

11-7-1969

## City Club of Portland Bulletin vol. 50, no. 23 (1969-11-7)

City Club of Portland (Portland, Or.)

Follow this and additional works at: [https://pdxscholar.library.pdx.edu/oscdl\\_cityclub](https://pdxscholar.library.pdx.edu/oscdl_cityclub)



Part of the [Urban Studies Commons](#), and the [Urban Studies and Planning Commons](#)

Let us know how access to this document benefits you.

---

### Recommended Citation

City Club of Portland (Portland, Or.), "City Club of Portland Bulletin vol. 50, no. 23 (1969-11-7)" (1969). *City Club of Portland*. 250.

[https://pdxscholar.library.pdx.edu/oscdl\\_cityclub/250](https://pdxscholar.library.pdx.edu/oscdl_cityclub/250)

This Bulletin is brought to you for free and open access. It has been accepted for inclusion in City Club of Portland by an authorized administrator of PDXScholar. Please contact us if we can make this document more accessible: [pdxscholar@pdx.edu](mailto:pdxscholar@pdx.edu).

PORTLAND  
*City Club*  
BULLETIN

Mayfair Room • Benson Hotel  
Friday . . . 12:10 P.M.

PORTLAND, OREGON - Nov. 7, 1969 - Vol. 50, No. 23

*This Friday's program will be entirely devoted to City Club affairs.*

**PART I.**

**THE PORTLAND CITY CLUB FOUNDATION, Inc.**

A brief explanation of the purposes and activities of the Portland City Club Foundation, Inc., will be presented by **Foundation President Stetson B. Harman.**

**PART II.**

**Report of the  
CLUB ACTION COMMITTEE**

Printed herein for discussion, consideration and action on November 7, 1969 is the report of a special committee of the Board of Governors on "Club Action." The report will be presented by **Chairman Thomas B. Stoel.**

Other members of the Club Action Committee are: George D. Dysart, Burdette W. Erickson, Robert D. Holmes, Leo Samuel, Robert C. Shoemaker, Jr., Francis A. Staten, Samuel B. Stewart, Thomas Vaughan and Carleton Whitehead.

---

*"To inform its members and the community in public matters and to  
arouse in them a realization of the obligations of citizenship."*

---

**ELECTED TO MEMBERSHIP**

*Thomas L. Gallagher, Jr.*, Attorney. Deputy District Attorney: Multnomah County. Sponsored by George van Hoomissen.

*Robert J. Low*, Educator. Vice President for Administration: Portland State University. Sponsored by Dr. Gregory B. Wolfe.

*Solomon D. Menashe*, Executive Vice President: Oregon Physicians Service. Sponsored by Ray E. Vester.

*Charles Robinowitz*, Lawyer. Associate: Dusenbery, Martin, Beatty, Bischoff and Templeton. Sponsored by Sidney I. Lezak.

**PORTLAND CITY CLUB BULLETIN**

Published each Friday by the  
**CITY CLUB OF PORTLAND**

505 Woodlark Bldg. Portland, Oregon 97205  
Phone 228-7231

**ELLAMAE W. NAYLOR**, Editor  
and Executive Secretary

**MORRIS S. ISSEKS**, Archivist

Second Class Postage Paid at Portland, Oregon. Subscription rates \$6.00 per year included in annual dues.

**OFFICERS OF THE CLUB**

**Samuel B. Stewart** \_\_\_\_\_ President  
**Dr. Herbert W. Goodman** \_\_\_\_\_ President-elect  
**Rolph G. Alberger** \_\_\_\_\_ First Vice President  
**George M. Joseph** \_\_\_\_\_ Second Vice President  
**Leigh D. Stephenson** \_\_\_\_\_ Secretary  
**Charles Davis** \_\_\_\_\_ Treasurer

**GOVERNORS OF THE CLUB**

**Roger A. Bachman**  
**Ogden Beeman**  
**Arnold N. Bodtker**  
**Thomas P. Deering**  
**Lee Irwin**  
**Thomas Vaughan**

**RESEARCH BOARD**

**Rolph G. Alberger**, Chairman  
**A. M. Burdge** \_\_\_\_\_ **R. H. Huntington**  
**John H. Buttler** \_\_\_\_\_ **Peter L. Hurst, M.D.**  
**William F. Caldwell** \_\_\_\_\_ **Lyndon Musolf, Ph.D.**  
**Ross H. Coppock** \_\_\_\_\_ **Walter H. Pendergrass**  
**Stanton W. Allison**, Research Editor

**PROJECT PLANNING BOARD**

**George M. Joseph**, Chairman  
**William A. Comrie** \_\_\_\_\_ **Allen B. Hatfield**  
**Howard L. Glazer** \_\_\_\_\_ **Loren Kramer**  
**Gerson F. Goldsmith** \_\_\_\_\_ **Joseph W. Nadal, M.D.**  
**Rodney I. Page**

**CITY CLUB DUES:** Senior, members over 65 with 35 years membership, or over 70 with 15 years membership, \$5.00 per year; Regular, age 28 and over, \$30.00 per year; Junior, ages 23 through 27, \$15.00 per year; Student, ages 18 through 22, \$6.00 per year; Non-Resident, \$6.00 per year; Sustaining, those who contribute \$10.00 or more per year over and above the dues in their category for the Portland City Club Foundation, Inc. The regular **FRIDAY LUNCHEON MEETINGS** are held in the Mayfair Room of the Benson Hotel.

**RESEARCH TEAMS TO BE ESTABLISHED TO STUDY 14 STATE BALLOT MEASURES**

The 1969 Oregon Legislative Assembly has referred a total of fourteen measures to Oregon voters, six to appear on the 1970 May primary election state ballot, eight in November on the general election ballot.

City Club committees will be established to study each of the issues, **Rolph G. Alberger**, First Vice-President and Chairman of the Research Board has announced. The May measures will be formed first. These include.

**HJR 14**—Authorization to issue Pollution Control Bonds.

**HJR 16**—Repeal of section of Constitution regulating immigration (the section is in conflict with U. S. Immigration laws).

**HJR 19**—Amends Constitution to lower voting age to 19 years of age.

**HJR 25**—Provides for an exception the six percent limitation provision (to enable the Legislature to have flexibility in equalizing school property tax burdens within a county or a district).

**SJR 22**—Authorizes general obligation bonds to finance cost of state buildings and projects.

**SJR 23**—Provides for a new and revised state constitution.

Members interested in serving on any of the above committees may submit their names to the staff to be placed on the list for consideration.

Members are reminded that volunteering is not tantamount to selection, since every effort is made to maintain balance of interests, professions, age, experience and other factors. Members known to have an undue bias or a vested interest in an issue are found to be far more valuable to a report as a subjective resource person, rather than as a committee member where objectivity is needed.

**KOIN RADIO BROADCASTS**

**KOIN** Radio tapes each City Club luncheon program for broadcast Friday evenings at 10:15 p.m., as a public service.

**REPORT  
OF  
CITY CLUB ACTION COMMITTEE**

To the Board of Governors,  
The City Club of Portland:

**INTRODUCTION**

**Problem to be studied:**

The charge to the City Club Committee to study an action program (herein called the "Club Action Committee") reads in part, as follows:

"The committee shall study the desirability of the City Club's developing a program to secure the adoption of selected reforms recommended by its research committees and shall make recommendations for the establishment of whatever programs it considers desirable, including any necessary changes in the Constitution and Bylaws of the Club. In making this study, the committee shall consider among the matters which it deems pertinent:

- (1) The procedure for selecting research recommendations for action.
- (2) The different courses of action that may be undertaken and the procedure for selecting courses of action.
- (3) The financing of any action programs."

In addition the Committee was asked to consider "the desirability of the City Club's sponsoring the establishment of an independent organization that would be concerned with action on any community issue and not be limited to matters covered by City Club reports."

**SCOPE OF RESEARCH AND BIBLIOGRAPHY**

The Committee interviewed the following persons, either in committee meeting or in individual sessions:

Dr. Lyndon S. Musolf, Director, Urban Studies Center, Portland State University

Marvin Durning, Secretary, Forward Thrust, Seattle, Washington

Dr. Charles McKinley, former Professor of Political Science, Reed College and Portland State University

Douglas McKean, Political Editor, *Oregon Journal*

Beulah Hand, Vice Chairman, Metropolitan Area Perspective

The Committee also corresponded with the League of Oregon Cities, civic clubs in Atlanta and Detroit, and searched without success for available literature on the subject.

**BACKGROUND**

For at least the past twenty-five years, the City Club has internally and publicly assumed the role of a research organization, publishing the results of impartial investigations by its research committees, and declining to take affirmative action to give effect to recommendations of a committee. As pointed out in a 1963 report of the Committee on Expansion of Public Coverage of the City Club:

"The City Club policy on this matter might be summarized then as follows: The Club sees itself as an impartial research organization; it has been content to obtain moderate community coverage of the results of its committee investigations through publication of the committee recommendations and has intentionally and deliberately refrained from attempting to secure affirmative community action on those recommendations; it has obtained short-lived publicity for committee reports through the newspapers

and the KOIN broadcasts; finally, it has expected that where Club members are speaking in public and are identified as members of the City Club committee which studied the subject under discussion, it will be made clear that the speaker is not an official representative of the Club."

The Fiftieth Anniversary of the Club in 1966-67 prompted the Board of Governors to examine this traditional position to see whether it should be modified to permit the Club to take action on recommendations of a research committee. The charge to the Club Action Committee sets forth two reasons for such an examination:

"First, many of the Club's best research reports never result in any positive action, with a resultant waste of many hours of work by Club members and staff and loss to the community of needed reforms. Second, Portland lacks an effective citizens' organization devoted to securing acceptance of programs for civic betterment."

Dr. Charles McKinley, in remarks on the occasion of the Fiftieth Anniversary, suggested that the Club's non-action policy may have had a detrimental effect on community reforms. He reasoned that by diverting the efforts of community leaders into research rather than action, the Club had decreased the likelihood that needed action would be taken.

As subsequent portions of this report will make clear, "action" in support of the recommendations of a City Club committee might be of several types of varying degrees of intensity. Generally in the discussion which follows, the term "action group" is applied to organizations which are prepared to expend their financial resources and devote the efforts of their members to attain their goals through whatever legitimate means may be required, including direct political action.

## LACK OF AN ACTION GROUP IN PORTLAND

The Committee believes that Portland has suffered from the lack of an action group or groups concerned primarily with civic betterment over a broad spectrum of problems. Perhaps the only continuing organization which can be classed as an action group of this type is the League of Women Voters. Recently a large group called Metropolitan Action Council has been formed for the purpose of taking action on a broad range of matters of concern to the metropolitan area. It is too early to determine the effectiveness of this group in bringing about needed reforms.

On the other hand, there is an abundance of research and planning organizations such as: The City Club, Metropolitan Area Perspective, Metropolitan Study Commission, and the Urban Studies Center of Portland State University. In short, there is an ample supply of information but a dearth of organizations translating the research information into action.

It has been a frequent complaint of City Club members who have served on important research committees that City Club research reports often die shortly after publication so far as either public action or continued public notice of them is concerned. Occasionally Club reports and recommendations have sparked the formation of action groups which have been heavily staffed with former members of the City Club committee producing the report. The reports on the form of City government and on the Portland Zoo are examples of this. On the other hand, there is no doubt that City Club committee members often suffer from a feeling of futility and frustration because no tangible results seem to flow from a City Club report to which they have devoted an unusual amount of time and effort.

### Fulfillment of Need for Action Group

Assuming that a need exists in Portland for an action group or groups, how can this need be filled? Based on the evidence it has gathered, the Committee is doubtful whether any single, permanent organization such as the City Club can provide the required type of action in all areas of civic concern. These doubts arise from the following considerations:

- (1) The Committee has not located a permanent, successful, effective organization of this type in any other city.

- (2) A single, permanent organization, ready to spring into action with respect to any measure of city civic reform, is likely to be overly diffuse in its aims. An action organization will be most effective if it is based on fairly narrow interests of the members of the organization, i.e., such matters as schools, parks, transportation, race relations, etc.
- (3) If an action group is large enough to cover all fields of civic reform, then it is likely to be too large to be effective. There will be many who will not be strongly interested in a particular action program and if they have to be consulted and kept informed, such uninterested members will represent dead weight as far as that program is concerned. The possibility of delay where a large membership has to be informed and permitted to vote on matters, may make it impossible to get an action program under way within prescribed time limitations. Also, the likelihood of different factions within the organization pressing for priority of their particular areas of interest is enhanced if the organization is fairly large.
- (4) Where a permanent action organization attempts to cover all areas of civic concern, the special interests groups already in the field will often be jealous of their prerogatives and will not willingly cooperate with the action organization. For example, parent-teacher groups, and teacher organizations may be jealous of their position with respect to school matters. Outing clubs, garden clubs and parent-teacher groups may be slow to cooperate with a permanent action organization in the parks and recreation field. On the other hand, if the new action organization can stress its temporary character, these special interest organizations will be reassured and it is more likely that their cooperation and support will be obtained.
- (5) Permanency is likely to fix on an action organization a "do-gooder" label that will repel some individuals and groups whose support may be necessary for a particular measure.
- (6) Any organization which presses for action will make some bitter enemies on some issues. If the organization is permanent the enmities will be carried over to unrelated issues. For example, if a permanent action organization decided to give priority to a sewer bond issue over a school bond issue, it might not be able to obtain the support of the special interest school group when the action organization turns to support of a parks and recreation measure or a race relations measure.
- (7) It appears to be difficult to get leaders of the business community permanently committed to a single organization. A lack of support by such leaders and lack of financing from them would make some action programs impossible.
- (8) The experience of the "Forward Thrust" organization in Seattle indicates the desirability of gathering groups supporting various objectives into one temporary organization, with each of the separate groups pledging reciprocal support for all of the programs being sponsored.

Stated more affirmatively, it may be concluded that a group capable of maximum effective action on controversial matters will have some or all of the following characteristics:

- (a) It will be temporary in nature, formed for a particular purpose or particular purposes. Its goals may be fairly narrow with a membership of people highly motivated toward that goal, or it may combine in a single organization groups seeking different goals but pledging reciprocal support for all of the aims of the organization.
- (b) Total membership should not be large. Despite the size of the projects which the Forward Thrust organization sponsored, its membership was held to 200 people.
- (c) If the organization is attempting to achieve success for a major election measure, it should have access to sources of financing and paid staff as well as volunteer staffing. These normally will have to be furnished from

the business community, although various public and private agencies may be able to provide staff help in research and planning.

- (d) If the action involves a controversial political measure then the organization should attempt to obtain the cooperation and help of political leaders such as the City Council or County Commissioners as early in the program as possible. Also, it should attempt to give the political leaders as much credit for the action and as much favorable political exposure as possible.

An example of an action group which had many of the attributes suggested above is the committee formed in Portland in the spring of 1968, to support the measure for a new tax base for School District No. 1. It was successful in obtaining the passage of this measure.

### **City Club as an Action Group**

Based upon the considerations described above, the Committee has concluded that the City Club should not attempt to become an action organization on a continuing, permanent basis ready to take action on a broad range of civic matters. The Committee believes, however, that the effectiveness of the Club might be increased in at least three ways:

- (1) The Committee suggests that there are some research reports of City Club committees in relatively noncontroversial areas with respect to which the Club could press for action in spite of the various difficulties described in the criteria for effective action groups above.
- (2) The Committee is of the opinion that publicity devices of the type suggested in the May 15, 1963 report of the Committee on Expansion of Public Coverage and summarized below under the heading "Types of Action to be Undertaken" have not been fully exploited. It suggests that the impact of City Club research reports and recommendations could be substantially increased by experimenting further with methods of publicizing the results of the Club's work.
- (3) In a letter to the Board of Governors dated August 27, 1968, the Committee discussed and recommended the creation of standing committees to observe and report on particular agencies of local government. It re-endorses those recommendations.

The Committee's suggestions for implementation of points (1), (2), and (3) are outlined below:

### **Proposal for Action on Selected Research Reports: General Comments**

Since this is clearly a new and untried venture, the Club should proceed somewhat slowly and experimentally, both in its selection of subjects for action and in determining what types of action are most appropriate. Actually, the two problems are intertwined; that is, in many instances the appropriateness of a particular subject for action will depend upon the kind of action which is proposed. This point should be kept in mind in weighing the discussion which follows relating to the selection of subjects for action by the Club.

### **Selection of Subjects for Action**

Except for action by the Standing Committees, discussed under the heading "Creation of Standing Committees on Local Agencies of Government," the Committee recommends that action by the Club be limited to subjects which have been recently explored in depth by a research report.

In general, the Club should experiment with broad civic issues affecting either the local area or the entire state. At the outset, at least, it should avoid highly controversial, politically charged issues which are likely to cause divisions within the Club. It should be kept in mind, however, that an issue may be highly controversial in the community generally and, at the same time, be one where Club members almost unanimously agree with the recommendations of the Club's research committee. In such a case it would be appropriate for the Club to act. The ballot

issue presented in the May 1968 election providing for a new tax base for School District No. 1 is an example of such an issue.

It should also be said that the fact that an issue on which a City Club research report has been published may be characterized as "highly controversial" and "politically charged" should not deny that report wide dissemination and effective public exposure. With respect to such issues, Club action through employment of some of the publicity devices suggested below and through appearances of Club representatives in public discussions of the issue may be appropriate.

### **Procedure for Deciding When Action is Appropriate**

The Committee thinks it important that no recommendation as to action appear in the report published by a research committee. The decision whether any action will be taken with respect to a particular report would be made by the Board of Governors *after* the report has been presented and voted on by the Club members. In its discretion, the Board of Governors may ask the research committee to assist the Board by appending to the report the committee's recommendation with respect to action. Also, it may be anticipated that in some cases the Board of Governors will call the committee back after presentation of the report for assistance and consultation as to the desirability of action.

### **Types of Action to be Undertaken by the Club**

The following types of action are recommended for use when the Board finds them appropriate:

(1) The City Club should affirmatively make arrangements for appearances of City Club representatives before governmental bodies to urge a particular action. The Club president, after such consultation with the Board as he deemed desirable, would be authorized to appoint a representative or representatives for such appearances and the Club office would assist with the arrangements. The representatives would most often be chosen from the committee making the report but the President would be authorized to select other Club members. Guidelines and instructions would be developed to inform Club representatives as to the limits of their authority and the most effective way of presenting their material to a particular agency. Included in such guidelines would be a formal statement setting forth each speaker's position as a representative of the Club.

(2) The Board of Governors in its discretion should specifically urge Club representatives or, where the request comes to the Club, should authorize Club representatives to appear on radio and television programs in panel discussions or interviews, and as speakers before community groups. To insure the availability of such speakers and to publicize their availability, it would be desirable to appoint a panel of speakers on a particular subject and to have the Club seek opportunities for members of the panel to appear.

(3) It would be worthwhile to write organizations of all kinds—service clubs, Parent-Teacher Associations, study groups, social clubs, church and fraternal societies—to inform them of the readiness of Club representatives to speak on various topics. In some instances it may be profitable to furnish the organization with copies of research reports, either on a continuing basis, or on request in particular instances. Inquiries should be sent to political science teachers in Oregon high schools and colleges—particularly in the Portland metropolitan area—to find out whether they can make use of selected reports.

(4) The possibility of using TV Channel 10 for the presentation of committee reports and panel discussions should be explored.

As a specific example of the foregoing recommendations, it may be helpful to reflect on the possibility of Club action with respect to the recent (1968), relatively noncontroversial research report on Bail and Other Pretrial Release Procedures. Presumably, such action might be initiated by a request from the Board of Governors to the research committee (supplemented perhaps by requests from other Club members particularly interested in the project) to outline and undertake procedures designed to put into effect the recommendations in the report. Such action might include (i) conferring with the Portland City Attorney's office, the Multnomah



County District Attorney and the State Association of District Attorneys and the Municipal Court and Multnomah County judges, (ii) gaining the help of interested legislators, (iii) insuring that enabling legislation was drafted, (iv) appearing before legislative committees, and (v) securing general public support through the news media and by appearances before interested organizations.

### **Creation of Standing Committees on Local Agencies of Government**

In mid-1968 the Board of Governors and this Committee studied a proposal to appoint Standing Committees to observe and report on programs of particular agencies of local government or agencies handling matters of local concern. At that time the Board had under consideration three agencies: School District No. 1; the Portland City Council, and the Model Cities program. This Committee's comments and recommendations were furnished to the Board in its letter of August 27, 1968, which stated in part:

"1. It is the belief of the Club Action Committee that it is appropriate for the Club to move into this field, but that the Board of Governors should view the program as experimental and should introduce it on a restricted basis. It also believes that the program should be built around the Project Planning Board rather than through the creation of independent Standing Committees reporting directly to the Board of Governors, and that it should be emphasized that one of the major functions of the Standing Committees is to keep informed of pending or developing issues for City Club study.

"2. *Structure of Standing Committees.* The proposed committees might be created as subcommittees of the Project Planning Board with the membership of the committees being appointed by the Board of Governors, preferably on a revolving basis so that they will not become static and so that there will be no embarrassment about replacing members. As an alternative, the Chairman might be appointed by the Board of Governors on the recommendation of the Project Planning Board, with the Chairman then choosing his committee subject to the approval of the Project Planning Board. The Action Committee suggests that responsibility for communications between the Project Planning Board and the Standing Committees be assigned to a Project Planning Board member who would also have general supervisory powers of the same type as are exercised by the Research Board Advisor, and that, normally, neither the Chairman nor any member of the Standing Committee would be a member of the Project Planning Board.

"The size of a Standing Committee would vary in accordance with the scope of the duties assigned it. As noted in your outline, the Standing Committee for School District No. 1 would probably be smaller than the committees assigned to the Portland City Council and its related agencies, and to the Model Cities program. It is suggested that, in any event, a Standing Committee be started with a comparatively small number since it will be easy to make additions if they are required. It is also suggested that the Board be encouraged to recruit younger members of the Club for these committees in order to sustain their interest in activities of the Club and to provide an avenue for the emergence of future leaders of the Club.

"We suggest that the Standing Committees report to the Project Planning Board which could refer reports to the Board of Governors or to the Research Board, as deemed appropriate.

#### *"3. Proposed Pilot Programs.*

"*School District No. 1.* The first of the Standing Committees described in the Board of Governors' outline is assigned to the Board of School District No. 1. Jurisdiction over outlying school districts and community colleges is expressly excluded. The Club Action Committee agrees (i) that District No. 1 is an appropriate agency with which to experiment in this matter of Standing Committees and (ii) that outlying school districts and community colleges should be excluded at the outset. It would leave for future con-

sideration the creation of Standing Committees to cover community college boards and outlying school districts. It suggests that the status of the School District No. 1 Budget Procedures Committee, created in 1966 by the Board of Governors in response to a recommendation from the Research Board, be reviewed to determine the proper relationship between it and the proposed Standing Committee of School District No. 1.

*"Portland City Council and Related Agencies.* In view of the difficulties which have arisen from time to time in the past between the City Club and the Portland City Council, the Club Action Committee suggests that before any appointment of a Standing Committee to observe and report on the Council or its subagencies, the Board of Governors consider naming some emissaries from the Club to discuss the matter preliminarily with the Mayor and members of the Council to explain and explore the functions of such a Standing Committee and to seek cooperation of the Council.

*"Model Cities Program.* The Model Cities program seems to be an appropriate area for a Standing Committee of the type which is contemplated.

"4. *Functions of Standing Committees.* Among the functions of the proposed Standing Committees, the following seem appropriate to the Club Action Committee:

"(a) A Standing Committee would observe the work of the agency to which it is assigned, and where it found need for a research study, would recommend the area for research and would be in a position to set forth the background and reasons for its recommendation.

"(b) A Standing Committee would prepare informational reports of various types.

"(i) It might submit a report setting forth the elements of a problem and how the agency was moving to meet it. These reports might be somewhat journalistic in style, but would give more background and analysis than most newspaper or news magazine treatment.

"(ii) If the agency was not acting on a problem which had been reported by a Research Committee or the Standing Committee, the agency's failure could be tactfully pointed out and, in appropriate cases, affirmative suggestions for action could be advanced. If the proper rapport had been established with the representatives of the agency, it might be that the suggestions could be made in informal discussions, and if the agency responded, the Standing Committee's report could give the agency credit for the action.

"The length and format of the reports of the Standing Committees will, of course, vary and should be the subject of experiment. The publication of the reports in full or in summary form and distribution of such reports would be subject to the decision of the Board of Governors."

### **Adoption of Action Procedures as Club Policy**

The Committee believes that after some experimentation with the foregoing proposals for action by the Club, it would be well for the Board of Governors to adopt as Club policies those procedures which survive the seasoning. Such action by the Board would not mean that the procedures should not be under constant scrutiny to see whether desirable improvements could be made. However, adoption as Club policy of specific limits on permissible action would help to avoid impetuous responses to pressures for more direct action which might later be regretted by the Club.

### **Action Programs as a Divisive Force Within the Club**

Any community organization which takes a public stand on controversial issues will arouse antagonisms among its members. Each Board of Governors of the City Club has found that after publication of some research reports or presentation of some speakers at the weekly luncheons, there will be strong letters of protest and

resignations from the membership. The Club has survived and, indeed, has thrived despite these tempests.

It is clear, then, that the fact that some members will be unhappy with particular action programs should not be an automatic barrier to institution of such programs. The question is one of degree: Will the antagonisms run so deep and involve so many members that the usefulness of the Club and its continued existence with its present character will be threatened? One of the valuable characteristics of the Club (noted in the charge to this Committee) is that it is "composed of men with a variety of social and political perspectives united by a common concern for the welfare of the community." It is remarkable that in the fifty years of its existence it has never been captured by or become the arm of any partisan political group. The danger that it might be so captured is greatly enhanced if the Club pledges all its resources to action on a highly controversial, political issue.

For example, suppose that the Club's staff, financial resources and much of its membership had been mobilized into action to gain a favorable vote for its research committee's recommendation of a strong mayor form of government for Portland. It is possible that three or four hundred members might have felt so strongly in opposition to the recommendations that they would have resigned from an organization which was using their membership and their dues in a political campaign to further the program they opposed.

In the preceding sections of this report, the Committee has made some limited and admittedly cautious proposals for action. It believes that the risk of dividing the Club or changing the present character of its membership by engaging in the suggested types of action is relatively slight and is far more than balanced by the positive values of the actions which are proposed.

### **Sponsorships by City Club of an Independent Action Organization**

The charge to this Committee included a request that it "consider the desirability of the City Club's sponsoring the establishment of an independent organization that would be concerned with action on any community issue and not be limited to matters covered by City Club reports." The Committee has expressed strongly in earlier portions of this report its doubt that any single, permanent organization can provide effective action in all areas of civic concern. Because of this doubt, the Committee believes that the cause of civic reform would not be benefitted if the Club were to establish an independent action organization. Having reached this conclusion at the threshold of its consideration of the matter, the Committee did not go on to explore the difficult problems of financing and control of such an organization.

## **CONCLUSIONS**

Stated in summary form, the Committee's conclusions are as follows:

(1) A single, permanent organization such as the City Club cannot be an effective "action group" seeking, by direct political action, to secure acceptance of programs for civic betterment.

(2) The Committee's doubts as to the ability of any single, permanent organization to provide effective action in all areas of civic concern lead to its further conclusion that the Club should not attempt to establish or sponsor an independent action organization.

(3) Effective political action on controversial issues is best obtained by temporary organizations devoted to particular goals. Such organizations may be newly formed by interested individuals or may represent an amalgamation of several special interest groups.

(4) The impact on the community of many research reports of City Club committees can be increased by various types of limited action and by additional efforts to publicize the reports and recommendations. The possibility that these limited action programs and publicity devices will be divisive forces threatening the Club's existence is overbalanced by the positive values of the proposed actions.

## RECOMMENDATIONS

The Committee's affirmative recommendations may be summarized as follows:

(1) The Club should experiment intensively and on a continuing basis with methods of publicizing results of the Club's work. Specifically, your Committee recommends the following procedures which are set forth in detail on page 87:

(a) The establishment of procedures for members to appear as representatives of the City Club on radio and television and as speakers before community **groups**.

(b) The establishment of procedures for publicizing the availability of members for these purposes.

(c) The exploration of the possibility of using television Channel 10 for the presentation of discussions of Club reports.

(2) The Board of Governors should put into effect the procedures proposed on pages 86 and 87 for selection of subjects for action and for deciding when action is appropriate.

(3) The Board of Governors should devise procedures under which City Club representatives will appear before governmental bodies to urge a particular action which has been recommended by a City Club report.

(4) The Board of Governors should proceed with the creation of standing committees to observe and report on particular agencies of local government and agencies handling matters of continuing local concern.

Respectfully submitted,

George D. Dysart  
Burdette W. Erickson  
Robert D. Holmes  
Leo Samuel  
Robert C. Shoemaker, Jr.  
Francis A. Staten  
Samuel B. Stewart  
Thomas Vaughan  
Carleton Whitehead  
Thomas B. Stoel, *Chairman*

## **YOU CAN'T CHANGE A COMMITTEE'S DECISION ON REPORTS**

There has been some misunderstanding among members of both the Club and the community, about a research committee's vulnerability in its conclusions and recommendations.

City Club reports are composed by members of the committee. There must be total agreement on the background and factual material (which usually point to undisputed conclusions and recommendations by the committee). If there are differences in interpretation of the factual materials, the dissenting committee member or members must furnish a minority opinion which sometimes includes entire discussion, conclusions and recommendations sections.

However, at no time can either the Research Board or the Board of Governors alter the committee's conclusions or recommendations. The responsibility of these Boards is to determine if the substance of the report adequately documents and supports the decisions of the committees.

City Club officials understand that in some civic organizations, if a committee reports on an issue and its Board disagrees with the committee's opinion, that opinion could be changed! The City Club of Portland guards its committees' rights zealously.

No report is official City Club opinion until it is adopted by the membership. Reports are published in ample time to be read by the membership and are scheduled for presentation, discussion and action on a named date.

Members disagreeing with any or all recommendations of a report may not "rewrite them on the floor". However, the membership can accept or reject the entire report, or can accept the report with the deletion of one or more of its recommendations. This latter action prevents the loss of an entire, valuable report if there is objection to only one or more recommendations, and there is less danger of "throwing the baby out with the bathwater".

Rejection of a study because of single issues within them could discourage its members from participating in future research assignments. Months and often years of volunteer research, in countless

## **SHOEMAKER NAMES TEN TO METRO SERVICE DISTRICT COMMITTEE**

Robert C. Shoemaker, Jr., chairman of the City Club study committee to report on the county's proposal for a Metropolitan Service District, has named the following members to his study team:

Robert M. Brown, M.D., Physician; Ray C. Chewing, Consulting Engineer; Allen D. Cover, retired Engineer; Stephen B. Herrell, Attorney; P. Dean Janney, Certified Public Accountant; Boyd MacNaughton, Jr., Production Engineer; Dr. Guenter Mattersdorff, Professor of Economics; Milo E. Ormseth, Attorney; George C. Sheldon, Architect and Michael H. Schmeer, Attorney. Dr. Lyndon B. Musolf serves as research advisor from the Research Board.

The committee, which will review the Metropolitan Services District Act and its implications for this area, is scheduled to report to the membership no later than July, 1970, unless a ballot measure is scheduled on the issue. In that case, the report will precede election day by at least 21 days.

---

## **EXPERT ON CRIMINAL LAW SPEAKS NOV. 14 ON LAW ENFORCEMENT**

Fred E. Inbau, Professor of Criminal Law at Northwestern University and President of "Americans for Effective Law Enforcement" will address the City Club on Friday, November 14th on the topic "Misconceptions Regarding Lawlessness and Law Enforcement".

Mr. Inbau last spoke to the City Club in July, 1961 on the topic "Fair Play".

In addition to serving as Editor-in-Chief of the Journal of Criminal Law, Criminology and Police Science, Mr. Inbau is also author and co-author of many pertinent publications.

---

man-hours, impossible to tag with a dollar value, are poured into the Club's research efforts which have served as catalytic agents for both private and public community action for the past 53 years.