

Northwest Ohio Quarterly

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THE STORY OF MUNICIPAL MANAGEMENT IN TOLEDO UNDER P. R. (Third Installment.)

The July issue, containing the second installment, ended with the following statement :

"Councilmen 'X' and 'Y' having fronted several times with no success in their attacks on City Manager Edy and council manager government—it was now up to 'The Big Shot'."

Finally, the "Big Shot" of the minority, though previously endorsed by the City Manager League, and despite the fact that he gave a pledge and signed it, now assumed command of the major attack; and you will see how desperate indeed must the enemy become to finally use their leader and their biggest ammunition and to precipitate a major battle.

Prior to the actual shooting of the big guns into the government, there had been some rumbling of mysterious huddles, conferences in and about the City Hall. The old timers in municipal government seemed to sense (as they must now in Europe) that a major offensive is in the making, but none knew what form it would take, or when and where it would strike.

On September 12, 1938, two of the Councilmen, labeled as stalwarts for Edy and for Council-Manager government, met in the City Hall about 7:00 P. M.—one-half hour prior to the time of a night Council meeting. One of the Councilmen informed the other, laconically and dramatically—"Well it has come." And yet the other Councilman seemed to know what was meant. A further disclosure resulted in the following information:

A resolution to discharge the City Manager and naming the Law Director, an appointee of the City Manager, as temporary City Manager, and nominating a former Toledoan as succeeding City Manager. All of this in the aforesaid resolution in the Calendar for Council's consideration when it met at 7:30.

Surely for the few moments remaining there was little time for the friends of good government to draw battle lines for defense. These two Councilmen did the best they could. They sent a hurried and desperate S. O. S. to a few prominent citizens and then it was time to go into the meeting. One of these two as he was but a few steps from his seat in the Council Chamber was informed that the resolution had been filed the previous Saturday in a sealed envelope and had not been opened until tonight, and that it had been removed immediately after filing from its customary public place at the express order of the "Big Shot" to the Clerk of Council. In the few steps that it was required to take to a seat, this Councilman tried desperately to evolve a plan of defense and he thought that he had hit upon one.

The account of the Council meeting found in the *Toledo Blade* the next day was such an excellent piece of reporting that it is here set out in full for two reasons:

1. Complete and accurate reporting is indispensable to creating an alert, vigilant public.

2. Because it actually takes the reader into this colorful, thrilling and dramatic meeting packed with so much dynamite, that it might have blown up and carried a good government with it.

Here, if the reader will, you enter the Council Chamber and attend a meeting packed with all the color and nature in the raw to satisfy any student of municipal government.

City Council Halts Move to Fire Edy

(Councilman "Z" Action Checked By 5 to 3 Vote On Mayor's Ruling)

A surprise move by Councilman "Z" to oust John N. Edy and name Mr. S. as his successor as City Manager was defeated on the floor of Council last night.

Council members, after a heated discussion, voted to sustain the Mayor's ruling that Councilman "Z" had filed his legislation improperly. The matter will not be formally considered until the next meeting of Council, Sept. 19, at 10 A. M.

Councilman "Z's" ouster proceedings burst like a bombshell in the office of the clerk of Council late yesterday. Councilman "Z" had filed a sealed envelope in the office of the clerk of Council Saturday morning. The envelope remained sealed until yesterday at 6:10 P. M. when Councilman "Z" called Mr. D., clerk of Council, and instructed him to open the envelope, remove the contents, which were the ouster proceedings, and to put them on the regular schedule of Council.

In addition to the move to oust Mr. Edy, Councilman "Z" had an accompanying resolution proposing to name Mr. S. as city manager and to pay him \$600 a month. Mr. Edy receives \$1,000 a month.

Councilman "Z" was seated in the outer office of the Council chamber when it first became known he would introduce the ouster move at the meeting.

Newspaper reporters approached Councilman "Z" to learn the reasons for introduction of the legislation and were told the following:

"I'd like to see a change on general principles," Councilman "Z" said. "I'd like to see some local man who knows the needs of Toledo and one who has some tact.

"I have the right to put such legislation in just the same as any other councilman has," Councilman "Z" continued. "Whether it carries or not is another question."

After making his first announcement, Councilman "Z" again called newspapermen and said, "This has nothing to do with the City Manager form of government, nor will I do anything against the City Manager form of government—I am for it until it is proved unsound."

Tension Noted

Councilman "Z" and other members of Council then took their places in the chamber and there was an intimation that "something was in the air."

Councilman "Z" asked the Mayor if the Committee of the Whole would meet after the Council session. The Mayor said a meeting could be called if there was legislation to consider.

Mr. Edy, seated at his regular desk in the chamber, remained calm throughout these preliminary moves, puffing at his pipe.

Mr. D. then read the title of Councilman "Z's" legislation proposing the ouster of Mr. Edy.

Councilman "A" was the first to question the parliamentary procedure under which the resolutions were placed before Council for discussion.

"When were these resolutions filed with the Clerk of Council?" Councilman "A" asked.

Mr. D. explained Councilman "Z" appeared in the clerk's office Saturday morning with a sealed envelope. Mr. D. added that Councilman "Z" asked that the contents of the envelope be maintained inviolate in the envelope until he (Councilman "Z") decided whether or not they would be placed on the Council calendar.

"Councilman 'Z' called me today (Monday) at 6:10 P. M. and I opened the envelope at that time upon his order and placed the resolutions on Council's calendar for the evening," Mr. D. explained.

Interest Is Pondered

"This is a very unusual procedure and I cannot understand why the resolutions are before Council," Councilman "A" continued. "I can't understand what business it is of Council if a sealed envelope is filed—there is nothing here legally filed according to the rules of Council."

"Where was the press—wasn't any question raised by the reporters—didn't any newspaper representatives ask to see what legislation was filed for Council?" Councilman "A" asked of Mr. D.

"I believe P. G. of *The Blade* did ask to see what legislation had been filed," Mr. D. said. "I did not show him the sealed envelope as it was not on file to be put on the calendar."

Holds Rules Observed

"The envelope itself means nothing," Councilman "Z" said when he took the floor again. "It was filed according to the rules of Council, Saturday before 11 A. M. It was at my request that it was not opened and I had my reason. I didn't know at the time whether Mr. S. would accept the post of City Manager. Since that time I have seen him and I have his assurance that he will.

"This was filed Saturday and put on the calendar today (Monday) according to Council's rules. At least it will get one vote. You have the right to vote against it or not as you please. Both resolutions were in the sealed envelope and they were stamped received Saturday by the clerk."

Councilman "A" renewed his questioning of Mr. D. about the envelope and again asked if newspapermen had gone through the legislation.

"I think Mr. G. went through the legislation on file, but the sealed envelope was not in with the rest—it had been laid aside at Councilman 'Z's' request," Mr. D. declared.

"I contend there has been no legislation filed with Council as of Saturday noon in accordance with the rules of Council," Councilman "A" insisted. "Therefore, I move that the legislation be taken from the Committee of the Whole—rather I move that the legislation cannot be received by Council without the consent of the body by vote."

"This is just a subterfuge to becloud the issue," Councilman "Z" charged. "We can determine now in Council if a majority wants to act. To attempt to sidetrack this at this time is not proper and I claim that I asked the clerk how late I could notify him to withdraw the resolutions and now I believe these should have action of Council either for or against the legislation."

Assails Use of Delay

"I think you are attempting to hide behind a bushel basket," Councilman "Z" said to Councilman "A".

"Rather, I would say that you are attempting to hide behind a sealed envelope," Councilman "A" replied.

Councilman "Z" interrupted at this point to declare to Councilman "A", "You would have liked to have had this resolution Saturday. You would have been happy to have had Sunday and the intervening days for an opportunity to attempt to block this matter." (NOTE—This was the most brazen utterance made in four years, in face of direct requirements of Council rules.)

Councilman "A" declared legislation as important as this should have been before the public and that he or any other councilman should have been given an opportunity to discuss it with the public.

At this point Councilman "A" asked for a ruling from the Law Department with an interpretation of Council's rules to ascertain whether the legislation was properly filed and came up for action in regular parliamentary action.

R. O. M., Jr., assistant law director, read Council's rules requiring that legislation for action by Council on Monday be filed with the clerk before noon on the preceding Saturday.

"From the intent of this rule I do not believe Councilman Z's legislation was filed properly," Mr. M. ruled.

"Well, you're a chip off the old block—what is the decision of the chair, then," Councilman "Z" asked.

"My decision is that the legislation was not filed Saturday, as to file legislation means to have it on file with the clerk and to have public notice of this," the Mayor ruled.

"Then I appeal from the decision of the chair and ask a vote on my appeal," Councilman "Z" declared.

Vice Mayor on Vacation

There was silence in the chamber when the Mayor finally asked that the roll of Council be called to ascertain whether the chair's ruling that the legislation was improperly filed should be sustained.

The Vice Mayor was absent from the meeting on a vacation trip. C. D., deputy city clerk, called the name of Councilman "X" and the latter voted against sustaining the Mayor's ruling and in effect for immediate action on the ouster proceedings. He was followed by Councilman "A" and "F" who voted to sustain the Mayor.

Councilman "Y" joined Councilman "X" in voting against the Mayor's ruling and many were surprised when Councilman "D" voted similarly. Councilman "E" voted against the chair and the Mayor voted to sustain the chair's ruling.

Councilman "Z" voted against the chair and the total then showed five to overrule and three to sustain the ruling of the chair.

Councilman "D" then took the floor and said he wished to change his vote.

"I feel legislation as important as this should have the consideration of the entire Council and not on a night such as this when all are not present," Councilman "D" said. He added that he wished to vote to sustain the chair's decision.

After his explanation the clerk changed Councilman D's vote to sustain the chair's ruling. This resulted in a tie vote with Councilman "X", "Y", "E" and "Z" voting against the chair's ruling.

The Mayor under Council's rules decided that Councilman Z's motion appealing from the chair's decision was lost on a tie.

Councilman "E" asked that his vote be changed and on the official record of the clerk Councilman "Z's" motion appealing from the chair's ruling lost with three affirmative votes and five negative votes."

A news item can now be given, although about a year and a half after the event transpired, and it is the first time that it has been given to the public of Toledo; but it is a part of this last chapter in the "Big Shot's" personally conducted battle.

He claimed that he withheld the envelope from the public and the press because he hadn't obtained a definite answer from the man he was nominating. The fact is, he had filed that same or similar resolution in a similar letter in a sealed envelope one week before, but for some reason had withdrawn it from the clerk and filed it Saturday morning of the same week. An interesting development in that thrilling Council-Manager crisis and now disclosed for the first time because it belongs here as a part of the full history.

The week following the introduction by Councilman "Z" of the ordinance, the resolution to discharge City Manager Edy was filed again with radio broadcasts by Councilman "Z", editorials by the newspapers, letters from organizations and individuals to all Councilmen, and a general lining-up of all forces.

The day of the meeting at which Council would pass on these resolutions, saw a spontaneous uprising of citizens—numbering more than one thousand—storming the City Hall to voice their protest against the resolutions. The finest compliment I heard came from a hard-boiled, seasoned, experienced City Hall reporter, who said:

“It is only an ideal in government that could ever get a crowd of enraged and aroused, fighting citizenry of the highest type—numbering more than one thousand—to come to Council with a determination to stop the enemy. These people are here because it’s their baby that is being attacked.”

How true, how accurate, and how exceedingly complimentary to the citizens of Toledo was this observation of the reporter.

When this meeting finally was called there was considerable jockeying between leaders of both sides, and then speeches from many prominent citizens and from Councilman “Z”.

Before the final vote was taken on the resolutions of Councilman “Z”, Councilman “A” suggested that City Manager John N. Edy, as the man most concerned in the whole matter, should be invited by Council to make a statement. This was agreed to; and the following excerpts from his extemporaneous remarks are here set out because it contains a message on the relationship of a city manager and a council, and because it was given during the stress and strain of an attack:

Mr. Edy Reviews His Relations with Council

“I am a little uncertain as to just what my position is or ought to be today. The Charter doesn’t provide a great deal of opportunity for a City Manager to defend himself before he is removed from office. I have always hoped and have always endeavored in my relations with any council I have worked for, and that has been true of my thoughts here, that the relationship would be so mutually respectful, so much on a basis of confidence and fairness and frankness and good will, that at any time a majority of the members of the governing body didn’t want me to act as Manager they would say so. I know no Manager who wants to hold office against the desires of his governing body. He would be just silly if he tried to. Certainly I would have no desire to do that.

“What I shall say now is not a defense, the kind of a defense which might be necessary for the Manager to make in event of a public hearing on charges. I don’t know of any charges that have been filed. I have not listened to Mr. Thacher’s radio addresses. I have had some newspaper comments on them, and some knowledge of them, I have read, I have gone over in my own mind, as I think perhaps I would be expected to do, just what they meant. In general it has seemed to me that criticisms were directed against acts which were acts of Council. However, ever since I have been in Toledo I have been impressed with the fact that partly because of the newness of this office called the City Manager, partly perhaps because the people were looking for a non-political governmental leader, there have been theories or assumptions attached to the office of

City Manager which are really outside the law. The Manager does not "conduct the City." I wouldn't serve any city in this world for all the money in the world if I had to assume responsibility for "conducting the City." In our form of government we don't have that kind of responsibility vested in any one person. I have always said and I say to this Council now, this is the governing body of the City. What it does determines the character of the government, including the policies and the character of the administration.

"Now it is true, and importantly true I think, that the City Manager is set in this governmental picture to be selected by the Council, to act as the City's chief executive officer, and to make effective the policies and legislation which the Council adopts. It is also importantly true that the City Manager is commanded by Charter to submit to Council whatever recommendation his intimate connections with day by day activities of the public indicate that the Council ought to have before them.

I have never hesitated to make any recommendations to this Council or to any one of the other three which I have served and I would never abrogate my right to do so. I wouldn't attempt to hold office five minutes if I had any restrictions placed upon my right of recommendation. On the other hand, I wouldn't attempt to serve in this job called the "City Manager of Toledo" if I didn't have confidence that, having made a recommendation which the Council adopts, the Council then would defend that action as its own policy.

It is my job, as long as I am City Manager, to submit to the Council a budget estimate, or other throughout-the-year recommendations for appropriations. And I do it; and I have said to the Council on a number of occasions, "Whenever I have any matter to put up to you, I'll put it up; and I'll put it up just as logically and just as forcefully as I can. If you turn it down, then I'm just as loyally for that policy which you determine by rejecting my recommendations, as I would be toward the policy which you would adopt by adopting my recommendations.

"I submit the appropriation ordinances. We spend time on the budget. The final responsibility, however, for the amount of money that is spent, the broad purposes for which that money is spent, the distribution of funds in the bulk as between the various activities of the City Government; that responsibility must actually be the Council's because the Council represents the people and the City Manager does not. I think it is a mistake if the people in Toledo have the idea that he is running the government. I think it isn't fair to the people, it isn't fair to the Council, and I am very sure that it isn't fair to the Manager.

"As I said in the beginning I am at a loss to know just what my position is. I am going to say this very frankly to members of the Council—there have been a number of occasions when I have regretted deeply that we didn't seem to be quite on the basis, the working basis, that was most helpful. Whether I have been offish in my attitude, I don't know. I would regret it if I had. I realize perhaps better than anybody else in this room that a city manager can't succeed unless he and the council team together. I realize I guess as well as anybody in this country

that city manager government can't succeed with bickering and haggling between the manager and the council. And, of course, that fact is built into our charter. I have been grateful for the co-operation which this Council has given me. I have attempted to deal with all members on the same open and frank basis. If I am permitted to continue, I shall continue to do that. If this Council doesn't want me here, I shall be very happy to find some other employment."

Finally, Council was ready to vote on the resolutions of Councilman "Z" and the roll was called, which resulted in seven votes against the resolutions and two for the resolutions. Councilman "Z" was supported by Councilman "X".

Thus ended the effort of the "Big Shot"—the undisputed leader of all attacks on Council-Manager government and City Manager Edy.

Council-Manager government and John N. Edy, except for constant heckling and minor attacks by the enemy, now went on to the end of the fourth year intact. The voters of Toledo had determined to have a good try at Council-Manager government and, when called to fight for it, had responded in such a manner as to restore confidence in democratic processes in local government.

For four years Toledo had a government by principles, by law; and its charter—the people's will—was a living thing. It actually was the fundamental guide to operation of government. For these four years, at least Toledo was ruled by law—not by men.

A pattern for good government, responsive government, honest and efficient government was made. The citizens looked upon it and pronounced it good, and they felt comfortable in the conviction that self-government could be made to succeed.

Two of the active defenders of Council-Manager government found it necessary to decline to run for re-election for a third term. That fact, and because an attractive offer with civil service standing in federal service of great scope was offered to John N. Edy, city manager, he resigned as City Manager in the latter part of the fourth year and accepted such federal post.

Before the new Council was elected and qualified, the old Council chose a successor to John N. Edy. They chose George N. Schoonmaker, water works engineer and former service director, and considered by all as the most qualified local man.

A new election of nine man council resulted in four endorsed by the City Manager League, and five not so endorsed. However, in January, 1940—when Council organized, they chose as mayor one of those who had been vice mayor for two previous terms and always endorsed by the City Manager League. His election as mayor was a distinct victory for the forces of good government.

One of the first acts of the new City Manager, while still serving as a temporary appointee in the last months of the fourth year, was to appoint a former councilman as safety director. This appointment also was a local man, who was deemed by press and public as especially

qualified. He enjoyed the confidence of all classes of citizens. John N. Edy had served as City Manager and Safety Director until the courts, in a test case, denied him authority to so serve legally.

What the history of the next few years in local government will bring to Toledo remains to be seen. Time alone will tell whether local government in Toledo remains at a high level, or whether it will, through apathy, through complacency, through neglect of her citizens, slip back into a government of patronage, spoils, and yielding to pressure groups. I'm inclined to faith in Toledo and her citizens, and feel that not for long will they tolerate any backward steps from four years gains in Good Local Government.

By no means do I want to give the impression that the Council-Manager government from 1936 to 1940 had only problems and attacks. I indicated in this brief history only a few—hoping that the kind and character of the fights, attacks and their solutions would be helpful to the field.

Now, as to a very brief enumeration of some of the favorable results:

Results of the City Manager—Small Council—Administration

1936-1940

First in the accomplishments of the present council was the selection of John N. Edy as city manager. Prior to his coming to Toledo, John N. Edy was known as one of the great city managers and administrators of the country. His first term in Toledo has not dimmed the lustre of that reputation, and it has brought to the attention of the country Toledo's stable government and the reputation of being one of the best governed cities in America.

1. A non-partisan government of integrity and capacity with a city-wide viewpoint.
2. Centralized administrative authority and fixed responsibility to deal with many critical problems.
3. New incentive for more efficient service for city employes, through extension of merit system of advancement, restoration of basic pay and elimination of political spoils system.
4. Balanced budget with current operation within income and reduced interest rates on old indebtedness.
5. Rejuvenation of worn-out police, fire, and other service equipment, reopening many closed fire stations, repairs of unsafe bridges, etc.
6. Improved service at reduced cost in garbage collection, street cleaning and other departments.
7. Modernized purchasing system, open to all bidders, with standardized specifications, for greater return on every tax dollar.
8. Substitution of city-owned trucks, eliminating spoils system of paying political debts with privately owned truck contracts.
9. Modest improvement program for Toledo's streets, sewers, airport, with greatest possible use of WPA federal assistance.

10. Direct and indirect contribution to peaceful settlement of industrial labor disputes through the Peace Board and personal conferences.
11. \$3,600,000 Mortgage Revenue Bond Issue passed by the people by a vote of approximately five to one.
12. Many major improvements such as \$9,500,000 Lake Water Project, Airport, Bridges, Zoo Buildings, Anthony Wayne Boulevard, etc.
13. Won the confidence of the nation, through great publicity, that Toledo had a stable form of government and that it enjoyed the confidence of its citizens.
14. This confidence of Toledo's citizens was manifested by the vote of the people in three special elections. In each of such special elections the form of government or John N. Edy, city manager, was the issue. Yet the successive majorities for good government were:

5,215 in 1934
9,216 in 1935
17,824 in 1937

Guide Posts in Local Government

In my four years service in Council-Manager government certain observations, truths and principles became indelibly fixed in my mind. They are as guide posts to good local government.

1. The continuance of our democratic and traditional American form of government is dependent on the existence of virile and efficient local units.
2. Financial solvency is essential to local freedom. Local governments cannot hope to be free while financially dependent.
3. Local government in the United States is traditionally a *representative* government—not a pure democracy—where every decision is made by the entire people. Balls and strikes are called by the umpire and not by the “fans.”
4. Good government consists in promptly and effectively translating public opinion into governmental action and that is best which provides this service most expeditiously and least expensively. (What does public opinion in Toledo today want of its government?)
5. “The city manager plan is the best that has yet been devised for American cities, and the one most in harmony with the spirit of our institutions.”—*A. Lawrence Lowell*, president emeritus, Harvard University.
6. If such delegations of function tend to weaken the interest of the ordinary citizen in his city's affairs—then a good form of government is incomplete and needs a further indispensable element. What is it?
7. Dr. Winslow of Baltimore speaks of “militant civic support” as a necessity for the success of the city manager government.
8. I contend that “militant civic support” has more to do with it than the particular organization through which local government operates.

9. In Toledo there has been and probably always will be—a conflict between those who would spend and those who have to pay. The most common form of that conflict is "tax levy" submitted to the vote of the people.
10. It is my belief that every community in the country should have a well qualified agency interested and relied on to resolve such conflict on the basis of careful and impartial analysis of facts, to the end that all may be well served.
11. "The fact finding agency is fundamental and necessary because without it, independent opinion lacks the material for solid judgment."—*Walter Lippmann*.
12. Politics is what you make it—a game of sharp wits to serve the selfish interest of the politicians and their clients, or the science of government for community service and the welfare of all the people.
13. Government, both in its organization and its services, is becoming more and more complex and technical. It must, therefore, be interpreted to the general public by those who are endowed with special competency.
14. Government is becoming more and more expensive. As services expand the tax burden will rise even more. These circumstances contribute to the need of "Economy and Efficiency" as never before.
15. The phrase "Economy and Efficiency" was first used by a research bureau and has been its lode-star ever since. *Each day that Toledo goes without a citizens league and research bureau—is civic apathy.*
16. Among democracy's perils is the growing tendency to make and enforce laws demanded by powerful organizations that are highly organized politically and know how to get public benefits for their own advantage. In a modest way the Toledo Citizens League is one pressure group needed for defense of the average citizen from political chiseling and chicanery. Having no selfish interest to serve—such league represents only its members and friends who believe in a square deal for all citizens and taxpayers.
17. Local governments that cannot pay their debts or pay for local services will find themselves subject to the will of their creditors—the courts or the state government. Fiscal independence can be lost by over-borrowing, by living beyond our means and by soliciting help from superior governments.
18. Your charter is a balanced instrument of good government. For reasonably smooth and successful operation it requires:
 - A. An alert and politically wise citizenship aggressively supporting, defending and preserving the principles of the City Charter.
 - B. A council composed of elective representatives of the people *and who want the plan to succeed.*
 - C. A manager of integrity and administrative capacity who knows his function and enjoys the opportunity to perform it.

19. In a democracy the manner in which elected officials solve their governmental problems is of great importance because superior in power and their joint will is final. Many sound, constructive plans of legislative bodies have been smothered because opposed by hostile organized minorities and *because of the Apathy of the Majority*.
20. The high cost of good government is not nearly as alarming as the high cost of bad government.

Conclusion

As the United States is approaching Constitution Week, I cannot think of a more fitting and proper conclusion than this Citizenship Creed. Read it and the Constitution of the United States—again and again. Let both work their magic upon your mind and heart—when all free people are thinking of their preservation.

Dedicate yourself anew to vital, effective and responsible CITIZENSHIP.

Our Citizenship Creed

1. I am living under a government—and am myself a part of such government—wherein at least an elementary knowledge of the nature and principles of this Government must be generally diffused among the great mass of its citizens. I therefore believe it to be my duty to inform myself on American history, the foundations of our Government as embodied in the United States Constitution, and the application of the principles therein contained to present-day problems.
2. Since ours is a government of, for, and by the people, it is by the very same token a government of and by public opinion. It is, therefore, my duty as a good American citizen to help form public opinion in the community in which I live in order that all citizens may hold intelligent, just, and humane views on government questions and endeavor to have such views embodied in our laws.
3. Since popular government is shaped in the first instance by the exercise of suffrage, it is one of my primary duties as a good American citizen to cast my ballot in all local, state and national elections and to urge my fellow-citizens to do the same.
4. Since ours is "a government of laws and not of men," and since an orderly government can exist only through laws justly administered and impartially enforced, I declare it to be my duty as a good citizen to serve as a juror whenever summoned, and to use my influence in every proper way to the end that lawyers, judges and jurors so conduct the administration of justice as to entitle the law and the courts to popular approval and support.
5. I believe that we Americans have the best government that has ever been created—the freest and the most just for all the people—and that it is my duty to uphold and defend this Government at all times. I believe that just as the "Minute Man of the Revolution" was ready upon a moment's notice to defend his rights against foreign

usurpation, it is my duty as a patriotic American to be a "Minute Man of the Constitution," ready at all times to defend the long-established and cherished institutions of our Government against attacks, either from within or without, and to do my part in preserving the blessings of liberty for which my Revolutionary forefathers fought and died.

6. I believe that as a good American citizen I must maintain continuously a civic consciousness and conscience; that my country needs my active service in times of peace no less than in war; that patriotism must be a constituent part of my religion; that no prouder boast can emanate from my lips than truly to declare, "I am an American citizen," and that as an American citizen the Constitution of the United States ought to be as actual a part of my life and of my religion as the Sermon on the Mount.

Note

Again let me state that this brief and somewhat rambling account of only a few incidents involving the human side of a four year adventure in Good Government—is offered solely in the hope of helping those who also contemplate such adventure.

AARON B. COHN

THE OHIO HISTORY DAY ASSOCIATION

The twenty-eighth Annual Celebration sponsored by the Ohio History Day Association will be held at the Logan Elm Park, south of Circleville, Ohio, Sunday, October 6, 1940, at 2 p. m. Mr. John F. Carlisle of Columbus, Ohio, will preside. The address is to be "The Spirit of the Indian," by Chief Winneshick, who is a full-blood Winnebago, a graduate of Carlisle, Lebanon Valley and Penn State Colleges, and World War veteran. He also accompanied Admiral Richard Byrd on his second expedition to the Antarctic in 1933. Hon James Garfield Stewart, mayor of Cincinnati, Ohio, will address the audience on "The Spirit of Americanism." Mrs. Howard Jones of Circleville is president of the association. The park is about seven miles south of Circleville, east of Route 23 about one mile.—*Museum Echoes*.

M-I-O

Members and friends of the Society are hereby reminded that the Michigan-Indiana-Ohio Museums Association annual meeting, will be held in Toledo, on October 18 and 19, with the Toledo Museum of Art acting as host, and with an excellent and varied program. Not only museum workers but all who are interested in museums, will find much of value in the conference. Further details may be had through inquiry at the Museum, either by telephone or letter.—*Museum Echoes*.

THE NEW TOLEDO PUBLIC LIBRARY

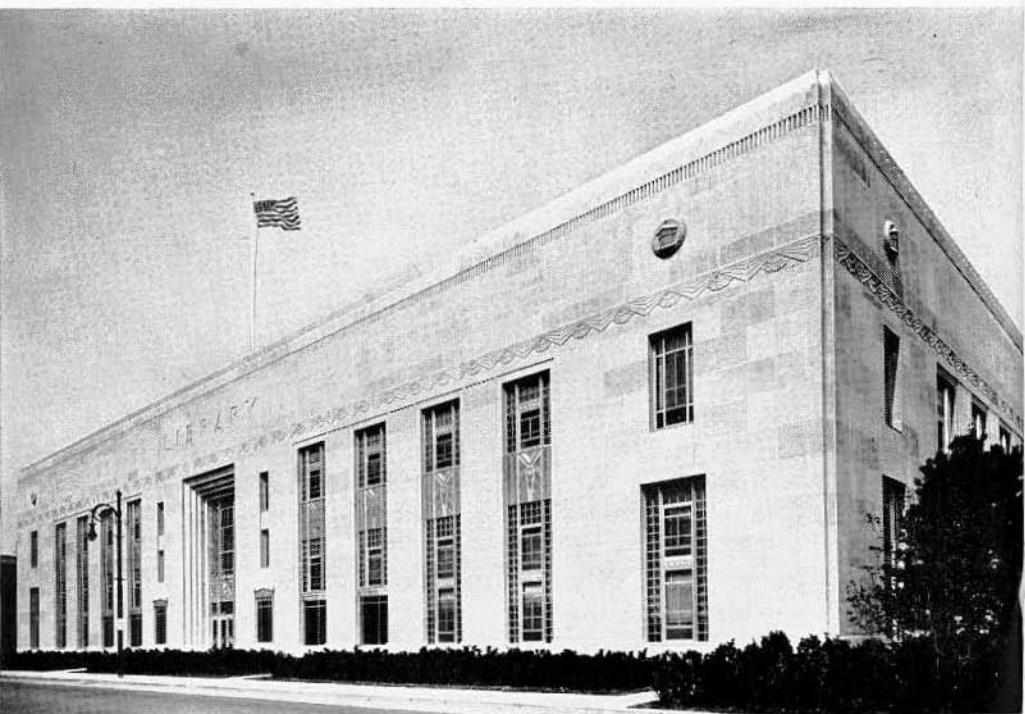
A decorative medallion in the terrazzo floor of the central hall of Toledo's new Public Library bears this inscription, "Toledo Public Library Founded 1838—Ohio's First Free Public Library."

The library thus founded more than 100 years ago has become more than a repository of books. The scope of its service to the public has constantly widened and of late years has very evidently outgrown the facilities provided by the old ivy-clad building at Madison Avenue and Ontario Street with which generations of Toledo people have made a friendly acquaintance.

In erecting this new home for "The People's University," which has been accomplished at the lowest cost per cubic foot of any similar building recently erected in the United States, the Board of Trustees has not striven, however, for economy alone. The objective has been to give to the people of Toledo fully adequate housing for their own invaluable book collection, the use of which has increased over 25% in the past ten years.

As Benjamin Franklin, the founder of the first public Library in America, said—"*An Investment in Knowledge Pays the Best Dividends!*"

The Board of Library Trustees are: Sigmond Sanger, President; Henry A. Knowlson, Vice-President; Henry T. Bowers, Mrs. E. F. Brucker, George W. Pearson, Carroll L. Proctor, R. S. Wenzlau. Russell J. Schunk is Librarian and Secretary-Treasurer.



The long-recognized need of better housing for a truly great collection of books, monographs, and source material in literature, technology and the liberal arts has now been met by the construction of the new library building occupying the block bounded by Michigan Street, Madison Avenue, Tenth Street and Adams Street.

The new library was designed for both beauty and genuine usefulness to the public of Toledo and Northwestern Ohio. It represents the most advanced thought in design and in service features for practical utility.

It is entirely appropriate that in a building designed to serve Toledo, liberal use is made of Toledo products, and particularly of glass, so closely identified with Toledo's industrial development. Window spaces run through two floors of the building. Rows of glass blocks surrounding the clear central panes are used not only for ornament but also to diffuse the light entering the reading rooms. Red and blue structural glass in the vestibule, sun-tan vitrolite in the central hall and glass-blocks on the mezzanine floor serve functional as well as decorative purposes.

A beautiful band of glass murals stretching around the entire room is the first thing that meets the eye of the visitor entering the central hall or court. These murals, a modern adaptation of the mosaic method of producing murals, depict the various subdivisions of human knowledge. Included in these are Literature, History, Religion, Art, Music, Philosophy, Science, and Commerce. A mirror mural over the entrance reflects the entire theme, Knowledge. It is interesting to know that all possible sorts of glass in more than eighty different colors and types were used in the development of these murals. Sun-tan vitrolite has been used as a wainscoting for the court and all of the huge columns are fluted sun-tan glass with a walnut onyx border.

Making a circuit of the central hall, the service areas run in this sequence: technology, business, history and travel, biography, general reference, sociology, philosophy and religion, art and music, literature, and fiction. Special conveniences for patrons are typified by the individual study cubicles of the vastly important technology department. Here research workers engaged in constant examinations of the records of scientific development may work undisturbed and in complete privacy.

The subject of Local History and Genealogy has its own service room on the second floor with accommodations for special collections, manuscripts and rare documents dealing with the history of Lucas County and Northwestern Ohio, including cases for display of historical material.

On the second floor, too, is the Children's Room, perhaps the most beautiful and certainly one of the most appealing in the entire building, with its dark knotty pine wainscoting, attractive (and sturdy) maple furniture and the altogether charming band of jade structural glass on which are portrayed famous scenes from classical works appealing to children and still fondly held in memory by the older generation. The Parent-Teacher alcove is for helpful material for guidance of educators and parents, while the Story Hour Room with its frieze of glass murals dealing with subjects from Aesop's Fables and Mother Goose rhymes forms a perfect setting for the telling of children's tales by librarians with special training and aptitude for engaging the children's interest.

On the third floor is the important Schools Division. This is the headquarters for the class-room book collection service to Toledo schools. At the beginning of the school year, teachers visit the Schools Division and make their own selection of books to be used in loan collections placed in class-rooms for use during the school year. About 450 of these sets, each averaging thirty-five books, are supplied by the Library every year.

The Auditorium on the second floor is a beautifully designed room seating 300 persons and intended primarily for book reviews and lectures dealing with literature and library service. Subject to schedule arrangements it may also be used as a meeting place for organizations closely associated with library activities. The auditorium is completely equipped for the projection of sound motion pictures.

To expedite service in the circulating department, a great deal of attention was devoted to arrangements in the large central hall. At the right of the main entrance are facilities for issuing library cards and returning books. At the left is the large counter, with electric book-charging machines, for checking out circulating material. Carefully planned work rooms are at the rear of the charging and returning desks. Across the central hall are the information service desk and the public catalog of book collections, while at the right is an office for a trained assistant for the young people, to provide help for those in the transition period between juvenile and adult reading needs.

In addition to the public elevators, an ingenious system of electric and manually operated lifts has been installed to speed up the conveying of material from storage stacks to public departments and returning them



for re-allocating to their respective places. Time and effort in handling books for the library's 100,000 patrons are thus conserved and the public's needs more quickly and more efficiently handled.

Lighting has received careful study, in order to provide the right kind and the right amount of light for patrons and staff alike.

Semi-indirect overhead lighting provides general illumination. Fluorescent light fixtures, the newest development in economical, glare-free light, are used to illuminate all standing book cases. Aluminum Venetian blinds provide further control of the light from the generously large windows. Lower shelves of all book cases have been slightly tilted so that the titles of all books may be easily read.

Specialists in library equipment designed and supplied the thoughtfully arranged book cases, as well as attendants' desks, readers' tables, atlas cases, index tables, vertical files and in fact the complete working equipment of the library. Visitors will note with approval the beauty and durable quality of the equipment and the attention to detail, such as topping tables and desks with inlaid linoleum for resisting wear. A maximum of quiet is assured by the use of cork acoustical material in all reading room ceilings and rubber tile for floor coverings.

Newly developed telephone and intercommunicating devices were selected in order to provide rapid and efficient service to the public.

The location of staff work rooms and office areas has been carefully planned. An unusual feature of the main floor is the use of standing book cases rather than walls for separating the departments, thus conserving floor space, reducing construction costs and facilitating proper heating and ventilating.

The same ingenious structural principle is used in the two basement levels, the steel book stack columns—some four thousand on each level—supporting the weight of the entire main floor. Generous provision for future additions of books is found in the fact that the two lower levels will house 1,100,000 volumes.

Newspaper reading rooms include equipment for current and back files, and bound newspaper volumes. The separate entrance to the newspaper reading rooms is on the Adams Street side of the building.

Valuable and rare book and manuscript collections will be specially protected in a fireproof vault with solid concrete walls.

The Microfilm Department with dark room and special equipment makes possible photographic reproductions and permanent records of rare and out-of-print material.

Other facilities of this completely organized library include efficiently planned administrative offices, catalog, book repairing and printing and mechanical departments such as the carpenter and paint shop, shipping and branch bin room, boiler room and service garage.

To give good books the care they deserve and to make these books readily available to the public, to extend the use of books in scientific pursuits, literature and the general broadening of knowledge—these are the purposes for which the new library has been planned. To this end

every care has been devoted. It is the hope of those who have given thought and effort to its erection that the new building may serve well the reading public of our community.

The Library Building

An architectural work has two aspects: artistic, in its plastic and general disposition; and utilitarian, in its solution of definite problems imposed by the client.

With the splendid down-town site chosen for the new library, formerly occupied by the old Toledo Central High School erected in 1854, with dimensions of 482' x 200', the building measures 244' x 160'—ideal proportions for a public library building.

Three objectives have been kept in mind in designing the building:

1—To make available to the reading public the present collection of 400,000 volumes in many different fields of knowledge with maximum convenience, and to enable the Library to increase its many distinctive services to readers, students and educators of Northwestern Ohio.



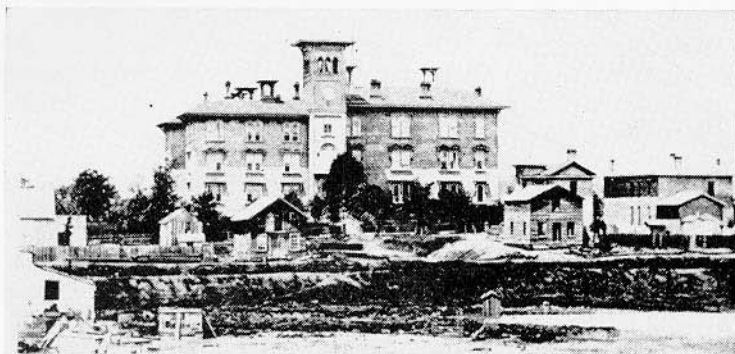
2—To permit flexible expansion of the collection to 1,500,000 volumes during the estimated efficient life of the structure. Additional construction is possible on the Adams Street side, without detracting from the present building.

3—To give proper physical care to the valuable book collection, and the larger collection which will be developed through the years. Fireproof, easily-maintained, amply lighted and splendidly-equipped—the building has modern facilities for air-conditioning that will protect the book collection against dust, vermin, chemical fumes and dampness, as well as providing healthful air conditions for library users.

The people of Toledo, we know, will appreciate the utility as well as the beauty of the Library—for which the general and sub-contractors and suppliers have striven wholeheartedly in its construction.

Erection of the new Toledo Public Library was begun in December, 1938 with demolition of the old Central High School building and clearing of the site.

Actual construction of the library was started April 24th, 1939 and completed in July, 1940.



Apropos of the New Library building described in this issue, we print a picture of the old central high school building as our older citizens remember it, and which occupied the site now improved by the library building. The rough ground in front is the old canal bed, long since abandoned.

Scene: Canadian recruiting office.

Examining medical officer discovers on the arms of the recruit tattooed pictures of the King and Queen.

Officer: "Why, you are very patriotic, aren't you?"

Recruit: "You ain't seen nothin' yet, wait till you look me all over. I am sitting on Hitler."

THE HISTORIC MAUMEE VALLEY

By M. M. Quaife

In the era when wilderness was king and practically all travel was by water, the Maumee-Wabash River route was one of the main highways of travel between the Great Lakes and the Mississippi River. For this reason the Maumee Valley is associated with the earliest activities of the French in the western country, and Justin Winsor, the eminent Harvard historian, has characterized Fort Wayne as one of five keys of the continent. The name Maumee is a variant of Miami, and comes from the Miami Indian tribe. The Miamis were living in eastern Wisconsin when the French first came into the Northwest. In response to LaSalle's overtures they moved southward around Lake Michigan and for many years one of their important towns was located in the present-day Chicago Loop. Eventually they moved eastward to the Maumee, with their headquarters at Fort Wayne, and their name became permanently attached to the lovely river and valley they had appropriated.

Over its possession red race and white, and French, British, and Americans have contended. Before the white man's advance, the lovely valley, "fair as a garden of the gods," was the highway of uncounted war-parties from the Great Lakes journeying southward to wage against the southern tribesmen the warfare which earned for Kentucky a name which means "the dark and bloody ground." In 1749 C eloron's French army from distant Montreal, returning from its mission warning the English out of the Ohio Valley, descended the Maumee from Fort Wayne to Lake Erie and Detroit. In 1752 youthful Charles de Langlade led several hundred Ottawa warriors from Mackinac on a mission of vengeance against Pickawillany, and the chief, Old Britain, for the crime of showing friendship to the English, was "put in the kettle" and literally boiled and eaten. In the Pontiac War and for many weary years following the opening of the American Revolution, armies red and white, too numerous to mention, traversed it. Daniel Boone and Simon Kenton were but two of hundreds of Kentucky and Virginia captives carried northward to Detroit. Governor Hamilton ascended the Maumee in 1778, going to ignominious surrender at Vincennes, and his conqueror, George Rogers Clark, ate out his heart in bitterness because he could never achieve the return campaign to Detroit, the goal of all his endeavors. The Detroit armies of Bird (1780) and Caldwell (1782) inflicted grievous blows upon Kentucky, and that commonwealth still annually solemnly mourns the destruction of her manhood at the Blue Licks in 1782. British redcoats garrisoned Fort Miami, above Toledo, from 1792 to 1796, and President Washington sent three armies in succession (those of St. Clair, Harmar, and Wayne) northward from Cincinnati with the Maumee as their objective in 1790-95; and when the British yielded the northwestern forts to the United States in 1796 a detachment of soldiers from the Maumee first raised the Stars and Stripes over Detroit.

The War of 1812 opened in the Northwest, and the Maumee again resounded to the tramp of contending armies. General Hull pressed northward to disgrace and a felon's doom at Detroit. General Winchester led his Kentuckians to another mournful defeat at the River Raisin. General

Harrison built, and the British general, Procter, twice besieged Fort Meigs, and Harrison and Perry together achieved victory and military fame at Lake Erie and the Battle of the Thames. American rule in the Maumee Valley was thenceforth permanent and undisputed.

But peace has her achievements no less notable than those of arms. In 1816 the British and American governments entered upon that policy of border disarmament and peaceful diplomacy which, despite many strains, has endured for a century and a quarter. Michigan lost her Toledo strip to Ohio, but losing, gained instead the Upper Peninsula. The great canal connecting Lake Erie with the Ohio, whose abandoned ruins add much of present charm to the Maumee Valley, represents a great peace-time achievement whose solid glory was early obscured by the advent of the Iron Horse. In 1837 the Erie and Kalamazoo Railroad was put in operation between Toledo and Adrian. It was the first railroad in the Northwest, built when Toledo was still Port Lawrence. The entire population of Michigan was less than that of Grand Rapids today, and it is still one of the world's most prosperous and stable railroad corporations. Today, fur-trade and canal, red men and massacres are but dim memories; at either end of the Maumee are busy, prosperous cities, whose manufactures are distributed throughout the earth to make possible an easier and better way of life. Still, as of old, winter snows and summer sunlight refresh the beautiful valley; still the noble forests offer their restful shade to the wayfarer; still the dancing waters press onward toward their goal in the bosom of the Atlantic.—*Museum Echoes*.

WAY MAY BE OPEN FOR PUBLIC TO ACQUIRE FORT MIAMI AREA

State Banking Department Holds Historical Site As Payment of \$28,000 Debt; Post Was Scene of One of Bloodiest of Massacres in U. S.

BY RUSSELL BREMER

The blood and the smoke that transformed the civilization of North America are ingrained in the atmosphere and soil of the ancient site of the historic Fort Miami.

The fortress sat upon a terraced bluff of the Maumee River, commanding an inspiring view and a strategic military post.

It was the scene of one of the bloodiest massacres in the history of the United States, the scene of the butchery of 300 Kentuckians who fought against the British and the Indians in the war of 1812 for the possession of the territory that is Ohio and the United States.

The fort site is one of the treasured spots in Maumee not far from where Detroit Avenue runs into the River Road.

Sought As Memorial

In the last several decades several attempts have been made to obtain the site as an historical memorial to the Americans who died at the scene. These have failed, but now again, a way is believed to be open for the public possession of the priceless spot.

Common Pleas Court has approved the application of Newman R. Thurston, deputy superintendent of banks here, to take over the property from a debtor of the Ohio Savings Bank & Trust Co.

Residents of Maumee and others interested in the public possession of important historical scenes such as this, today declared that now is the opportune time to obtain it for the public, while it is in the hands of a public agency.

There is so much history revolving about the spot of land on the River that volumes have been written about it. Three major military campaigns centered about it and the Maumee area. The most dramatic bit of history hallowing the spot, is the defeat and slaying of Colonel Dudley and his brash Kentucky soldiers.

800 Spike Cannon

Colonel Dudley and 1,200 soldiers came down the river in 1813 to aid General Harrison at Fort Meigs. Before the contingent arrived at the fort, 800 of the men were sent across the river to spike the cannon of the British and Indians hidden in a gully at the end of what now is Harrison Avenue.

Their task finished successfully, the soldiers became so enthusiastic that they drove the British and Indians, of which there were thousands, two miles back into the woods.

Retreating from their victory the men were surrounded at what now is the Library Grounds in Maumee. Five hundred thus captured were taken to Fort Meigs which was the spear-head of the British operations from Canada. A few days later the British commander permitted the Indians to massacre the captured soldiers. The butchery was stopped and condemned by Tecumseh.

But the site has other historical significances. French trappers invading the wilderness established a trading post in 1680 that operated there for years. It was the scene of activities after the close of the Revolutionary war and activities in the French and Indian wars.

Brush-Tangled Scene

In recent years the site has become a brush-tangled scene, neglected excepting as a trysting place for lovers, a fishing scene, and, it was revealed a decade ago, a beach for occasional nude bathing parties.

About 15 years ago, it was the subject of a rather violent political battle, growing out of a proposal to abandon Michigan Avenue, which skirts the side of the property, for the benefit of abutting property owners. The village was offered \$20,000 to abandon the street. The bank today is getting the property for a debt of \$28,000. The land lies between the River Road and the river and between Michigan Avenue and Corey Street and comprises several acres. It overlooks the lower end of Pilliod's Island, commands the center of the main channel of the river and also the entire island. The back channel of the Maumee at this point flows into the main channel.