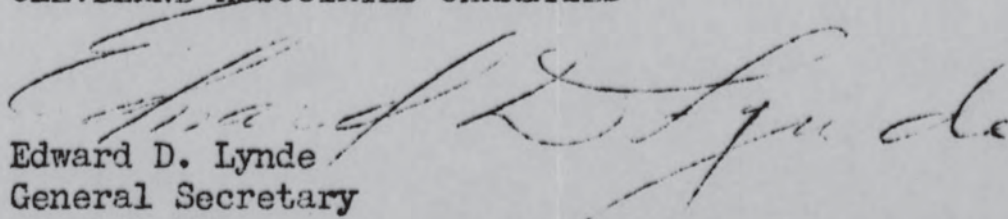
In addition to these services, trained social workers daily, are making plans for men referred to them. Among these are runaway boys, men separated from their families, and old and infirm men.

If you have time won't you visit the Lodge? Many already have done so and were impressed by the cleanliness, fine treatment of men, and the quality of food.

By the way, if you should want to buy some first-class firewood from our woodyard, it will help out in our providing work for the men. Enclosed is a price list.

Very sincerely yours,

CLEVELAND ASSOCIATED CHARITIES


Edward D. Lynde
General Secretary

ROBERT M. CALFEE, PRESIDENT
W. T. HIGBEE, TREASURER

EDWARD D. LYNDE, GENERAL SEC'Y
HELEN W. HANCHETTE, ASSOC. GEN. SEC'Y

The Associated Charities

524 Federal Reserve Bank Bldg.

Superior at East Sixth Street

Cleveland

January 14, 1931

Rabbi Abba Hillel Silver,
The Temple,
E 105th St. & Ansel Rd.,
Cleveland, Ohio.

My dear Rabbi Silver:

Enclosed is the reprint of an article
published in the Rotarian which, as you perhaps know,
is the international magazine published by the Rotary
Club.

I hope you will have a moment to read it.

Very sincerely yours,

Edward D. Lynde
General Secretary

*We missed you at the last Board meeting. Hope
you can come to the next one, as we have some
difficult questions to answer.*

out of city

THE ASSOCIATED CHARITIES

524 Federal Reserve Bank Building
CLEVELAND

ROBERT M. CALFEE, President
W. T. HIGBEE, Treasurer
EDWARD D. LYNDE, Gen. Sec'y
HELEN W. HANCHETTE,
Assoc. Gen. Secretary

February 26, 1931

W8560

Rabbi Abba Hillel Silver,
The Temple,
E. 105th St. & Ansel Rd.,
City

My dear Rabbi Silver:

An important meeting of the Board of Trustees and Advisory Board will be held Wednesday noon, March 4th, with luncheon at 12:15, in the Associated Charities offices.

The Welfare Federation tentatively appropriated \$100,000 to care for our deficit in January and February. Among other things, we must decide now what we are going to do in March.

Will you return the enclosed postal as soon as possible for the convenience of the luncheon committee?

Very truly yours,

Edith M. Hanson, Sec'y

ROBERT M. CALFEE, PRESIDENT
W. T. HIGBEE, TREASURER

EDWARD D. LYNDE, GENERAL SEC'Y
HELEN W. HANCHETTE, ASSOC. GEN. SEC'Y

The Associated Charities

524 Federal Reserve Bank Bldg.

Superior at East Sixth Street

Cleveland

URGENT

April 3, 1931

Rabbi Abba Hillel Silver,
The Temple,
Cleveland, Ohio

My dear Rabbi Silver:

The date of our board meeting is to be changed on the request of five members of our board who could not attend next Wednesday. The meeting is now scheduled for Thursday noon, April 9th, at 12:15 with luncheon in our offices.

It is most important that you come if possible, since we must decide definitely on our arrangement with the City. In all probability the City Council is going to vote Monday night to ask us to make an arrangement with them to distribute relief.

Other matters too, press for decision.

Please return enclosed post-card as soon as possible.

Very truly yours,

Edith M. Hanson, Sec'y

THE ASSOCIATED CHARITIES

524 Federal Reserve Bank Building
CLEVELAND

April 6, 1931

ROBERT M. CALFEE, President
W. T. HIGBEE, Treasurer
EDWARD D. LYNDE, Gen. Sec'y
HELEN W. HANCHETTE,
Assoc. Gen. Secretary

Rabbi Abba Hillel Silver
The Temple
Cleveland, Ohio

Dear Rabbi Silver:

You may be interested to know that the Retail Grocers' Association has a new secretary who is much more enterprising and reliable, it would appear, than his predecessor.

We are fairly certain that we shall succeed in a plan which he is working out whereby we will deal with fifty of the retail grocers in an arrangement similar to that which we have had with Fisher Bros. In fact, we have already started a deal with at least twenty different grocers. I thought you would be interested in this, in view of a discussion in one of our Board meetings.

I hope you are going to be able to come to the next meeting of our Board.

Very sincerely yours,

EDL/C

Edward D. Lynde
General Secretary

*you see we eventually come around
always to your way of thinking.*

THE ASSOCIATED CHARITIES

524 Federal Reserve Bank Building

CLEVELAND

April 15, 1931

ROBERT M. CALFEE, President
W. T. HIGBEE, Treasurer
EDWARD D. LYNDE, Gen. Sec'y
HELEN W. HANCHETTE,
Assoc. Gen. Secretary

Rabbi A. H. Silver
The Temple
E. 105th and Ansel Road
Cleveland, Ohio

Dear Rabbi Silver:

At the board meeting, I wanted to answer your question with regard to Detroit, but did not get an opportunity, as Mr. Calfee gave his answer first.

There are two or three facts which are of special significance.

1. The Detroit public welfare department gave financial aid in February, to 52,593 families, while the Cleveland A.C. gave financial aid to only 8,977 families, although Cleveland has about the same per capita unemployment as Detroit. (11.0% in Cleveland compared with 11.1% in Detroit.)

This makes it clear that the money that Detroit spends is not so much in giving more assistance to the average family, but rather in giving to many more families.

Wherever a family has exhausted all its resources, we are assisting it, here in Cleveland. It is pretty nearly axiomatic that a large proportion of the families assisted in Detroit have not exhausted their resources. Reports from there corroborate this conclusion.

2. If Cleveland has extra money to spend, it would better be spent either (a) to make up the very inadequate hospital facilities for tuberculous patients, chronic invalids or others, or (b) to provide further expenditures under the work plan of giving men jobs in the parks.

3. But, we fear that Cleveland may not appropriate even enough money for the bare necessities in the case of those families who are desperately in need. The \$300,000. they appropriated for us will last only until June 15th. Consequently, it is of prime importance that these desperately needy people should receive care first.

This is why we would not like to have Cleveland follow the Detroit plan:

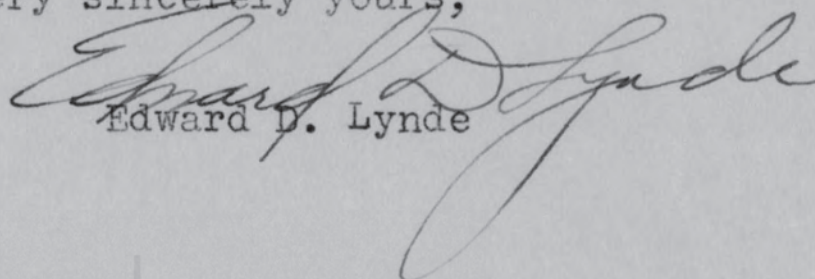
A. H. S. --2 April 14, 1931

First, because there is doubt as to whether they will have money enough to provide even for the number of families receiving relief from us; and second, because if they can afford to provide for other families not in so great need, they can do this best by giving work.

Please be sure to let me know if you have any questions about this position on our part, as I have a great deal of respect for your view-point.

Have in mind, of course, that the Detroit plan is not a systematic plan like that of Unemployment Insurance, but just a hit or miss relief plan in which people are given the idea of dependence.

Very sincerely yours,


Edward D. Lynde

EDL/C



ROBERT M. CALFEE, PRESIDENT
W. T. HIGBEE, TREASURER

EDWARD D. LYNDE, GENERAL SEC'Y
HELEN W. HANCHETTE, ASSOC. GEN. SEC'Y

m8560

The Associated Charities

524 Federal Reserve Bank Bldg.

Superior at East Sixth Street

Cleveland

April 27, 1931

*Call
Lecturer at School
of Education*

Rabbi Abba Hillel Silver,
The Temple,
Cleveland, Ohio

My dear Rabbi Silver:

On Wednesday noon, May 6th, will occur an important meeting of the Board of the Associated Charities. Luncheon will be served as usual at 12:15 in the offices of the organization, 5th floor, Federal Reserve Bank Bldg.

Our arrangement with the city is now under way, but the funds thus appropriated will probably be exhausted in June.

Please return the enclosed post-card as soon as possible.

Very sincerely yours,

Edith Hanson
(Mrs. Elman S. Hanson)



ROBERT M. CALFEE, PRESIDENT
W. T. HIGBEE, TREASURER

EDWARD D. LYNDE, GENERAL SEC'Y
HELEN W. HANCHETTE, ASSOC. GEN. SEC'Y

The Associated Charities

524 Federal Reserve Bank Bldg.

Superior at East Sixth Street

Cleveland

June 9, 1931

out of city

Rabbi Abba Hillel Silver
The Temple
East 105 & Ansel Rd.
Cleveland, Ohio

My dear Rabbi Silver:

On Wednesday, June 17th, at 12:15 in the offices of the Associated Charities, Federal Reserve Bank Building, will occur the last regular meeting, this season, of the board of trustees.

Will you please try to come if possible?

Our relief money is again exhausted. An appeal is being made to the City and by the time of our board meeting, we may know the outcome. Other important matters need also to be decided.

Please return the enclosed postal card at your earliest convenience.

Very truly yours,

Edith M. Hanson, Secy

THE ASSOCIATED CHARITIES

524 Federal Reserve Bank Building
CLEVELAND

September 24, 1931.

ROBERT M. CALFEE, President
W. T. HIGBEE, Treasurer
EDWARD D. LYNDE, Gen. Sec'y
HELEN W. HANCHETTE,
Assoc. Gen. Secretary

(Note the change of room and
that time is Thursday.)

Rabbi Abba Hillel Silver.
The Temple.
E. 105th St. & Ansel Rd.,
Cleveland, Ohio.

Dear Rabbi Silver:

We have arranged for room F, Chamber of Commerce,
as our meeting place for the Board of Trustees of the
Associated Charities, Thursday at 12:15, October 1st.

The City appropriated \$500,000.00 more to carry
us through until October 1st, but we shall now need money
for the rest of the year from some source. We are hoping
that this will come from Cuyahoga County and the Welfare
Federation. This will involve the extension of our service
to embrace the whole county.

Furthermore, there is need for immediate extension
of the Wayfarers' Lodge. To care for this expense, we are
carrying on negotiations with the City.

We are also negotiating with the Board of Education
to relieve us of certain other expenses.

Our budget for 1932 has just been presented to the
Welfare Federation for approximately \$3,200,000.00 and has
been tentatively approved.

Several matters need to be discussed. We hope you
can come to this meeting to help make decision on these
matters and others.

Very truly yours,

Edith M. Hanson.
Secretary.

MISSING PAGE (S)



ARTICLE V

Organization

Strike out Article V in Old Constitution which reads as follows:

This Association shall consist of three classes of members, viz; Life, Annual and Honorary.

Life members shall be (a) All persons who on the first day of May, A.D. 1900, were Life Members of the Bethel Associated Charities of Cleveland; (b) Amended 10/22/19 to read as follows: Any person interested in human betterment who shall be unanimously elected by the Board of Trustees at any annual or semi-annual meeting; (c) Any person who shall qualify and serve as a Trustee of this Association.

Annual members shall be: (a) Any one who during its fiscal year contributes to the treasury of this Association: (b) or who serves upon any of its committees; (c) or who is nominated by a co-operating charitable society of Cleveland to act as its representative.

Honorary members shall be, ex-officio, the Mayor of Cleveland, the heads of the city departments of Charities, Health, Police, Public Works, the Superintendent of the Infirmary, the Superintendent of Schools, the Judge of the Probate Court and the Judge of the Juvenile Court. The Board of Trustees may elect additionally to honorary membership any persons whom they may deem entitled to that distinction.

In its place substitute Article V, New Constitution.

New Constitution:

This Association shall consist of two classes of members, viz: Life and Honorary.

Life members shall be (a) All persons who on the first day of May, A.D. 1900, were Life Members of the Bethel Associated Charities of Cleveland; (b) Any person interested in human betterment who shall be unanimously elected by the Board of Trustees at any annual or semi-annual meeting; (c) Any person who shall qualify and serve as a Trustee of this Association.

Honorary members shall be ex-officio, the City Manager and Mayor of Cleveland, the heads of the city departments of Public Welfare, Health, Public Safety, the Superintendent of Schools, the Judge of the Probate Court and the Judge of the Juvenile Court. The Board of Trustees may elect additionally to honorary membership any persons whom they may deem entitled to that distinction.

ARTICLE VI

Control

Strike out Article VI in Old Constitution which reads as follows:

The control of this Association shall be vested in a board of twenty-five Trustees, who shall be elected by the Life Members.

At the annual meeting in May, A.D. 1908, the ballots shall designate three classes of Trustees; eight persons to be elected for one year, eight persons for two years, and nine persons for three years; at each succeeding annual election Trustees shall be elected for three years to replace those whose term then expires. Other vacancies which may occur during the year may be filled by the remaining Trustees, but only for the remainder of an unexpired term.

In its place substitute Article VI, New Constitution.

New Constitution:

The control of this Association shall be vested in a board of twenty-five Trustees, who shall be elected by the Life Members to serve for a term of three years. Other vacancies which may occur during the year may be filled by the remaining Trustees, but only for the remainder of an unexpired term.

Eight trustees shall be elected in 1931 and in 1932, and every three years thereafter, and commencing in 1933 and every third year thereafter nine trustees shall be elected, to replace those whose terms then expire.

The Board of Trustees shall have control of the work and determine the general policies of the Association.

ARTICLE VII

Officers and Committee

Paragraph 1 in Old Constitution now reads as follows:

The Board of Trustees shall annually elect from their own number, to serve until their successors are legally chosen, one President, two Vice Presidents, a Secretary, a Treasurer, an Auditor and an Executive Committee. The offices of Secretary and Treasurer may be held by the same person. They shall also elect a General Secretary for a term not to exceed five years.

For New Constitution amend this paragraph by inserting the word "a" in place of word "one" before word "President"; by eliminating word "auditor" and also the sentence "The offices of Secretary and Treasurer may be held by the same person."

New Constitution:

The Board of Trustees shall annually elect from their own number, to serve until their successors are legally chosen, a President, two Vice Presidents, a Secretary, a Treasurer, and an Executive Committee. They shall also elect a General Secretary for a term not to exceed five years.

Paragraph 2 in Old Constitution now reads as follows:

The President, or in his absence one of the Vice Presidents, shall preside at all meetings of the Association and of its Board of Trustees, and, together with the Secretary shall authenticate all deeds, leases, or other permanent contracts of the Association.

Amend by substituting "chairman of Finance Committee and Treasurer" in place of word "Secretary."

New Constitution:

The President, or in his absence one of the Vice Presidents, shall preside at all meetings of the Association and of its Board of Trustees, and, together with the chairman of Finance Committee and Treasurer, shall authenticate all deeds, leases, or other permanent contracts of the Association.

Paragraph 3 in Old Constitution now reads as follows:

The Secretary shall keep full records of all meetings of the Association and of its Board of Trustees, shall authenticate by his signature all documents referred to in the preceding paragraph and shall affix thereto the seal of the Association, of which he shall be the custodian.

Amend by striking out everything after the word "Trustees."

New Constitution:

The Secretary shall keep full records of all meetings of the Association and of its Board of Trustees.

Paragraph 4 in Old Constitution now reads as follows:

The Treasurer shall be the custodian of all funds and of all valuable papers belonging to the Association. He shall deposit the same in such banks and other places of security as the Executive Committee may determine, and shall enter upon such bond for the faithful discharge of his duties as may be required by the same authority.

Substitute Paragraph 4 in New Constitution:

New Constitution:

The Treasurer shall authenticate by his signature all documents referred to in the preceding paragraph and shall affix thereto the seal of the Association, of which he shall be the custodian. The Treasurer shall be the custodian of all funds and of all valuable papers belonging to the Association. He shall deposit the same in such banks and other places of security as the Finance Committee may determine, and shall enter upon such bond for the faithful discharge of his duties as may be required by the same authority.

Paragraph 5 in Old Constitution now reads as follows:

The Auditor shall statedly examine all of the Treasurer's accounts and shall compare them with their proper vouchers. He shall verify the amounts of money stated to be on hand as often as monthly and the securities as often as yearly, and shall make written reports to the President. He may call to his aid such assistants as he may consider needful for the thorough performance of his duties.

For New Constitution it was recommended that we eliminate this Paragraph 5.

Paragraph 6 of Old Constitution now reads as follows:

The Executive Committee shall consist of not less than seven nor more than twelve persons, exclusive of the President of the Association, who shall be ex-officio its chairman. This Committee shall have control of the work and shall carry out the general policy of the Association as marked out by the Board of Trustees.

This should be amended by substituting word "five" for the word "seven" and the word "eight" for word "twelve." Strike out last sentence therein and substitute "It shall be the duty of the Executive Committee to transact any business of the society which may need to be acted upon before the next meeting of the Board of Trustees."

New Constitution:

The Executive Committee shall consist of not less than five nor more than eight persons, exclusive of the President of the Association, who shall be ex-officio its chairman. It shall be the duty of the Executive Committee to transact any business of the society which may need to be acted upon before the next meeting of the Board of Trustees.

Paragraph 7 of Old Constitution now reads as follows:

A Finance Committee of not less than seven members shall be annually appointed by the President, with the approval of the Executive Committee. Its duty shall be to estimate the probable expenditures for the current year and to provide a sufficient income. The Committee shall carefully scrutinize the various appropriations and shall invest such permanent funds as may come to the treasury of the Association, subject to the approval of the Board of Trustees through its Executive Committee.

This should be amended by changing the word "seven" to the word "three"; changing first word in third sentence "The" to "This" and adding the following "The Finance Committee shall provide for an annual audit of the books of the Association, including a verification of the amounts of money and securities stated to be on hand. A written report of this audit shall be presented to the President, Treasurer, Chairman of Finance Committee and General Secretary."

New Constitution:

A Finance Committee of not less than three members shall be appointed annu-

ally by the President, with the approval of the Executive Committee. Its duty shall be to estimate the probable expenditures for the current year and to provide a sufficient income. This Committee shall carefully scrutinize the various appropriations and shall invest such permanent funds as may come to the treasury of the Association, subject to the approval of the Board of Trustees through its Executive Committee. The Finance Committee shall provide for an annual audit of the books of the Association, including a verification of the amounts of money and securities stated to be on hand. A written report of this audit shall be presented to the President, Treasurer, Chairman of Finance Committee and General Secretary.

Paragraph 8 of Old Constitution now reads as follows:

The Board of Trustees shall adopt a code of By-Laws for its own government and for that of the Executive Committee, together with the various officers and agents of the Association.

New Constitution:

No change.

ARTICLE VIII

ADVISORY COMMITTEE

Old constitution now reads as follows:

The Life Members shall annually elect an Advisory Board, to consist of not less than five nor more than seven persons, who, through honorable service and experience shall be qualified to act in such capacity.

Amend this by substituting the word "eleven" for the word "seven".

New Constitution:

The Life Members shall annually elect an Advisory Board to consist of not less than five nor more than eleven persons, who, through honorable service and experience shall be qualified to act in such capacity.

ARTICLE IX

MEETINGS

Strike out the first two paragraphs of Old Constitution, as formerly amended, which now reads as follows:

The fiscal year of this Association shall begin with the first day of October. The Annual Meeting shall be held on the fourth Wednesday in that month, the hour and place of meeting to be determined by the Executive Committee.

At the Annual Meeting reports shall be made by the various officers of the

Association, and Trustees shall be elected by ballot. At least ten days before the Annual Meeting the President shall appoint a Nominating Committee of not less than three Life Members, whose duty it shall be to nominate suitable persons to be elected as Trustees of the Association and members of its Advisory Board. Other nominations shall be called for at the time of the annual election. If none such are made, then it shall be legal for the Secretary to be empowered by vote to cast a ballot on behalf of all the Life Members present.

In their place substitute the following:

New Constitution:

The fiscal year of this Association shall begin with the first day of January. There shall be an Annual Meeting at which reports shall be made regarding the work and finances of the Association, and at which Trustees shall be elected by ballot. At least ten days before the Annual Meeting the President shall appoint a Nominating Committee of not less than three Life Members, whose duty it shall be to nominate suitable persons to be elected as Trustees of the Association and members of its Advisory Board. Other nominations shall be called for at the time of the annual election. If none such are made, then it shall be legal for the Secretary to be empowered by vote to cast a ballot on behalf of all the Life Members present.

Strike out paragraphs 3, 4, and 5 of Old Constitution which now read as follows:

The Board of Trustees shall meet in April and October, members of the Advisory Committee to be invited to all meetings of A.C. Board of Trustees. See minutes of 3:00 P.M. meeting 10/31/23.

Special meetings of the Association or of the Board of Trustees shall be held at the call of the President, through the Secretary, or upon the written request of any five members, upon due notice personally, by telephone, by mail or by publication.

Of the Life Members of the Association ten or of the members of the Board of Trustees seven, shall constitute a quorum.

In their place substitute the following:

New Constitution:

The Board of Trustees shall meet each month except in July and August. Members of Advisory Board may be invited to all meetings of the Associated Charities Board of Trustees. Special meetings of the Association or of the Board of Trustees shall be held at the call of the President, through the Secretary, or upon the written request of any five members, upon at least two days' notice personally, by telephone, by mail, or by publication.

Twenty-one or (15?) of the Life Members of the Association shall constitute a quorum. Seven members of the Board of Trustees shall constitute a quorum.

ARTICLE X

AMENDMENTS

Old Constitution now reads as follows:

This constitution may be amended by a two-thirds vote of the Life Members present at any annual meeting or at any special meeting called for that purpose by publication in newspaper of general circulation in Cleveland not less than ten nor more than fifteen days previously.

Provided: - That notice of such proposed amendment shall have been mailed to the address of each of the Trustees not less than one month previously, stating the time at which such amendment is to be presented for adoption and the text thereof; and at the time of consideration of such amendment only such verbal changes may be made in such text as shall be in the interest of greater clearness. But a proposed amendment may be divided and its provisions may be acted upon separately.

New Constitution:

Amend only by inserting the word "for" after the word "Cleveland" in the first sentence, and also by eliminating the word "previously" (last word in first sentence) and substituting the phrase "previous to the date of said meeting."

BY-LAWS

of the Board of Trustees

I.

Eliminate Section I of Old By-Laws which now reads as follows:

Executive Committee. The Executive Committee shall consist of twelve members, exclusive of the President of this Association who shall be ex-officio a member and its chairman. It shall elect one of its own members to be its secretary. The Executive Committee shall meet at the call of the President, or upon the request of any three members through the Secretary. Five members shall constitute a quorum.

In its place substitute Section I, new By-Laws.

New By-Laws:

Executive Committee. The Executive Committee shall consist of not less than five nor more than eight members, exclusive of the President of this Association, who shall be ex-officio a member and its chairman. The Executive Committee shall meet at the call of the President, or upon the request of any two members through the Secretary. Three members shall constitute a quorum.

II.

Strike out Section II, old By-Laws which reads as follows:

Standing Committees. The following Standing Committees shall be appointed by the Executive Committee, upon nomination by the President:

1. Co-operation Committee. To promote co-operation among the various charitable and philanthropical organizations of the city.
2. A Committee on Finance. To have charge of the annual budget, of the raising of money and of the investment of permanent funds, by and with the approval of the Executive Committee, the chairman or acting chairman to be a member ex-officio of the Executive Committee.
3. A Committee on Supplies. To have immediate charge of the purchase of solicitation of such articles as may be needful for distribution to the poor.
4. A Committee on Districts and Visiting. To have oversight of the work outside of the headquarters' building and the Wayfarers' Lodge and Wood-yard.
5. A Committee on Treatment. To advise with the Agents and Friendly Visitors regarding the work among families of the poor.
6. A Committee on Wayfarers' Lodge and Wood-yard to have charge of the building and the work of those institutions.
7. A Committee on Employment. To oversee the work of the Association in obtaining employment for those who need it.
8. A Committee on Transportation. To promote and maintain wise regulations concerning the sending of the poor to other places.
9. An Educational Committee. To promote means for the education of the citizens of Cleveland in modern, approved methods of charity.
10. A Committee on Housing of the Poor. To promote better conditions in regard to dwellings of the poor.
11. A Committee on Penny Savings. To have oversight of this and other methods of promoting thrift among the poor.
12. An Office Committee. To have direct oversight of the office and of office methods and supplies.
13. The General Secretary shall be a member ex-officio of all committees.
14. Special Committees may be appointed from time to time as the interests of the work may demand. All committees shall report to the Executive Committee.

Substitute Section II in New By-Laws.

New By-Laws:

Special Committees may be appointed from time to time as the interests of the work may demand. All committees shall report to the Board of Trustees.

The General Secretary shall be a member ex-officio of all committees.

III

Omit entirely Section III in old By-Laws which now reads as follows:

The Executive Committee shall keep full minutes of its proceedings, which shall be subject to review by the Board of Trustees.

IV

Eliminate Section IV in old By-Laws which now reads as follows:

The General Secretary shall have control and direction of the investigation of all applicants for relief; shall see that all records and accounts are systematically kept; shall issue all orders for relief; and, under the direction of the Executive Committee, shall have general supervision and charge of the work of the Association. He shall present a report of the work of the Association whenever called for by the Executive Committee, and an annual report to the Life Members and the Board of Trustees.

Substitute Section IV in new By-Laws.

New By-Laws:

The General Secretary shall have general supervision and charge of the work of the Association. He shall present a report of the work of the Association whenever called for by the Board of Trustees, and an annual report to the Life Members.

V

Eliminate Section V in old By-Laws which now reads as follows:

An Assistant General Secretary may be appointed, who shall perform such duties as may be assigned by the Superintendent.

Substitute Section V in new By-Laws.

New By-Laws:

An Assistant or Associate General Secretary may be appointed.

VI

Omit entirely Section VI in old By-Laws which reads as follows:

A Matron may be appointed, who shall have oversight of the women's dormi-

tory, and shall perform such other duties as may be assigned to her by the General Secretary.

VII

Paragraph 1, Section VII, in old By-Laws now reads as follows:

All moneys paid to the Association including the income from permanent funds and from rents, except as hereinafter provided, shall be deposited in such banks as shall be approved by the Executive Committee.

New By-Laws:

Amend by substituting the words "Finance Committee" in place of "Executive Committee."

Eliminate paragraph 2 in Old By-Laws which now reads as follows:

Checks or drafts drawn upon funds of the Association, except the Penny Savings Fund as hereinafter provided, shall be valid only when signed by two of the officers elected by the Board of Trustees, exclusive of the auditor. In the Treasurer's absence the Assistant Treasurer may sign in his place.

Substitute in new By-Laws, the following:

New By-Laws:

Checks or drafts drawn upon funds of the Association for any amounts in excess of \$500 shall be valid only when signed by the treasurer and by one of the other officers elected by the Board of Trustees. Checks or drafts drawn upon funds of the Association for amounts of \$500 or under shall be valid when signed by the treasurer and by the general secretary or a person designated in writing by him to sign the same. In the treasurer's absence, the assistant treasurer may sign in his place.

Eliminate paragraph 3 in old By-Laws which now reads as follows:

A petty cash fund may be maintained at the principal office to meet emergency expenditures, the amount to be determined by the treasurer. This fund shall be included in the regular monthly audit and shall be replenished by the Treasurer from time to time upon presentation to him of proper vouchers.

Substitute the following in new By-Laws:

New By-Laws:

A petty cash fund may be maintained at the principal office to meet emergency expenditures, the amount to be determined by the Treasurer. This fund shall be replenished by the Treasurer from time to time upon presentation to him of proper vouchers.

Omit entirely paragraph 4 in old By-Laws which now reads as follows:

The Moneys deposited with the Association in the regular course of the Penny Savings fund may be paid out by the department to redeem books without first being deposited in bank; but the Penny Savings Committee shall adopt and maintain such regulations as shall best permit examination of the account of this fund by the auditing department.

Strike out paragraph 5 in old By-Laws which now reads as follows:

A Safety Deposit Box shall be provided by the Treasurer in such vault as the Executive Committee may approve, and this shall be opened only in the presence of two of the officers of the Association who may be authorized to sign checks for the withdrawal of funds deposited in bank.

Substitute the following in new By-Laws:

New By-Laws:

A Safety Deposit Box shall be provided by the Treasurer in such vault as the Finance Committee may approve, and this shall be opened only in the presence of two of the officers of the Association, at least one of whom must be authorized to sign checks for the withdrawal of funds deposited in bank.

Strike out paragraph 6 in old By-Laws which now reads as follows:

An Assistant Treasurer may be appointed by the President with the approval of the Executive Committee, together with an Office Treasurer and an Agent to be in direct charge of the Penny Savings Fund. The last named may be authorized by the Treasurer, together with the Executive Committee, to make such drafts upon the bank where said fund may be deposited as may be necessary for the prompt redemption of savings books; such drafts to be limited in each permit to a specified amount.

Substitute the following in new By-Laws:

New By-Laws:

An Assistant Treasurer may be appointed by the President with the approval of the Finance Committee.

Strike out paragraph 7 in old By-Laws which now reads as follows:

The Treasurer and his assistants shall furnish bonds satisfactory to the Executive Committee, the cost of the bonds to be borne by the Association.

Substitute the following in new By-Laws:

New By-Laws:

The Treasurer and his assistants (including the comptroller and bookkeepers) shall furnish bonds satisfactory to the Finance Committee, the cost

of the bonds to be borne by the Association.

VIII

Omit entirely Section VIII in old By-Laws which now reads as follows:

The Executive Committee may appoint an Assistant Auditor, who shall have specific charge of auditing the books and accounts of the Penny Savings Fund, and who shall further perform the duties of the Auditor in his absence or during his disability.

IX

Section IX in old By-Laws now reads as follows:

The order of business at the Executive Committee meeting shall be:

1. Action upon the minutes of the last meeting.
2. Reports of the Treasurer, the General Secretary and of Standing and Special Committees.
3. Unfinished business.
4. New business.

New By-Laws:

Amend by substituting in the first line the words "meeting of the Board of Trustees" in place of "Executive Committee meeting."

X

Section X in old By-Laws now reads as follows:

Amendments to these By-Laws may be made by a two-thirds vote of the members present at any regular meeting of the Board of Trustees, or at any Special Meeting, in the call for which notice of such proposed amendment shall have been given.

New By-Laws:

No change.