My dear Herbert:

Thank you for forwarding Edgar's letter and your answer. I am returning his letter, as you requested.

I would have preferred discussing this with you orally, but since you will not be back before I leave for the summer, I am going to write you very confidentially.

My feeling is briefly this. The constituent agencies are now in a position where they feel they must jockey for status and for large funds. I am certain that the United Palestine Appeal would get as large an amount of money as possible, whether or not the money could be advantageously expended. We who have been so active in the raising of funds have (and this probably does not include you) not been as critical as we should have been in our appraisals of expenditures.

My great fear is that more and more the lay leaders are allowing the executive directors to take over, and frankly I don't trust some of them. Joseph Schwartz is to my mind a great man, but I don't think he is at all a good administrator and I am certain that money in large sums is wasted in the Joint Distribution Committee. I realize that some of this waste is inevitable, but I think it goes beyond that.

The third agency - the United Service for New Americans - is subject to constant criticism and I myself don't know how much of it is justifiable. I do think that when so many people are dissatisfied with the service an organization renders, it merits close inspection.

Most of this I have not expressed to anyone until now, not even to Edgar since I did not want to jeopardize his interest in the United Jewish Appeal, but these are some of the questions that have plagued me and why I felt that an overall group composed of men such as you was necessary. Too many
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of us have taken too much on faith, I truly feel.

    I am open-minded as to having non-Jewish membership on such an over-all council, but I am certain in my own mind at least that such a council should come into being.

    I would appreciate it if you would write me frankly, as I have written you, and I would of course hold any such communication in the strictest confidence. My address is Box 122, Croton-on-Hudson, New York.

    With warm greetings to you and Edith and the hope that we will meet soon in the fall.

    Cordially,

    [Signature]

P.S.: I am leaving July 21st, and if you have the time and the inclination I would appreciate an answer before then.

Governor Herbert H. Lehman,
Whiteface Inn,
Whiteface,
New York.