Mayor's Office.

Carter H. Harrison,
Mayor.

Chicago, Jan. 12, 1903.

Mr. William R. Harper,
Pres. University of Chicago,
C I T Y.

My dear Mr. Harper:-

I feel it an imperative duty to call your attention to the coal famine now existing in this city, and which is occasioning untold suffering among the poor.

I firmly believe that we can relieve this distress and break up any existing combine by raising a fund of generous proportions, as the railroad companies have guaranteed William R. Hearst to transport coal to this city as fast as it is bought at the mines.

The great-hearted people of Chicago have always responded promptly to any cry of distress and in as much as this case is most urgent, I am trusting in your generosity, to aid in its alleviations.

Please remit at once as the situation is pressing.

Yours very truly,

Carter H. Harrison

Chicago, Jan. 12, 1903.

Mr. William R. Harper,

Pres. University of Chicago,

C I T Y.

My dear Mr. Harper:-

I feel it an imperative duty to call your attention to the coal famine now existing in this city, and which is occasioning untold suffering among the poor.

I firmly believe that we can relieve this distress and break up any existing combine by raising a fund of generous proportions, as the railroad companies have guaranteed William R. Hearst to transport coal to this city as fast as it is bought at the mines.

The great-hearted people of Chicago have always responded promptly to any cry of distress and in as much as this case is most urgent, I am trusting in your generosity, to aid in its alleviations.

Please remit at once as the situation is pressing.

Yours very truly,

The University of Chicago
FOUNDED BY JOHN D. ROCKEFELLER
DEPARTMENT OF POLITICAL SCIENCE

+ 7.

Municipal Reference
To date

Dear Mr. Judson:-

I enclose list of those who volunteered to work for the Charter Amendment. Will you kindly present their case to the Council. What they want, is to have their cuts for trial day, Nov. 8th, restored.

Very respectfully yours

C. E. Merriam.

The University of Chicago
FOUNDED BY JOHN D. ROCKEFELLER
DEPARTMENT OF POLITICAL SCIENCE

The University of Chicago
FOUNDED BY JOHN D. ROCKEFELLER

DEPARTMENT OF POLITICAL SCIENCE

The following persons were engaged on Nov. 8th in working at the polls for the Charter Amendment.

g Hamilton I.C.
j Harper I.C. ✓
j Harper J. ✓
j Hostetter E.D. ✓
s McBurney T.N. ✓
j Mitchell J.
j Mitchell J.N.
s Mulvane R.P. ✓
d Mc Nall
g Peterson A.P.
j Pettibone C. ✓
u Smith E.G.A.
j Stiles D.M. ✓
m ~~Flannick~~ Winnick, J.B.
s Riley J.S. ✓
j Matthews

C.E. Merriam

The University of Chicago
FOUNDED BY JOHN D. ROCKEFELLER
DEPARTMENT OF POLITICAL SCIENCE

Harrison

Mayor's Office,
CARTER H. HARRISON,
MAYOR.

Municipal Reform

April 19th. 1898.

Wm. H. Harper Esq.
University of Chicago, City.

Dear Sir:-

Replying to your favor of the 13th. inst. would say, that I have no desire to postpone elections except in case of principal departments. Personally I would be glad to see rule adopted and at the same time have board adopt civil service instead of continuing to fight the law. Have asked Mr. Harris to let matter rest for the present.

Yours truly.

Carter H. Harrison

The Extension Division

The University of Chicago
FOUNDED BY JOHN D. ROCKEFELLER

CHICAGO February 21, 1901.

Good pair

My dear Mr. Peck:

We are trying to make a collection in the library of the University of Chicago of the municipal documents of the leading cities of the world. Of course, in this list Paris belongs in the first rank, and we should be very glad if you could persuade the authorities of the City of Paris to make the University Library a depository for at least one copy of every document which the city publishes. The enclosed list covers the regular publications issued by the city. If they could be obtained it would be a great addition to our facilities for the study of Municipal Government, and I believe a request from you to the proper parties, say the Prefect of the Seine, would secure the placing of the name of the library upon their regular list of parties to whom everything is sent.

Faithfully yours,

W. R. Harper

Ferdinand W. Peck, Esq.

Chicago, Ill.

My dear Mr. Peck:

We are trying to make a collection in the library of the University of Chicago of the municipal documents of the leading cities of the world. Of course, in this list Paris belongs in the first rank, and we should be very glad if you could persuade the authorities of the City of Paris to make the University Library a depository for at least one copy of every document which the city publishes. The enclosed list covers the regular publications issued by the city. It they could be obtained it would be a great addition to our facilities for the study of Municipal Government, and I believe a request from you to the proper parties, say the Prefect of the Seine, would secure the placing of the name of the library upon their regular list of parties to whom everything is sent.

Yours truly,

Ferdinand W. Peck, Esq.

Chicago, Ill.

OFFICERS

CHARLES R. CRANE
President
FRANK H. SCOTT
Vice-President
WALTER L. FISHER
Secretary
HENRY BARRETT CHAMBERLIN
Assistant Secretary
E. A. POTTER, Treasurer
American Trust & Savings Bank

Municipal Voters' League

56 PORTLAND BLOCK
107 DEARBORN STREET
TELEPHONE CENTRAL-3114
CHICAGO

FINANCE COMMITTEE

CHARLES L. BARTLETT, Chairman

CHAUNCEY J. BLAIR	CHARLES W. HINKLEY
JOHN BARTON PAYNE	HENRY R. EAGLE
JOHN V. FARWELL, JR.	LESSING ROSENTHAL
ARTHUR T. ALDIS	WALTER C. HATELY
HARRY RUBENS	EDWARD P. BAILEY
BRODE B. DAVIS	ALFRED L. BAKER
HARRY G. SELFRIDGE	ROBERT R. BALDWIN

May 20, 1902.

THE PRESIDENT'S OFFICE
1902 MAY 21
39

Mr. Wm. R. Harper,

Chicago,

Dear Sir:-

In the recent aldermanic election the Municipal Voters' League made a remarkably vigorous campaign.

It condemned 22 candidates. Of those 15 were defeated.

It approved 42 candidates, including those in wards in which more than one were acceptable. Of those 28 were elected; 36 being the number to be selected.

It even made a vigorous campaign in five wards heretofore deemed hopeless and in which the League has never undertaken any work. In two of these wards good men were elected, and in two of the other three the election was so close that contests are being made.

In addition to this the League has become a positive influence in the selection of candidates.

In helping to accomplish these results we have been at greater expense than ever before, and although the subscriptions in amount and the subscribers in number have exceeded any previous year, nevertheless the expense has exceeded subscriptions by about 25%.

In view of this situation we earnestly ask you, - Will you not further help us to the extent of 25% of the amount you previously sent us?

Very truly yours,

R. R. Baldwin
Chas. L. Bartlett
Harry G. Selfridge
Alfred L. Baker
Arthur T. Aldis
Brode B. Davis
Harry Rubens
John V. Farwell Jr.

Municipal Voters' League

56 PORTLAND BLOCK
107 DEARBORN STREET
TELEPHONE CENTRAL-3114
CHICAGO

OFFICERS

Charles R. Crane
President
Frank H. Scott
Vice-President
Walter L. Fisher
Secretary
Henry Barrett Chamberlin
Assistant Secretary
E. A. Potter, Treasurer
American Trust & Savings Bank

FINANCE COMMITTEE

Charles L. Bartlett, Chairman
Chauncey J. Blair
John Barton Payne
John V. Farwell, Jr.
Arthur T. Aldis
Harry Rubens
Bedde B. Davis
Harry G. Selfridge
Charles W. Hinkley
Henry R. Eagle
Lessing Rosenthal
Walter C. Hatley
Edward P. Bailey
Alfred L. Baker
Robert R. Baldwin

May 20, 1902.

Mr. Wm. R. Harper,

Chicago,

Dear Sir:-

In the recent aldermanic election the Municipal Voters' League made a remarkably vigorous campaign.

It condemned 22 candidates. Of those 16 were defeated.

It approved 42 candidates, including those in wards in which more than one were acceptable. Of those 28 were elected; 36 being the number to be selected.

It even made a vigorous campaign in five wards heretofore deemed hopeless and in which the League has never undertaken any work. In two of these wards good men were elected, and in two of the other three the election was so close that contests are being made.

In addition to this the League has become a positive influence in the selection of candidates.

In helping to accomplish these results we have been at greater expense than ever before, and although the subscriptions in amount and the subscribers in number have exceeded any previous year, nevertheless the expense has exceeded subscriptions by about 25%.

In view of this situation we earnestly ask you, - Will you not further help us to the extent of 25% of the amount you previously sent us?

Very truly yours,

Municipal Reform

May 12th, 1904.

Messrs. Haskins & Sells,

30 Broad St., New York.

Gentlemen:-

I am in receipt of your kind communication of April 27th, together with the excerpt from the annual message of Mayor Harrison. I am much interested in the information which it contains and thank you for sending it to me.

Yours very truly,

WRH

W. R. Harper

May 12th, 1904.

Messrs. Hastie & Bella,

30 Broad St., New York.

Gentlemen:-

I am in receipt of your kind communication of April 27th, together with the excerpt from the annual message of Mayor Harrison. I am much interested in the information which it contains and thank you for sending it to me.

Yours very truly,

W. R. Harper

HASKINS & SELLS
CERTIFIED PUBLIC ACCOUNTANTS
30 BROAD STREET
NEW YORK

LONDON, E.C.
30 COLEMAN STREET

CABLE ADDRESS "HASKSELLS"

CHICAGO
204 DEARBORN STREET

ST. LOUIS
LINCOLN TRUST BUILDING

CLEVELAND
WILLIAMSON BUILDING

PITTSBURG
FARMERS BANK BUILDING

NEW YORK, April 27, 1904.

Dr. William R. Harper,
President, University of Chicago,
Chicago, Ill.

Dear Sir:

Knowing that you will be interested in the reforms which have been accomplished in the accounting methods of the City of Chicago as a result of the work inaugurated by the Merchants Club, we take pleasure in handing you herewith an excerpt from the last annual message of Mayor Harrison. The Mayor refers specifically to the results accomplished during the last year in the administration of the police courts. While the showing made is very gratifying, the full measure of financial gain to the City on account of the better system of control appears by comparison of the income and expenses of the police courts for the last fiscal year with the income and expenses for the year 1901 - the fiscal period immediately prior to the introduction of the new system of accounts:

POLICE COURTS	1903.	1901.
Revenues (fees, etc.),	$163,680.43	$109,997.03
Expenses,	117,646.23	117,929.65
Revenue Surplus,	$ 46,034.20	
Revenue Deficit,		$ 7,932.62
Net Gain,	$ 53,966.82	

The total cost of the installation of the new accounting system to the City of Chicago was $78,750.00. The net increase in the revenue of one year in this one branch of the City's business was $53,966.82 - i. e. a loss of $7,932.62, sustained in 1901, was changed to a surplus of $46,034.20 in 1903. We think it will be evident that this very favorable showing is largely creditable to the work done as a result of the efforts of the Merchants Club. The comparison shows that while there was an increase of $53,683.40* in the revenue, there was a decrease of $283.42 in the cost of administration. The business of the police courts represents only a small portion of the total business of the City. The new accounting system introduced covers every branch and department of corporate activity.

We also call your attention to the Mayor's remarks concerning the work done on the Special Assessment Accounts. This work was originally undertaken by us for $65,000.00, but on account of having to reproduce original records which the laws required the City to have in its possession but which could not be found, the actual cost of the work to us was $176,250.66. The reproduction of these records in many instances necessitated search through Court and County documents and the incurment of expense not originally contemplated either by the City or by ourselves. For this excess of actual cost of services rendered over the contract price we have asked reimbursement from the City. Urging this on equitable grounds, it may be noted that the Mayor in his annual message states that, as a result of this work, $550,000 of delinquent taxes became recoverable by the City, and that over $400,000 of rebates have been dis-

* In some instances, the large increases which under the new accounting system have occurred in the revenues in certain of the City departments have been attributed to the increase in the business of the City. We hardly think, however, it is probable that any citizen will suggest that there has been an increase of 50% in the petty crimes committed in Chicago during the past two years.

tributed to property owners.

The excess of cost above stated does not allow for a dollar of profit to us, or for any remuneration for our organization and professional experience which made possible the carrying out of so great an undertaking. Although deficiencies in the records were early discovered, at no time might it have been known just what would be found missing until the work was accomplished. In the face of these obstacles we completed the engagement, carrying the financial burden ourselves, and now ask simply that the attention of the citizens of the City of Chicago be called to the facts, relying on intelligent public opinion for a proper consideration of the justice of the claim. It is in this spirit that this letter is addressed to you as a member of the organization through whose efforts the work was initiated and which contributed to its successful prosecution by the City administration.

Yours very truly,

Haskins & Sells

Certified Public Accountants.

Enc.

EXCERPT FROM THE ANNUAL MESSAGE SUBMITTED BY HIS HONOR, CARTER H. HARRISON, MAYOR OF CHICAGO, TO THE CITY COUNCIL AT ITS REGULAR MEETING, MONDAY, APRIL 11, 1904.

The necessity for providing funds promptly and in sufficient volume to satisfy all legitimate demands and sustain the city's credit has required the most constant watchfulness and attention. Every safeguard that has been devised by the business world for use in commercial transactions has been installed in the various departments in the city in order that the revenues may be conserved and the utmost economy practiced in expenses. Much of this work has devolved upon the Audit Bureau of the Comprtoller's office, whose usefulness is being constantly extended. For example, during the past year a Price and Material Division has been created, wherein prices on every purchase made by the city are carefully scrutinized and compared. The pay rolls of departments are also checked against original time books and their accuracy tested by an actual count of the employes while at work. The results have been gratifying not only in their moral effect, but in the fact that the economies resulting have placed the bureau on a self-supporting basis.

The records of the city's real estate have been revised and perfected, and careful attention has been given to the revenues from that source.

The most notable achievement in the history of special assessments was the successful culmination during the past year of the work of the accountants, Haskins & Sells, in adjusting the accounts and reqriting the records of special assessments from the time of the great fire of 1871. This work was in progress for nearly three years, and covered 4,300,000 individual assessments, aggregating $95,500,000. The work

EXCERPT FROM THE ANNUAL MESSAGE SUBMITTED BY HIS HONOR,
CARTER H. HARRISON, MAYOR OF CHICAGO, TO THE CITY COUNCIL
AT ITS REGULAR MEETING, MONDAY, APRIL 11, 1904.

The necessity for providing funds promptly and in sufficient volume to satisfy all legitimate demands and sustain the city's credit has required the most constant watchfulness and attention. Every safeguard that has been devised by the business world for use in commercial transactions has been installed in the various departments in the city in order that the revenues may be conserved and the utmost economy practiced in expenses. Much of this work has devolved upon the Audit Bureau of the Comptroller's office, whose usefulness is being constantly extended. For example, during the past year a Price and Material Division has been created, wherein prices on every purchase made by the city are carefully scrutinized and compared. The pay rolls of departments are also checked against original time books and their accuracy tested by an actual count of the employes while at work. The results have been gratifying not only in their moral effect, but in the fact that the economies resulting have placed the bureau on a self-supporting basis.

The records of the city's real estate have been revised and perfected, and careful attention has been given to the revenues from that source.

The most notable achievement in the history of special assessments was the successful culmination during the past year of the work of the accountants, Haskins & Sells, in adjusting the accounts and reporting the records of special assessments from the time of the great fire of 1871. This work was in progress for nearly three years, and covered 4,300,000 individual assessments, aggregating $95,500,000. The work

contains over 200,000 sheets of manuscript and typewritten matter, and is an invaluable record to both the taxpayers and the city, as it has enabled the taxpayer promptly to collect for excessive payments without the assistance of a tax expert; it has provided the city with a full knowledge of the special assessment obligations, and in many cases has pointed the means of liquidating them, and has promoted harmony in the relations between the citizens and the city government.

Among the financial benefits of this work are the recovery by the city of $550,000 of delinquent taxes, which had been lost sight of in past years, and the payment of rebates to property owners aggregating over $400,000.

By virtue of the systematic methods of accounting for special assessments and the careful administration of the special assessment funds throughout the year, the city was enabled to comply with the legal requirements for the payment of special assessment bonds, and bonds were called for payment at the end of the year aggregating $567,500. Additional payments have since been made as fast as funds have accumulated and a large saving of interest charges has thus been effected.

By a system of daily checking and constant supervision the Police Courts have finally been put upon a paying basis, the revenue from this source for 1903 being $163,680.43, and the expenses $117,646.23, leaving a net earning of $46,034.20.

---

contains over 200,000 sheets of manuscript and typewritten matter, and is an invaluable record to both the taxpayers and the city, as it has enabled the taxpayer promptly to collect for excessive payments without the assistance of a tax expert; it has provided the city with a full knowledge of the special assessment obligations, and in many cases has pointed the means of liquidating them, and has promoted harmony in the relations between the citizens and the city government.

Among the financial benefits of this work are the recovery by the city of $250,000 of delinquent taxes, which had been lost sight of in past years, and the payment of rebates to property owners aggregating over $400,000.

By virtue of the systematic methods of accounting for special assessments and the careful administration of the special assessment funds throughout the year, the city was enabled to comply with the legal requirements for the payment of special assessment bonds, and bonds were called for payment at the end of the year aggregating $827,500. Additional payments have since been made as fast as funds have accumulated and a large saving of interest charges has thus been effected.

By a system of daily checking and constant supervision the Police Courts have finally been put upon a paying basis, the revenue from this source for 1903 being $183,880.43, and the expenses $117,646.83, leaving a net earning of $46,034.20.

Municipal Govt

My dear Mr. Judson:—

In reply to your note of yesterday I am sending you in slightly altered form a copy of the letter which is being sent out by the Charter Convention to various persons interested in the problems of municipal government. I think that this will explain the work which I am doing for the convention as fully as you desire.

My assistants are Mr. Frederick D. Bramhall, former fellow in the Dept of Political Science and Miss Eleanor Murphy who was last year a scholar in the same department

Very truly yours

A. R. Hatton

The Law School
Aug. 22, 1906

62

ALEXANDER H. REVELL
CHICAGO

Jan.31, 1919

Mr.Harry Pratt Judson, Pres.,
Chicago University,
City.

Dear Mr.Judson:-

I wish to ask if you will not make a few notes of such observations as can be made with reference to the preliminary features leading up to the nominations for mayor in this city.

Sometime after the election is over, and no one may be charged with politics or a desire for office, either as a personal sacrifice or personal benefit, I want to have a meeting, if it may be arranged without publicity, if that is possible, of twenty or thirty men, for the purpose of discussing the question of "what is the matter with Chicago?"

In other words we have wonderful civic, non-political and commercial organizations, all doing excellent work, but the one great position of power in the city, namely: the chief executive of the city's business corporation is left entirely in the hands of a comparatively few men, most, if not all of whom have only their personal political interest to serve. This they often serve without regard to the best interest of the city.

Under the present political arrangement, the very foundation of all that is

best for the city is largely swept away,- its fair name; its protection from ills which attack a city; its real estate values (especially outside the loop); the education of its children, etc., etc. The selection of its chief executive- and for that matter all other officials- are the private choice of a small coterie of politicians, and no one- no organization- before the nominations, from sheer helplessness, fear or other reasons, raises a hand to prevent it.

I do not mean by this to harshly reflect on the bosses, or politicians. There may be a differenve of opinion on this. They may not be legislated out of existence but their power may be curbed. If one could put oneself in another's place-- be human at the same time--one might easily see how one might act exactly as the other man does. It is the inevitable result of conditions as they now are.

However, the City of Chicago goes on getting the worst of it. And even with the new constitution I doubt if the point shall be protected unless special work is directed on the pivotal something.

It is not at all certain that such a conference would result in benefit; at least it would do no harm. Sometimes there is profit to be had out of an inquest.

Some of us ought to be able to throw some light on the matter. If so, it would help the city that we are doing so much work for outside the realm of politics. And it might also help not only to bring the

right suggestion but develop the power to see it through.

What I have said regarding politics and politicians is applicable to both parties.

I am sending this letter to twenty or thirty leaders,- presidents of clubs, civic organizations, etc., and I have paid no attention to partisanship in said list.

We all have a costly privilege of bitter complaint between campaigns, when the fruitage of non-attention is all too plain. Am I hoping for too much when I imagine that men thoroughly tried up in their own personal matters, or in other very worthy movements, might be expected to give a proposition like this any time or attention?

If you have any comment or suggestion to make on the matter at the present time, you might give the propsition the benefit thereof. At least I would like a reply. This might decide for or against future action already referred to.

Hoping you will receive all this in the kindly spirit in which it is written, I am,

Yours very truly,

Chicago, February 8, 1919

Dear Mr. Revell:

Your note of the 31st of January I find on my return from a long absence. I certainly wish we could see our way through the jungle which seems to cover our local affairs. Sometime after election perhaps we shall have a chance to talk it over, as you suggest.

Very truly yours,

H.P.J. - L.

Mr. Alexander H. Revell
141 S. Wabash Avenue
Chicago

Chicago, February 8, 1919

Dear Mr. Nevell:

Your note of the 31st of January I find on my return from a long absence. I certainly wish we could see our way through the jungle which seems to cover our local affairs. Sometime after election perhaps we shall have a chance to talk it over, as you suggest.

Very truly yours,

H.P.J. - B.

Mr. Alexander H. Nevell
141 S. Wabash Avenue
Chicago

79

ALEXANDER H. REVELL
CHICAGO

May 15, 1919

Dear Mr. Judson:-

I am sending you a copy of a letter which I recently sent to Mayor Thompson. I do this because of the various meetings that have been held. Many citizens, men and women, have met with a view to the possible establishment of a huge organization composed of citizens who want very little, or nothing, from the City Hall, or other statesmen or politicians, except that they give us a decent, economical and fair administration.

I wanted you to know of my final action. I shall defer any work on said organization because of the interview given out by the Mayor. This interview indicates that orders have been given to his department heads regarding politics, etc., in their departments; also what appears to be a desire to give Chicago a rational, business administration. I am assuming that the Mayor will not demand of his department heads what he is not willing to do himself.

I do not mean that an organization such as is referred to above may not be considered later. It is my thought now as indicated in the letter to Mayor Thompson, to give him a chance to make good. If our properly elected officials do this, there is certainly no need of anxiety or arduous organization work on the part of you and me.

Yours very truly,

Alexander H Revell
Jr

(Copy)

May 13, 1919

Mr.Wm.Hale Thompson, Mayor,
Chicago.

Dear Mr.Mayor:-

As you know, I have taken occasion to criticise your policy in the past. You know also that every word of my criticism has been of a public nature and not personal. You have reason to know that I have had no desire to make it personal, prejudicial, or showing animosity. It has all been done in what is construed to be parliamentary and for the public good.

I have read with interest and pleasure your recent interview with your heads of departments. I wish to commend this attitude. It is the first time in the history of the City Hall, I believe, (unless there be one exception) that this position has ever been taken by a Mayor. I am assuming also that you, as Mayor, will not demand of your department heads what you are unwilling to do yourself.

I realize that actions speak louder than words. Just the same I think you mean what you say. In fact the greater percentage of value for you, as well as the City, lies in the thought expressed. Therefore, I for one, am willing to begin all over again and put myself right where I thought you put yourself the day after election, when you used the words: "Let bygones be bygones."

I say above "where I thought you put yourself," because the next day you issued the School Board statement. Your well chosen expression of the day before was at once reversed in the minds of many who would do their hardest fighting for the elimination of politics or of paying any political debts through that branch of service.

I am for Chicago and the best values and percentages which can be secured through any agency; hence this letter. I shall join with you at any time in working for the best interests of the city. I have had many visions and thoughts of work that might be done with ease by any Mayor who would make himself the actual Business Manager of a great corporation. If you do that, there is certainly no need for work, many were considering. This work might, or might not, bring together several hundred thousand voters, which lie quietly between elections.

(Copy)

May 15, 1919

Mr.Wm.Hale Thompson, Mayor,
Chicago.

Dear Mr.Mayor:-

As you know, I have taken occasion to criticise your policy in the past. You know also that every word of my criticism has been of a public nature and not personal. You have reason to know that I have had no desire to make it personal, prejudicial, or showing animosity. It has all been done in what is construed to be parliamentary and for the public good.

I have read with interest and pleasure your recent interview with your heads of departments. I wish to commend this attitude. It is the first time in the history of the City Hall, I believe, (unless there be one exception) that this position has ever been taken by a Mayor. I am assuming also that you, as Mayor, will not demand of your department heads what you are unwilling to do yourself.

I realize that actions speak louder than words. Just the same I think you mean what you say. In fact the greater percentage of value for you, as well as the City, lies in the thought expressed. Therefore, I for one, am willing to begin all over again and put myself right where I thought you put yourself the day after election, when you used the words: "Let bygones be bygones."

I say above "where I thought you put yourself," because the next day you issued the School Board statement. Your well chosen expression of the day before was at once reversed in the minds of many who would do their hardest fighting for the elimination of politics or of paying any political debts through that branch of service.

I am for Chicago and the best values and percentages which can be secured through any agency; hence this letter. I shall join with you at any time in working for the best interests of the city. I have had many visions and thoughts of work that might be done with ease by any Mayor who would make himself the actual Business Manager of a great corporation. If you do that, there is certainly no need for work, many were considering. This work might, or might not, bring together several hundred thousand voters, which lie quietly between elections.

I say this because if the interests of Chicago are reasonably protected by its accredited and elected officials, efforts to create new organizations and agencies, looking toward a larger measure of protection, would be like creating an army to kill a mosquito. In other words, perhaps there would not be even a mosquito to kill. The same results would be obtained by the elected and accredited officials. If so done, the anxiety, certainly unpleasant and arduous labor of citizen groups, composed of many or few, would be time wasted.

Please realize that I am not saying that such a group, or such an organization, small or large, would accomplish great results. A trial could be made, and the chance thereby given to the city. To repeat, therefore, if the idea at the base of your talk to your department heads, carried the thought as well as the word, all this would be unnecessary.

I merely wish to say in conclusion that I am with you for the best there is to be had out of any situation that may arise to confront Chicago in all its governmental departments, and trust you will receive this letter in the spirit in which it is written.

Thinking, therefore, only of and for the best, I wish for you every success in your second administration.

Yours very truly,

(Signed) Alexander H. Revell.

WHT-2

I say this because if the interests of Chicago are reasonably protected by its accredited and elected officials, efforts to create new organizations and agencies, looking toward a larger measure of protection, would be like creating an army to kill a mosquito. In other words, perhaps there would not be even a mosquito to kill. The same results would be obtained by the elected and accredited officials. If so done, the anxiety, certainly unpleasant and arduous labor of citizen groups, composed of many or few, would be time wasted.

Please realize that I am not saying that such a group, or such an organization, small or large, would accomplish great results. A trial could be made, and the chance thereby given to the city. To repeat, therefore, if the idea at the base of your talk to your department heads, carried the thought as well as the word, all this would be unnecessary.

I merely wish to say in conclusion that I am with you for the best there is to be had out of any situation that may arise to confront Chicago in all its governmental departments, and trust you will receive this letter in the spirit in which it is written.

Thinking, therefore, only of and for the best, I wish for you every success in your second administration.

Yours very truly,

(Signed) Alexander H. Revell.

Chicago, May 16, 1919

Dear Mr. Revell:

I beg to acknowledge your note of the 15th inst. with enclosed copy of your letter to the Mayor. I must confess to great skepticism on the subject. We have had four years of test of the Mayor, and what I understand to be his avowed policy with regard to the city schools makes it pretty plain that there is nothing coming from his administration.

Very truly yours,

H.P.J. - L.

Mr. Alexander H. Revell
141 S. Wabash Avenue
Chicago

Chicago, May 16, 1913

Dear Mr. Revell:

I beg to acknowledge your note of the 15th inst. with enclosed copy of your letter to the Mayor.

I must confess to great skepticism on the subject. We have had four years of test of the Mayor, and what I understand to be his avowed policy with regard to the city schools makes it pretty plain that there is nothing coming from his administration.

Very truly yours,

H.P.J. - F.

Mr. Alexander H. Revell
141 S. Wabash Avenue
Chicago

I am hoping that publicity may be avoided either before or after the conference.

48

April 3, 1919

Mr. Harry Pratt Judson, Pres.,
University of Chicago,
City.

Dear Mr. Judson:-

I would like to have the pleasure of your presence at the Chicago Athletic Club, Tuesday evening, April 15th, for dinner at seven o'clock.

The public matter about which I have already written you will be discussed.

Yours very truly,

Informal- dinner or business coat.

Ladies entrance: Madison St.
Gentlemen---either entrance.

XANDER H. REVELL
CHICAGO

April 3, 1919

Mr.Harry Pratt Judson, Pres.,
University of Chicago,
City.

Dear Mr.Judson:-

I would like to have the pleasure of your presence at the Chicago Athletic Club, Tuesday evening, April 15th, for dinner at seven o'clock.

The public matter about which I have already written you will be discussed.

Yours very truly,

Informal- dinner or business coat.

Ladies entrance: Madison St.
Gentlemen---either entrance.

Chicago, April 5, 1919

Dear Mr. Revell:

Your note of the 3d inst. is received. Thank you very much for your kind invitation for the 15th, but unfortunately a dinner engagement at my house prevents my having the privilege of being with you.

With best wishes, I am,

Very truly yours,

H.P.J. - L.

Mr. Alexander H. Revell
842 N. Michigan Avenue
Chicago

Chicago, April 5, 1913

Dear Mr. Revell:

Your note of the 3d inst. is received.

Thank you very much for your kind invitation for the 15th, but unfortunately a dinner engagement at my house prevents my having the privilege of being with you.

With best wishes, I am,

Very truly yours,

H.P.J. - K.

Mr. Alexander H. Revell
842 N. Michigan Avenue
Chicago