

a George F. Baker  
First National Bank  
8 N Y  
1921

PERSONAL

June 13, 1921.

My dear Mr. Baker:

We have only within the last few weeks been able to conclude the final accounting of the expenses of the various Liberty loans, and determine to what extent, if any, expenditures made by the organization could not be reimbursed by the Treasury under existing law, or rules of the Department. We find that the total amount of such items that cannot be reimbursed is \$2,535.97. Of this sum, the Federal Reserve Bank is able to absorb \$2,229.74. The remainder, \$306.23, I have paid personally.

The Liberty Loan Committee passed a resolution, agreeing personally to assume certain charges, up to a limited amount, which as I recall was \$1,000. If the members of the committee care to pay their respective shares of this sum, the amount of each committeeman's proportion will be \$23.55.

Had these operations been conducted since the passage of the Volstead Act, it would not have been necessary to ask the committee to make any contribution.

Yours very truly,

George F. Baker, Esq.,  
2 Wall St.,  
New York, N. Y.

ES:MM



JUN 15 1921

June 14 1921

Dear Governor Strong:

I have your note of the 13<sup>th</sup> and it gives me pleasure to reimburse you for amount you paid for me.

Yours very truly,  
Geo. F. Baker

Hon. Rev. Strong

Mr Baker had to leave for the day after dictating above

June 15, 1921.

My dear Mr. Baker:

I thank you for the remittance of \$23.55  
enclosed in your favor of June 14.

Yours very truly,

George F. Baker, Esq.,  
2 Wall Street,  
New York, N. Y.

GB:MM

b  
# E. A. de Lima  
president  
Battery Park  
National Bank

1914?

*Fed m 2*

Address Made by

**MR. ELIAS A. de LIMA**

President of the Battery Park National Bank  
of New York

Before the

**CITY CLUB of ROCHESTER, N. Y.**

**The Federal Reserve Act  
Its probable effect**

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Sent out with the Compliments of George H. Paine, Philadelphia, Pa.

It has properly been said that the Federal Reserve Act is the greatest piece of legislation we have ever had in the country; and we may well add to that statement, by saying that in its far-reaching effect on our development it will stand only second to the Declaration of Independence. This may seem like a very broad statement, but if that ancient document insured for us Life, Liberty and the pursuit of Happiness, then an act which tends to facilitate the fulfillment of those blessings to our economic being is entitled to rank next to the declaration itself.

In our discussion to-day it will be scarcely possible to enter fully into the details of the Act, and we may touch only on the salient points.

Before taking it up, however, it will be best for us to glance for a moment, by way of contrast, at the conditions under which we have been working during the past fifty years.

#### BANK NOTES.

The National Bank Act took its final form in 1864, and while it has been popularly known by that name, I wish to call your attention to its official title, which was: "An Act to provide a national currency, secured by a pledge of United States Bonds, and to provide for the circulation and redemption thereof." It was never a Bank Act in the true sense, and while it has been amplified and surrounded by regulations and decisions of the Treasury Department to fit the needs of banking as they developed, it was essentially and confessedly a measure whereby the Bonds of the Nation could be marketed. The Bank notes that resulted from this operation were merely fractional parts of the Nation's credit, and bore no relation whatsoever to the varying needs of the country's business. The present total of these notes is something over seven hundred and fifty millions of dollars, and at that amount it remains with slight variation from one year's end to the other, and with no co-relation to the demand for circulating medium; so that we have either a plethora or a scarcity. The great drawback, therefore, to this form of note issue was its rigidity. This weakness in our system has been for many years the main point of criticism, and a great number of suggestions have been made and bills introduced in Congress look-

ing toward its cure. While it is a vital defect, it is strange that for many years of the discussion it seemed to be almost the only one for which a remedy was sought, and it is only in very recent years that our economists and bankers have been taking a broader view.

#### RESERVES AND CREDITS.

The **two other** defects of our system have been our scattered reserves and our localized and restricted credit; these have been just as vital and as disturbing as that of the Note issue. Let us take them up in order.

The purpose of a bank's reserve should be what its name implies: a fund on which the bank may draw in case of emergency. But the national bank act stipulates that when a bank's cash has reached its legal minimum it may do no further business which might impair that fund. It is as if the law required a factory to place a fire extinguisher in one of every four rooms, with a sign reading "this is not to be used in case of fire." The reserves of the country are scattered in twenty odd thousand different vaults, and it is of course impossible to concentrate their power on any one point where the conflagration may arise; and worse than that, each separate bank immediately begins to conserve and augment its cash holdings in the fear that it may not be provided when the flames shall have reached it. This is what happened in all of our panics, and we can well remember the situation in 1907. This then has been another element of rigidity.

Now as to our credit, and the misconception with which we have consistently dwarfed and localized this one great and important engine of power.

Credit may be described as the present worth of a future promise. The worth of any commodity finds expression in the price that the dealers in it are willing to pay; and so it is with credit. The dealers in credit are the Banks. In order to make this plain, let us consider the main function of a Bank. It is not, as it is popularly conceived, to buy **money** from one and sell it to another—for that is the business of a money changer; nor is it to buy **credit** from one and sell it to another—for that is the function of a bill broker; but it is to buy **money and credit** and pay for it always with credit. When you deposit a sum of money with your bank you



give up not only the possession of it, but also all your right, title and interest in that particular sum, and you receive in return a credit on the books of the bank—merely a right to demand back an equivalent amount—the bank is not your trustee, but your debtor. And also, when you discount a note with your bank you give up all your right, title and interest in it and receive in return a credit on the books. So that in every case a bank's commodity is its credit, which it is constantly selling. But like any other merchant, a banker cannot deal only on credit, so he finds it necessary to keep on hand a certain amount of cash to meet his demands and this is usually about twenty-five per cent of his obligations. Occasions, however, arise when this fund is not sufficient, and the banker is put to it to replenish his cash; his only resource is his stock in trade—the credits he has bought, the bills in his portfolio. But these are not available because there is no provision in our old system for disposing of them, unless he takes them to another bank to obtain a loan, and this is not an operation which is looked upon with favor. It is as absurd a situation as if a merchant were unable to take his goods out in the market for ready sale when it became necessary to do so out of the usual course of trade. There has been no **open discount market** for the Bank's holdings of commercial paper. This is a point which we shall take up later in this discussion, and I mention it now only to indicate the restrictions which have grown up about our credit. We see, therefore, that a merchant's credit has been narrowed and confined to his particular bank, and the credit granting facility of the bank has been restricted to its own cash resources. Here then is the bane of rigidity once more dominant. The keynote of the whole system has been rigidity and inflexibility at every important point. We have been riding in a car of ancient and primitive make; it has carried us well enough over the smooth level roads, but even there every bump and inequality has sent a quiver and thrill through the whole frame; when we came to an up grade the old machine struggled and groaned, and the supply of gasoline, being unduly scattered, often gave out at the crucial moment; when we had gone over the brow of the hill and begun to descend there was no way of controlling, and it gathered dangerous speed till we landed against a stone wall and the old car had to go into the repair shop for months, while the passengers sat disconsolate by the roadside.

## THE NEW ACT.

We have discarded the old model for the new one that has been put on the market. It is not perfect as yet, but it embodies all the essential features and the best tested developments of the world's financial engineers. It will give us a constant supply of fuel properly proportioned to our needs, a nearly perfect control of momentum; a smooth and easy flexibility of mechanism. The only possible danger will be that by reason of its ease and comfort, those in the driver's seat may be induced to exceed the speed limit; but this danger will be largely minimized because the new machine will have certain automatic indicators which will give timely warning of approaching danger.

Let us proceed, then, to study this new mechanism as far as we may. The Federal Reserve Act provides, first, a central board of control in the Reserve Board located at Washington. This is made up of seven members or directors; two are to be members of the Cabinet, the Secretary of the Treasury and the Comptroller of the Currency. The other five are to be appointed by the President and are to hold office for ten years. The purpose of this Board is to have supervision and control over the Regional Banks.

In order that there shall be expert opinion available in the deliberations of the Board there is provided a Council of Bankers; this is to be known as the Advisory Council and is composed of one director of each Regional Bank. But the province of this Council is only that of advisors, and they are not given any direct power.

The practical working of the system will be found in the Federal Reserve Banks, or to use a more explicit term, the Regional Banks. The country will be divided up into from eight to twelve regions, and in each of which there will be organized a Regional Bank. These Banks will be chartered and organized under the law, the stockholders being the member banks of the district. The management will be in a board of nine directors which will be representative of the **Banks**, the **mercantile community** and the **Government**, in three equal classes, to be known as Class A, B and C, respectively. The Federal Reserve Board will appoint the three members of Class C and will designate one of them as the Reserve Agent or Chairman of the Board, and another as the Deputy Agent. These Banks will receive deposits from the United States and from the member banks, will discount commercial paper held by the

member banks and discount paper in the open market when necessary. They may also establish branches within their districts. They will deal in Foreign Exchange and gold coin and bullion. They are required to carry a reserve of not less than 35% against their deposit obligations. They will issue circulating notes to the member banks against the bills rediscounted, and these notes will be absolutely secured: by a cash reserve of forty per cent, the paper rediscounted and the liability of both the regional bank and the member bank. These notes are redeemable on demand in gold at the Treasury in Washington, and in gold or lawful money at the Regional Banks, so that ample provision is made for their redemption and there will not be any redundancy.

As the Regional Banks are to hold the larger part of the member banks' reserves, besides the deposits of the National Treasury, they will have an initial deposit of at least 500 million dollars; while the total capital will be 107 million dollars. And it must be borne in mind that these figures are predicated on the assumption that only the National Banks of the country shall have joined the system. The attitude of the State Institutions is as yet undefined, and it is therefore too early to predict the possible increase in the magnitude of the Regional Banks.

From this cursory view of the salient provisions of the Act we can readily see that the main defects of the old system have been largely eliminated. The hitherto scattered reserves will be gathered and concentrated in the Regional Banks so that their tremendous power will be focused on any one point where an emergency may arise.

Instead of an inflexible and rigid note issue, we shall have one that is responsive to the needs of trade; for activity and depression in business is expressed in the total of commercial paper, and as this is to be the basis of our note issue, it follows that the total amount of circulating notes will rise and fall with the total of commercial paper.

And finally, and of paramount importance, the credit of the country will be rendered liquid by means of the rediscount provision. To the individual merchant and to the Bank as representing him, this provision is of surpassing value, for it will carry the credit of the merchant beyond the portfolio of the Bank and disseminate it throughout the country by means of the Federal Reserve

Note. It will amplify the credit-granting facility of the Bank by permitting it to utilize its portfolio, and so grant new credit to those who may be entitled to it. This will mean that hereafter no solvent merchant will have to fail merely for the lack of the well deserved credit that his bank, under the old system, was obliged to withhold in a crisis. Nor shall we ever again witness the shame of a nation-wide suspension of specie payment on the part of the Banks, such as we had in 1907.

I think that I have said enough to indicate the ease and facility with which this mechanism will operate, and the question perhaps arises in your mind as to the possible inflation that may result—the exceeding of the speed limit. With regard to this, I apprehend but little danger, at least in the first few years of operation; for **because** the system will be new and untried we shall be impelled to go slowly. It is a world-old truth, that when man is laboring under an excess of virtue he proceeds with an excess of caution. After that shall have worn off, it may be that we shall open the throttle too wide, but even then the automatic danger signals of an outflow of gold and a rising discount rate will compel us to slow down in time to avoid the accident—no sane driver will continue at top speed with the tank leaking and the engine knocking.

#### BANK ACCEPTANCES.

There is a provision of the Act which we have not as yet touched upon, and it is a timely and welcome innovation. I refer to the Bank Acceptance. Hitherto no bank has been permitted to accept a draft drawn upon it payable at some future date; there could be no post-dated obligations. The lack of this authority has resulted in trammeling our foreign trade and placed an unwarranted tax on the financing of our imports. To consider an example that is concrete, we may take the instance of the importation of a thousands bags of coffee from Brazil. The New York coffee merchant contracts for this lot with the merchant of Rio, but he naturally does not want to pay the value of fifteen thousand dollars before he shall have received the coffee nor will the Rio merchant make the shipment until he gets his money. The New York merchant therefore gets his bank to establish a credit at ninety days sight with a London banker, and this letter of credit is forwarded to the Rio merchant. On the basis of this credit the Rio merchant makes

his shipment direct to New York and draws a draft at ninety days' sight on the London banker, attaching thereto the shipping documents, and sells the draft to the Brazilian Bank and so gets his money at once. The Brazilian Bank forwards the draft to its correspondent in London and draws against it so as to reimburse itself for its outlay. In the course of time the draft reaches London and is presented to the Banker, who accepts it and detaches the documents which he sends to the New York Bank; and the holder of the accepted draft in London discounts it in the open market, where there is a constant sale for bankers acceptances, and so gets the money with which to pay the draft of his Brazilian correspondent. The New York coffee merchant then sells the thousand bags and hands enough of the proceeds to his Bank, who remits it to the accepting banker in London in time for him to pay the draft at maturity. The transaction is thus closed, but it has been a roundabout way to finance an operation between Rio and New York, and the worst of it is that the London banker refuses to work for nothing, and charges a commission for his acceptance of about one-half of one per cent on the fifteen thousand dollars. This is of course a charge on the New York merchant, and therefore on the merchandise, and it goes into the pocket of the London banker. When we consider that the one item alone of Brazil coffee amounts to something like a hundred million dollars a year, and that the same sort of operation is necessary in the financing of rubber from the Amazon, hides from the Argentine, diamonds from Amsterdam, and so on through a long and expensive list, we will realize how large a toll we have been paying to the European bankers merely for the use of their name. But by the provision of our new Declaration of Independence, we are opening the way to keeping this profit at home. The Act authorizes the American Bank to accept drafts based on the import or export of merchandise, and by means of this acceptance the transaction we have described will be carried on direct between Rio and New York without the intervention of the foreign banker. The essence of this provision is that it grants a further facility to our Banks to dispose of their stock in trade—their credit. The authority granted by the Act limits this operation to imports and exports, and provides that a Bank shall not accept to a greater amount than fifty per cent of its capital and surplus.

I believe that the facility should have been extended to our domestic trade as well, and that the acceptance privilege should have been more ample as to amount. But these changes will come about in time; we have already made a good beginning.

#### THE DISCOUNT RATE.

Section fourteen of the Act contains an apparently simple and commonplace provision; it provides for the fixing of the rate of discount. A very modest title indeed for what it embodies, and one on which volumes might be written. It is in reality the **power to regulate the inflow and outflow of gold**. As Nature abhors a vacuum, so does gold, and the vacuum it dislikes is a low interest rate; it flies from the low one as from a pestilence and seeks the high one. We have hitherto been a free market for gold, and Europe has taken it when they had need, by raising the discount rate, while we have had no source of power to regulate the flow and protect our holdings. It is a lesson that the Bank of England learned after hard experience in the middle of the last century, and it has been practiced successfully by the central Banks of France and Germany. When the rate of discount in London and Paris is at a parity, the gold of each will stay at home for investment; but just as soon as the rate is higher in one than in the other by enough to pay the cost of transportation, and yield a profit, the precious metal will fly from the lower level to the higher. To illustrate this point let us look at the Bank of England in the fall of 1907. In the month of August the rate was  $4\frac{1}{2}\%$  and we were drawing heavily on her gold supply; the rate was raised to  $5\frac{1}{2}\%$  then to  $6\%$ , and still we drew; till finally it was raised to  $7\%$  in November, and the return movement set in and by January the rate was again lowered to  $4\%$ . It is interesting to note the reply which the Governor of the Bank of England made to our Monetary Commission when commenting on this occurrence. He said that if seven per cent had not been effective, the Bank would have made it ten per cent, and added "**that ten per cent would draw gold out of the ground.**" And now we have entered the arena, to show our prowess while the others have begun to take notice. Mr. Moreton Frewen, the English authority on financial and economic matters, said recently: "Here is Uncle Sam, with the power of a hundred Morgans, entering the bill discounting business and prepared to do the

world's business. Therefore, every Banker knows that stringency and contraction have disappeared and that a new day has dawned. This Act is a bigger thing, by all odds for the world's trade than the Panama Canal."

#### A CENTRAL DISCOUNT MARKET.

So much for our possibilities, but we must provide for their realization. It has been decreed that our credit is no longer to remain in isolation, but we must do more, and provide a market place for its ready convertibility. We need an **open discount market** where our buyers and sellers and the buyers and sellers of the world shall meet and transact their business.

Our time will not permit us to enquire fully into the detailed workings of such a market, but we may enumerate the advantages to be derived therefrom, and the essential features necessary to constitute it. The advantages will be (1) that it will furnish a central place where the operation of dealing freely in short-time bills, either commercial or bank acceptances, can be carried on in the quickest and least expensive manner, and so bring together the buyer and seller with advantage to both. (2) Our Banks will find in it the means of investing their surplus funds in short time bills instead of in the Stock Exchange call money market as hitherto; and conversely, a bank will find a ready and facile market where it may dispose of a part of its portfolio to meet a temporary call for funds. It is only in this manner that a finely adjusted balance can be maintained. (3) The Federal Reserve Bank will find in it the throb and pulsation of our commercial activity, and by a judicious control of the discount rate will prevent over-trading and will succeed in checking a drain of gold. The credit of the country will have an ebb and flow abroad which it has never adequately enjoyed before, and the result will be an equalization and stabilizing of our interest rate. I believe that we shall soon find it necessary to do away with our so called usury law, for if six per cent is to be our maximum limit, then that will be the maximum power we shall be able to exercise in controlling the outflow of gold; we must be left free "to draw gold out of the ground with a ten per cent rate" if necessary.

The central discount market will place itself where economic laws shall dictate, and not where legislation may presume to say.

It will locate itself in the city which will provide to the greatest degree the three essentials for its operation:

*The best domestic and foreign mail connections.*

*The largest aggregate of banking capital.*

*The greatest concentration of private capital.*

I have only to remind you of the fact that New York State has a manufacturing production of \$3,400,000,000 and an agricultural production of \$209,000,000 and that New York City has a foreign commerce of \$2,140,000,000 and Bank clearings of \$94,500,000,000 to feel sure that you will agree that when the great discount markets of the world are enumerated they will be London, Paris, Berlin and New York—and they will not remain always in that order of importance.



c. Guy Emerson

vice president

National Bank of

Commerce & 119

1918-1919

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# LIBERTY LOAN COMMITTEE

## PUBLICITY DEPARTMENT

EQUITABLE BUILDING TWENTY-FOURTH-FLOOR

120 BROADWAY  
NEW YORK

THE LIBERTY LOAN COMMITTEE

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- ALLEN B. FORBES
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- GROSVENOR FARWELL  
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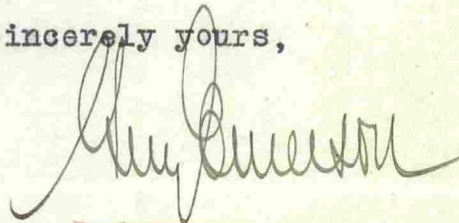
April 18, 1918

Mr. Benjamin Strong, Governor  
Federal Reserve Bank of New York  
120 Broadway, N.Y. City

Dear Mr. Strong:

The enclosed is an assortment of material recently put out by the Publicity Department, which I believe you will be interested in having. The use to which most of it is being put will be readily understood except in such cases as have been indicated by special notations.

Sincerely yours,



(Enclosures)

*Sent circulate B. L. Co  
reprint  
B. L.*

(COPY)

[From B. Strong Jr.]

Equitable Building  
New York

Washington, May 22/18.

Dear Emerson -

I have been seeking the right time to send you a few lines about the loan; and this is the first spare moment.

No one could take greater pride and satisfaction in having a part in a great task, than I do in my association with you and the Liberty Loan Staff. Work for one's Country is usually impersonal, - and too often perfunctory. For me this is a work of real blood affection, - of course on account of that boy of mine - and I feel that you are all striving with me, to insure his safe and speedy return.

There are no reservations or doubts in my mind as to the spirit, ability or affection of the organization, - it is a very great thing that it is doing, - but the credit for the results belongs to you and the others, - and of that I get much too large a share. I am writing to congratulate you and express my admiration of your ability, patriotism and of the success which those two always insure.

Yours,

BENJ. STRONG

June 15, 1918.

Dear Emerson:

My visit in Washington was in every way satisfactory and I think the program that I have in mind can now be carried out, but, before undertaking it, I want to sit down with you and Anderson and work out this program in detail and I am writing to ask if you can join me at three o'clock Monday afternoon and spend the balance of the afternoon, dinner and the evening with Anderson and myself in discussing the whole subject.

We have now reached a point where we must do something far more important than anything heretofore attempted and, frankly, it may mean the winning or losing of the war.

Very truly yours,

Guy Emerson, Esq.,  
Liberty Loan Committee,  
120 Broadway, New York.

BS.MSB

Mr. Emerson

Nov. 29, 1918.

TO GOVERNOR STRONG:

You will recall that after the previous Loans we have had a small emergency fund which the members of the Liberty Loan Committee have seen fit to make up.

I have now received all vouchers covering our emergency fund for the Fourth Liberty Loan, and I find they amount to a total of \$307.34. + 36.58 = \$343.92

Mr. Morgan has been over all these items and indicates that these are the only ones remaining which he cannot pay. This would amount to a contribution from each member of the Committee of \$22.93. The checks collected from them by Mr. Curtis after the last loan amounted to approximately \$26.00 each.

The vouchers which I have for this Loan cover the following items:

1. Cigars and cigarettes furnished to members of the visiting Foreign Legion, wounded Marines, Italian Bersaglieri, Alpini, and other similar delegations.
2. Cigars and cigarettes furnished to representatives of the press, and to some volunteers who did important work at the Liberty Loan and were not otherwise compensated. Cigars and cigarettes were not furnished to members of the permanent staff in any instance.
3. Cigars and cigarettes furnished to members of the Liberty Loan Committee and others during the visit of Secretary McAdoo to New York, and to members of the Liberty Loan Committee and of President Wilson's personal party on the occasion of the President's speech at the Metropolitan Opera House.
4. A wreath placed on the grave of one of the Italian Bersaglieri who died while he was campaigning for us here.

If this meets with your approval I would suggest that you have Mr. Barrows send the letters to the members of the Committee and I will furnish him the vouchers if you think proper in order that he may send checks direct to the cigar people and florist. Or if you prefer, if Mr. Barrows will deliver the checks to Mr. Coffin in my office, he will attend to the payments.

LIBRARY  
SEP 18 1919  
FEDERAL RESERVE BANK

gfb

L.L. - Dawn Tower Association 16.00  
 J.W. Leg. - Delmonico's 20.00

The amount of \$36.00 was deposited in the Liberty Loan Fund for the Liberty Loan, and I find that amount to be correct. The checks collected from the Liberty Loan Fund amount to \$36.00. The amount of \$36.00 was deposited in the Liberty Loan Fund for the Liberty Loan, and I find that amount to be correct. The checks collected from the Liberty Loan Fund amount to \$36.00.

Dear Mr. Jones

L from ... 10

December 12, 1918.

My dear Emerson:

I enclose copy of a letter which I am writing to Mr. Jones. You will gather from what I stated at our meeting yesterday that I felt that both you and he have a joint responsibility for the situation which developed and are jointly entitled to credit for clearing it up, but there is another aspect of the matter which is more important to you personally than it is to him. You are the head of that organization. The loyalty, friendship and support of the men in it can be kept or lost according to the way they are handled, and beyond anything and everything your job from now on is to develop such a personal relationship throughout the organization with yourself that when this work is done, as it will be shortly, you will have a host of friends and no regrets. If that is not the result you will have failed, and what I will feel even more keenly I will have failed with you. You have got to quit this job a better man than when you came in or it will be our joint responsibility or joint failure, and I am not inclined to face anything like failure of that sort without a pretty stiff struggle.

It is a heart-breaking matter for me to be away just now, and I hope you will take and keep and observe the advice I have given in the spirit of friendship, and never for a moment let it out of your mind.

Sincerely your friend,

Guy Emerson, Esq.,  
 Director of Publicity,  
 Liberty Loan Organization  
 120 Broadway, New York.

BB/RAH

December 12, 1918.

Dear Mr. Jones:

I am very glad to have your letter of the 10th and similar advice from Mr. Emerson:

You have a position of importance in this organization, but something of much greater value, and that is the affection and respect of your associates. I am quite unwilling that you should leave the organization under circumstances which make you such an important and useful member of it. Don't forget that you are not working for me, neither for the bank, but for the country, and you are not doing it for money or for glory, but just because you want to do it and it is the best work you will ever do and you cannot afford to quit before it is all done.

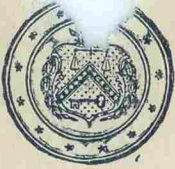
Very truly yours,

Governor.

John Price Jones, Esq.,  
Publicity Department,  
Liberty Loan Organization,  
120 Broadway, New York.

BS/RAH





TREASURY DEPARTMENT  
SECOND FEDERAL RESERVE DISTRICT  
**LIBERTY LOAN COMMITTEE**  
120 BROADWAY  
NEW YORK

THE LIBERTY LOAN COMMITTEE  
BENJAMIN STRONG, CHAIRMAN  
JAMES S. ALEXANDER  
GEORGE F. BAKER  
ALLEN B. FORBES  
WALTER E. FREW  
GATES W. MCGARRAH  
J. P. MORGAN  
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ALBERT H. WIGGIN  
WILLIAM WOODWARD

CENTRAL LIBERTY LOAN  
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MANAGER, SPEAKERS BUREAU  
J. HORTON JAMS  
MANAGER FOREIGN LANGUAGE  
AND LABOR BUREAU  
JOSEPH HARTIGAN  
EXECUTIVE SECRETARY  
FOSTER M. COFFIN

*R.A. Jr.*  
DEC 20 1918

December 18, 1918.

Mr. Benjamin Strong,  
Cluneden,  
Lake George,  
New York.

Dear Mr. Strong:

I have received, as you have, the two invitations from Whalen and Loft to join the Mayor's Committee to receive home-coming soldiers. Whalen invites me to be a member of the large committee of which Rodman Wanamaker is Chairman, and Loft invites me to be a member of the sub-committee on pageants of which he is chairman. I understand that you declined both of these invitations on the ground that you were going to be away from the city.

Of course under normal circumstances I would want to turn both these requests down because of obvious reasons. There has been a good deal of talk about Mr. Hearst being appointed chairman of the sub-committee of Mr. Wanamaker's large committee, the sub-committee having charge of the actual reception of the returned soldiers.

But there are two considerations which I want to lay

before you. The first is somewhat personal in character and has to do with the perpetuation of the Altar of Liberty which was started under our auspices. The Art Committee in charge of this work is excellent, being principally under the direction of Thomas Hastings and Paul Bartlett. I think they will do a good job and I believe, irrespective of changing political personalities, we shall all be glad to see the arch and the altar made permanent along the lines of Mr. Wallis' remarks at the luncheon which you attended at the Bankers Club some weeks ago.

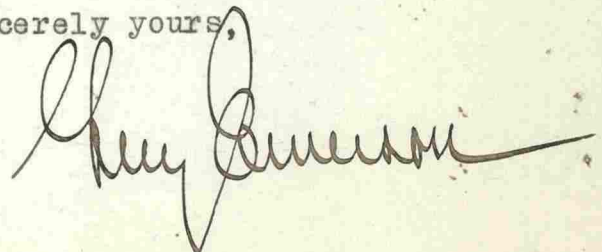
The other point has to do with the necessity of my either accepting or rejecting the offer of Whalen inasmuch as I shall inevitably have to be associated with Whalen in various capacities in connection with the next Liberty Loan.

In other words, Whalen's invitation comes to me not as an individual but in a representative capacity and I feel, and Mr. Jones feels, that if I were to turn this down it would mean that when we had any request to make in the next loan we would probably be met with no very cordial response.

I should appreciate your letting me have your advice in the matter.

Everything is going well and all send you best wishes.

Sincerely yours,

A handwritten signature in cursive script, appearing to read "Henry Jones", written in dark ink. The signature is fluid and extends across the width of the page.

## Office Correspondence

FEDERAL RESERVE  
BANK OF NEW YORKDate December 26, 1918.To Mr. EmersonFrom Benj. Strong.

Subject:

[From Benjamin Strong]

Mayor's Committee  
for Altar of Liberty &  
Welcome to Soldiers

x Wanamaker (Rodman)

Replying to yours of the 18th instant, which I have been unable to do until to-day, I feel that your decision as to the Mayor's Committee is purely a personal matter, except the one relating to the memorial arch.

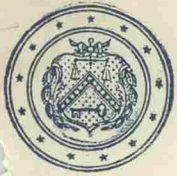
I have no desire, personally, to irritate the Mayor on account of our dependence upon the city authorities in connection with the Government financing, but, on the other hand, I have no desire, and, in fact, have no intention of serving on the committees, so have declined all of the invitations.

As to the Rodman Wanamaker committee, I have received a printed list of those who are being invited to serve. Mr. Hearst's name does not appear on the list, and if he is not to be appointed, I should suppose there would be no objection to anyone accepting the invitation. That matter, as you say, has a relation to our work. It grew out of one of our own enterprises, and it seems to me proper for us to take some interest in the permanent memorial, so long as we can do so without loss of self respect.

Now as to the other committees, of which I believe Mr. Hearst is chairman, I think one must decide those matters according to his own preference, sentiments and prejudices. You would be serving as an individual, and not representing any organization, as I understand it, and if you feel that no stigma attaches to that association, why I wouldn't hesitate if I were you to serve. On the other hand, many people do not care to be associated in any way with Mr. Hearst, and have declined to serve. I think I should have felt obliged to do so myself, even though I were going to be in the city.

I have written Mr. Wanamaker that while I can not serve, I will be glad to contribute to the arch and help in any way that I can.

BS/MSB



TREASURY DEPARTMENT  
SECOND FEDERAL RESERVE DISTRICT  
LIBERTY LOAN COMMITTEE

120 BROADWAY  
NEW YORK

CENTRAL LIBERTY LOAN ORGANIZATION  
BENJAMIN STRONG, CHAIRMAN  
PUBLICITY DEPARTMENT  
DIRECTOR OF PUBLICITY GUY EMERSON  
ASSISTANT DIRECTOR IN CHARGE, PRESS BUREAU AND FEATURE BUREAU JOHN PRICE JONES  
MANAGER, ADVERTISING BUREAU BAYARD F. POPE  
MANAGER, OFFICE BUREAU C. F. PRITCHARD  
MANAGER, SPEAKERS BUREAU J. HORTON IJAMS  
MANAGER FOREIGN LANGUAGE AND LABOR BUREAU JOSEPH HARTIGAN  
EXECUTIVE SECRETARY FOSTER M. COFFIN

LIBERTY LOAN COMMITTEE  
BENJAMIN STRONG, CHAIRMAN  
JAMES S. ALEXANDER  
GEORGE F. BAKER  
ALLEN B. FORBES  
WALTER E. FREW  
GATES W. MCGARRAH  
J. P. MORGAN  
SEWARD PROSSER  
CHARLES H. SABIN  
JACOB H. SCHIFF  
FRANK A. VANDERLIP  
MARTIN VOGEL  
JAMES N. WALLACE  
ALBERT H. WIGGIN  
WILLIAM WOODWARD

FILING DEPT

MAR 3 1919

FEDERAL RESERVE BANK

FILING DEPT

January 13, 1919.

MAR 5 1919

FEDERAL RESERVE BANK

Mr. Benjamin Strong,  
Cluneden,  
Lake George, N. Y.

Dear Mr. Strong:

I have your letter to Wallis which I have forwarded to him. You will be interested to know that I wrote Whalen telling him that I had accepted the appointment on the Wanamaker Arch Committee and felt that I could do my best work there. I assumed that being a member of a sub-committee naturally implied membership on the large committee.

He wrote back expressing regret that I did not have time to work on the large committee taking my letter as a refusal but stating that he appreciated how busy I was and felt that by serving on the Wanamaker Committee I was doing the right thing.

Consequently the relations are as they should be and I am not in the position of having to serve on a committee with Hearst.

Whalen told me that he went personally to the Mayor and told him that he would not serve on the Wanamaker Committee unless that committee was considered a separate and independent committee from the other. The Mayor conceded this point so that the Wanamaker committee of which we are now members is entirely distinct from any

connection with the Hearst question. It is a fine committee and is doing a work for the city which I feel you will certainly want to be connected with. I know you will be interested to be advised of this happy conclusion of the whole matter.

I just returned from a flying trip to Buffalo where I succeeded in missing by an hour one of the worst wrecks in the history of the New York Central, and also succeeded in the main object of my visit, which was to get Walter Cooke to act as head of War Loan Organization in Buffalo, assuming the responsibility for the appointment of a County Director of War Savings. This was of course the logical thing to do and had the full approval of Ray Morris. In fact he had already approached Cooke for me in a tentative way before I went up to see him and talked the whole matter over with him. It is a great big up hill push getting this War Savings campaign going, but my enthusiasm feeds on success and I am going to have a very fine and representative group of men throughout the district really putting their best thought into this thing. I cannot guarantee anything as to results but I can guarantee that as representative a body of men and women, as it will be possible to find, will be giving the matter their full consideration, and their experience will be the basis of conclusions which we can absolutely rely on when it comes to the exact lines future savings policies should take.

We shall soon be in shape to submit to the committee a written outline of policy, and a first class organization both in headquarters and throughout the district.

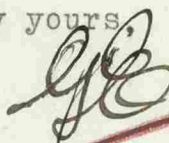
I am not going to touch on any of the discouraging features in this situation because while they are difficult and of most

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MAR 5 1917  
FEDERAL RESERVE BANK

amazing variety they really yield like the snow before the sun, the fundamental consideration that our proposition is right and that it is endorsed by the United States Government of which all people approached are citizens and in 99% of the cases unselfish and patriotic citizens.

The Glass dinner has been postponed at his request until February owing to a multiplicity of engagements incident to his getting in touch with his job. He has accepted positively but with the specific date held in abeyance.

Sincerely yours



A handwritten signature in dark ink, appearing to be 'G. B. Fraser', is written over a red horizontal line.

P. S. Mr. Darrigan of the French High Commission said that the only acknowledgment of the Legion of Honor appointment at the present time should be sent to Mr. de Billy, and that when the newly appointed chevaliers were in Washington it would be very appropriate for them to call on the Embassy and on the French High Commission. He stated also that it was appropriate to wear the insignia of the chevalier of the Legion of Honor now that the designation was made even though the medal had not been formally delivered. This insignia is a red ribbon to be worn in the buttonhole. I will obtain it for you and forward it to you as soon as possible, together with a sketch showing how to wear it.

FILING DEPT.  
MAR 5 1917  
FEDERAL RESERVE BANK

January 13, 1919.

LIBRARY

From Mr. Emerson ↘

To Governor Strong

SEP 18 1919

You will recall that after the previous Loans we have had a small emergency fund which the members of the Liberty Loan Committee have seen fit to make up.

I have now received all vouchers covering our emergency fund for the Fourth Liberty Loan, and I find they amount to a total *total* of \$385.92.

Mr. Morgan has been over all these items and indicates that these are the only ones remaining which he cannot pay. This would amount to a contribution from each member of the Committee of *each* \$25.73. The checks collected from them by Mr. Curtis after the third loan amounted to approximately \$26.00 each.

The vouchers which I have for this Loan cover the following items:

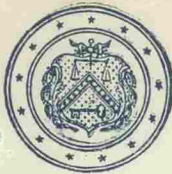
1. Cigars and cigarettes furnished to members of the visiting Foreign Legion, wounded Marines, Italian Bersaglieri, Alpini, and other similar delegations.
2. Cigars and cigarettes furnished to representatives of the press, and to some volunteers who did important work at the Liberty Loan and were not otherwise compensated. Cigars and cigarettes were not furnished to members of the permanent staff in any instance.
3. Cigars and cigarettes furnished to members of the Liberty Loan Committee and others during the visit of Secretary McAdoo to New York, and to members of the Liberty Loan Committee and of President Wilson's personal party on the occasion of the President's speech at the Metropolitan Opera House.
4. A wreath placed on the grave of one of the Italian Bersaglieri who died while he was campaigning for us here.
5. Expenses of dinner given by Governor Strong during the Fourth Liberty Loan to several French officers at Delmonicos - \$21.20.
6. Expenses of dinner given by Governor Strong at the

Down Town Association to a number of members in the Liberty Loan Organization - \$15.38.

7. Expenses of a dinner to certain members of the Publicity Department on October 19 - \$42.00.

If this meets with your approval I would suggest that you have Mr. Barrows send the letters to the members of the Committee and I will furnish him the vouchers if you think proper in order that he may send checks direct to the cigar people and florist. Or if you prefer, if Mr. Barrows will deliver the checks to Mr. Coffin in my office, he will attend to the payments.





TREASURY DEPARTMENT  
SECOND FEDERAL RESERVE DISTRICT  
LIBERTY LOAN COMMITTEE

120 BROADWAY  
NEW YORK

*[From B. Strong]*  
TELEPHONE 4901 RECTOR

CENTRAL LIBERTY LOAN ORGANIZATION  
BENJAMIN STRONG, CHAIRMAN  
PUBLICITY DEPARTMENT  
DIRECTOR OF PUBLICITY GUY EMERSON  
ASSISTANT DIRECTOR  
IN CHARGE, PRESS BUREAU AND FEATURE BUREAU JOHN PRICE JONES  
MANAGER, ADVERTISING BUREAU BAYARD F. POPE  
MANAGER, OFFICE BUREAU C. F. PRITCHARD  
MANAGER, SPEAKERS BUREAU J. HORTON IJAMS  
MANAGER FOREIGN LANGUAGE AND LABOR BUREAU JOSEPH HARTIGAN  
EXECUTIVE SECRETARY FOSTER M. COFFIN

THE LIBERTY LOAN COMMITTEE

BENJAMIN STRONG, CHAIRMAN  
JAMES S. ALEXANDER  
GEORGE F. BAKER  
ALLEN B. FORBES  
WALTER E. FREW  
WALTER W. MCGARRAH  
J. P. MORGAN  
SEWARD PROSSER  
CHARLES H. SABIN  
JACOB H. SCHIFF  
FRANK A. VANDERLIP  
MARTIN VOGEL  
JAMES N. WALLACE  
ALBERT H. WIGGIN  
WILLIAM WOODWARD

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MAR 5 1919  
FEDERAL RESERVE BANK

January 14, 1919.

Mr. Benjamin Strong,  
Cluneden,  
Lake George, N. Y.

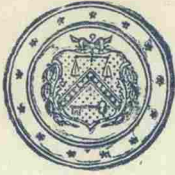
Dear Mr. Strong:

Here is a ribbon of the Knight of the Legion of Honor, which I obtained through the courtesy of Tiffany's. The clipping enclosed is sufficient for a number of ribbons. It is passed through the buttonhole and tied under the lapel as per sketch on the envelope.

Sincerely yours,

*Congratulations again!*

POST OFFICE BOX 46  
WALL STREET STATION



TREASURY DEPARTMENT  
SECOND FEDERAL RESERVE DISTRICT  
LIBERTY LOAN COMMITTEE  
120 BROADWAY  
NEW YORK

*[From Benjamin Strong]*  
TELEPHONE 4901 RECTOR

CENTRAL LIBERTY LOAN  
ORGANIZATION  
BENJAMIN STRONG,  
CHAIRMAN

PUBLICITY DEPARTMENT  
DIRECTOR OF PUBLICITY  
GUY EMERSON

ASSISTANT DIRECTOR  
IN CHARGE, PRESS BUREAU  
AND FEATURE BUREAU  
JOHN PRICE JONES

MANAGER, ADVERTISING BUREAU  
BAYARD F. POPE

MANAGER OFFICE BUREAU  
C. F. PRITCHARD

MANAGER, SPEAKERS BUREAU  
J. HORTON IJAMS

MANAGER FOREIGN LANGUAGE  
AND LABOR BUREAU  
JOSEPH HARTIGAN

EXECUTIVE SECRETARY  
FOSTER M. COFFIN

LIBERTY LOAN COMMITTEE  
BENJAMIN STRONG, CHAIRMAN  
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MARTIN VOGEL  
JAMES N. WALLACE  
ALBERT H. WIGGIN  
WILLIAM WOODWARD

FILING DEPT  
MAR 5 1919  
FEDERAL RESERVE BANK

January 15, 1919.

Mr. Benjamin Strong,  
Cluneden,  
Lake George, N.Y.

Dear Mr. Strong:

We had a stenographic report made of the speech  
of Secretary Glass at the bankers dinner in New York on  
Monday night, January 13. I thought you might like to have  
an accurate report of what he said on that occasion.

Sincerely yours,

[From B. L. Long]

FILING DEPT.

MAR 5 1919

Lake George, N. Y.,

February 10, 1919.

FEDERAL RESERVE BANK

*See Confidential file*

Dear Mr. Emerson:

I am glad to have yours of the seventh and to learn something of how things are going.

In the first place, a word of caution about your work: I am satisfied from the evidence in your own letter that you are overdoing it. I know it is a mistake, and I know that somewhere along the line you are going to fail to cover the ground if you take too much upon your own shoulders.

At the risk of burdening you with some repetition, I want to give you some views of my own, which I know you will regard as having all the quality of the laws of the Medes and Persians, the observance of which I believe these ancients regarded as imperative:

First as to staff meetings - I want you to attend them all in person; to be there when they start and to stay until they end.

Second, I want you to scrupulously submit at these staff meetings your entire program and policies, and be particular not to make any engagements by way of important appointments of personnel or organization without taking it up at these meetings.

Third, I want you to carry out in literal detail my previous recommendations in regard to expenditures, budget and literature.

So much by way of preliminary suggestion.

My reasons for emphasizing these points are because I see by your letters and my correspondence with Mr. Pope that you are now proceeding vigorously with the work of organization and with the preliminary approach to the various elements in the organization for the carrying out of a program. That program, and every

2.10.19.

step approaching its execution should be adopted at staff meetings and the whole made a harmonious understanding between the chiefs.

As to the literature - I decidedly disagree with your statement about quantity and variety. I know from plenty of evidences that some districts were oversupplied, and some of them rather late, with literature that emanated from Washington, and that in some cases it was not scientifically distributed with regard to the needs and character of the different communities. I mentioned but two or three incidents which I recently heard of. There were a good many others that came up immediately after the loan was concluded. I won't repeat what appeared in my last letter as to the character of the literature. That I am convinced is necessary. .

What you say about the attitude toward the loan being cold is exactly right. We must undertake the difficult enterprise of reviving a dying cause, but we can do it, and I get great encouragement from your own enthusiasm.

I am particularly pleased to learn that the old war savings organization is being taken into our councils, so far as possible. This and similar matters I am sure you discuss at staff meetings. My point about the savings bank work related somewhat to Mr. Pulleyn's personality (with which I am acquainted) but it also related to Mr. Pope's program of soliciting advertising funds; its direct contact with the distribution organization and, of course, its relation to all other plans that you make both for publicity and for the war savings campaign for the future. When undertaking a new policy or to build up a new organization, the interlocking of the whole is so close that the staff meeting should consider your program in all of its elements.

I must confess that this is somewhat inspired by one which I have from Mr. Treman, in which he expresses concern about your health, your long hours, and the severe load that you are struggling under. For goodness sake do be practical and don't overdo it. I am looking forward to having a good evening with you on Friday.

With best regards,

Sincerely yours,

*[From B. Strong]*  
*G. Emerson*

March 5, 1919.

Dear Mr. Emerson:

Since our chat night before last I have given a good deal of thought to what you told me about the dinner party.

I understood you to say that a movement was on foot, the suggestion coming from a number of members of the Liberty Loan Organization, that when the Fifth Loan was concluded they wanted to give me some sort of a testimonial dinner.

I would not be truthful if I did not admit that I was greatly pleased to learn that any one had such a thought in mind. We are all frail enough and vain enough to take pleasures in such affairs, but are the circumstances just now such as would justify my agreeing to the plan? After the fullest possible consideration, I am sure that I am right in asking you, by whatever means you think best, to arrange to have the plan abandoned.

I can't ask you to do this without explaining the reason which after all is simple enough. The enterprise in which we have been engaged is an organized effort participated in by thousands of people to perform a patriotic service. Were I to accept the opportunity which this dinner would undoubtedly afford of appearing to be in any way different, entitled to more credit or getting any more praise or laudation for the work than any other member of the Organization, I would feel that I was taking from them something that did not belong to me.

One of my greatest difficulties in the whole course of this effort of ours has been to convince my own associates that I do not want credit for doing things that I have not done, and that any desire for personal praise or

March 5, 1919.

acclamation, or anything of that sort should, so far as is humanly possible, be eliminated from the Organization. The work has been done by many thousands of people in the spirit of self-sacrifice and patriotism and I would be abandoning the very fundamental principle which has given inspiration to the whole Organization were I to put myself in a position of taking credit which is not due me.

Such work as we have had to do must necessarily be controlled by one head. Circumstances happened to make me the head of the Organization, but my duties have not required me to make the sacrifices that others have made, to work as hard as others have worked, nor, indeed, am I entitled to but a very small part of the credit for the results and I really cannot consent to being put into a position of taking something that does not belong to me. I fear and dread the possibilities of a dinner of that sort proving to be an opportunity for laudation and praise that I am not entitled to and really should not have.

You must not think that I don't appreciate the thought very deeply and I hope you can so arrange matters that those who were responsible for this suggestion originally will understand that, without question, and I thank you a thousand times for giving me the opportunity to write this letter.

What I want from the Organization is their confidence and affection. If I've got that, I don't want anything else.

Faithfully yours,

Guy Emerson, Esq.,  
Government Loan Organization,  
120 Broadway, New York.

BS/MLB



GOVERNMENT LOAN ORGANIZATION  
TREASURY DEPARTMENT  
SECOND FEDERAL RESERVE DISTRICT

LIBERTY LOAN COMMITTEE  
WAR SAVINGS COMMITTEE  
120 BROADWAY  
NEW YORK

LIBRARY

JUN 9 1919

FEDERAL RESERVE BANK

THE LIBERTY LOAN COMMITTEE

- BENJAMIN STRONG, CHAIRMAN
- JAMES S. ALEXANDER
- GEORGE F. BAKER
- ALLEN B. FORBES
- WALTER E. FREW
- GATES W. MCGARRAH
- J. P. MORGAN
- SEWARD PROSSER
- CHARLES H. SABIN
- JACOB H. SCHIFF
- FRANK A. VANDERLIP
- MARTIN VOGEL
- JAMES N. WALLACE
- ALBERT H. WIGGIN
- WILLIAM WOODWARD

- A. M. ANDERSON, DIRECTOR
- GUY EMERSON, VICE-DIRECTOR IN CHARGE OF PUBLICITY AND WAR SAVINGS
- GEO. W. HODGES, VICE-DIRECTOR IN CHARGE OF SALES
- MRS. JOHN T. PRATT, VICE-DIRECTOR IN CHARGE OF WOMEN'S ACTIVITIES
- ALBERT M. CHAMBERS, ASSISTANT TO THE DIRECTOR
- SHEPARD MORGAN, COMPTROLLER
- GILBERT B. BOGART, ASSISTANT DIRECTOR OF SALES
- JOHN PRICE JONES, ASSISTANT DIRECTOR OF PUBLICITY IN CHARGE OF PRESS, SPEAKERS AND FEATURE BUREAU
- HAYARD F. POPE, ASSISTANT DIRECTOR OF PUBLICITY IN CHARGE OF ADVERTISING BUREAU
- VERNON MUNROE, ASSISTANT DIRECTOR OF WAR SAVINGS
- JOHN J. SCHUMANN, JR., EXECUTIVE SECRETARY DEPARTMENT OF SALES
- FOSTER M. COFFIN, EXECUTIVE SECRETARY DEPARTMENT OF PUBLICITY

May 27, 1919.

Mr. Benjamin Strong,  
Federal Reserve Bank,  
120 Broadway, New York.

Dear Mr. Strong:

I thought you might care to have a set of the resolutions passed at the Committee meeting this morning. At the request of Mr. Alexander I am taking up the matter of having them suitably engrossed and signed. I expect to talk to Mr. Kunz at Tiffany's this afternoon, and after getting his advice will consult with you as to your desires in the matter.

Sincerely yours,

*Guy Emerson*

Enc.

R. McGARRAH

PREAMBLE. No group of men can work together upon great tasks for a length of time without having revealed to them one another's qualities, - without coming to feel that there are those among them to whom they would be proud to pay tributes of respect.

WHEREAS the members of the Liberty Loan Committee for the Second Federal Reserve District feel that the success achieved for the five Liberty Loans in the territory under their supervision is in a large degree due to the work of the Money Committee under the guidance of Gates W. McGarrah, who always showed foresight and cool-headed judgment, therefore be it

RESOLVED that the Committee does herewith make this record of its appreciation of the eminent service which Mr. McGarrah rendered to our country and also its admiration for his continual unselfish devotion to the arduous tasks with which the Committee was unceasingly confronted, sacrificing his own time, energies and individual interests; and furthermore, be it

RESOLVED that on the eve of bringing an end to our more active participation in war finance, we take this occasion to express our warm personal regard for him as a comrade throughout the difficult times so happily coming to a close.



R. EMERSON.

PREAMBLE. One of the outstanding features of the five Liberty Loan campaigns has been the way in which publicity was made into an irresistible force for the public good, developed to a degree and extent never before realized and applied to the purposes of all the Loans with a daring of vision that stands without precedent.

WHEREAS Guy Emerson, as vice-director of the Government Loan Organization in Charge of Publicity, has from the very beginning of war loan work in this district devoted his great energies to the task of publicity and has through that medium prepared the way for the sale and distribution of Liberty Bonds by creating among all the people a common eagerness to serve their country, therefore be it

RESOLVED that the Liberty Loan Committee does hereby express its admiration for the creative work accomplished by Mr. Emerson and for the manner in which he carried into concrete fulfillment the splendid visions of his own inspirations for public service; and furthermore, be it

RESOLVED that the Committee does also express the high personal regard which it has come to feel for Mr. Emerson as a result of its frequent contact with him through the five arduous campaigns.

MR. ANDERSON

PREAMBLE. When a group of men undertake to organize a vast new enterprise, they find themselves confronted with special problems that can be met with the highest degree of efficiency only if they are fortunate enough to find men peculiarly equipped to grapple with the specialized questions involved. In organizing the work of the Liberty Loan campaigns, the Liberty Loan Committee for the Second Federal Reserve District was confronted with the technical problems of bond flotation on a scale hitherto unattempted.

WHEREAS A. M. Anderson, as director of the Government Loan Organization, through his experience and knowledge in regard to bond issues and market conditions in connection therewith, has rendered this Committee and the country unequalled service in connection with the sale and distribution of Liberty Bonds and has successfully coordinated the multitude of divisions working together in the general organization, therefore be it

RESOLVED that the Liberty Loan Committee does hereby express its deep obligation to Mr. Anderson for the preeminent services he has rendered in a work of vast scope and infinite detail, exercising unflaggingly a zeal for the public good and a soundness of judgment without which such complete success would have been impossible; and furthermore, be it

RESOLVED that the Committee expresses its warm personal regard for him as an associate in the work it has now brought to a successful conclusion.

PREAMBLE. It is always a pleasure to pay tribute to leadership, and now that the five Liberty Loans of the United States have been written down as glorious chapters in our public finance, the members of the Liberty Loan Committee for the Second Federal Reserve District esteem it a privilege to pause and pay such tribute to one whose services stand forth as of preeminent value to his country. It seems eminently fitting at this time to speak words that in the hurry of the nation's great emergency were, perforce, left unspoken.

WHEREAS Benjamin Strong, as chairman of the Liberty Loan Committee for the Second Federal Reserve District, has risen to a high occasion, and has discharged the responsibilities, the duties and the arduous tasks of that position with a zeal for the public good and with a soundness of judgment that ranks his work among the most devoted instances of service rendered to the United States during the war, therefore be it

RESOLVED that the Liberty Loan Committee, although feeling that words are insufficient to express its full and sincere appreciation of his services, does hereby record its admiration for the inspiring leadership of Benjamin Strong through the five War Loan campaigns in which it has been associated with him; and furthermore, be it particularly

RESOLVED that the Committee does hereby express its affectionate regard for him as a man and as a co-worker in the great task it undertook at our country's time of need.

[From B. Strong]

C  
O  
P  
Y

GOV. STRONG DINED BY LOAN WORKERS

EX-SEC'Y M'ADOC PRAISES THE FEDERAL RESERVE  
HEAD.

Many Bankers Present at Victory Dinner  
In the Waldorf-Astoria -  
Secretary Glass Unable to Attend

Members of the Liberty Loan Organization gave a dinner in honor of Governor Benjamin Strong of the Second Federal Reserve District and the General Liberty Loan Committee at the Waldorf-Astoria last night. The dinner was held in recognition of Governor Strong's services during the war loans, and he was given an enthusiastic reception.

Secretary of the Treasury Carter Glass, who was to have been one of the speakers, was unable to attend, and he was represented by Assistant Secretary of the Treasury Russell Leffingwell. The guests were Shepard Margan, James W. Wallace, Pierre Jay, Albert H. Wiggin, Mrs. John T. Pratt, Seward Prosser, Guy Emerson, George Foster Peabody, James S. Alexander, A. M. Anderson, who was toastmaster; William G. McAdoo, Allen B. Forbes, George W. Hodges, Jacob H. Schiff, Mrs. Courtlandt D. Barnes, Charles H. Sabine, Gates W. McGarragh, Frank R. Wilson, Walter E. Frew and Martin Vogel.

After the dinner there was an entertainment on a platform that had been improvised, and the diners were particularly pleased with the work of Miss Cecil Arden, of the Metropolitan Opera Company.

The principal address of the evening was made by ex-Secretary of the Treasury McAdoo, who not only complimented the Liberty Loan workers whom he commanded during four campaigns, but paid high tribute to Governor Strong. He said New York had been called on to raise the largest amount of any locality because of its large population and vast financial resources.

Mr. McAdoo said that the occasion brought to his mind the recollection of the manner in which the idea of financing the war was conceived. He said that it was due to the fact that at one time he read a history of this country very carefully.

"When I read of the Civil War period, I was particularly interested in the way that the war was financed, and while I do not wish to criticize Mr. Chase, who was Secretary of the Treasury under President Lincoln, yet I always felt that he could have been more successful in financing the cause of the North, if he had made his appeal direct to the people.

"So when it appeared that war between this country and Germany was inevitable, I thought of what I had read in that history, and we decided to go to the people to raise the money that was to go toward equipping and maintaining the armies to fight the Kaiser. History will show that we were successful, and at this time I want to pay a tribute to the small investor and to the men and women who had to draw on their hard earned savings in order to loan the funds to their Government."

Mr. Leffingwell praised the work of Governor Strong as well as the members of the committee. Gov. Strong in responding referred to the co-operation that had been given to him by all the volunteer workers.

[From B Strong]

MEMORANDUM

C  
O  
P  
Y

June 13, 1919

To: Governor Strong

From: Mr. Emerson

I should like to leave with you a few suggestions in regard to the New York situation.

In the first place, let me state that the existing War Savings Organization in New York was built up partly to continue the existing War Savings Societies and similar work, which has been started during the past year and a half.

It was also intended to meet the directions contained in a letter from Mr. Leffingwell received about six weeks ago, which was transmitted to me by Mr. Sailer, which directed that a nucleus of a continuous sales force be established in anticipation of a possible future plan of the Treasury Department.

It should also be noted that a considerable amount of the War Savings work, which has been done since the first of January, has been carried by bureaus of the Liberty Loan Committee and that with the disbanding of that organization it was necessary to place essential men on the War Savings pay roll.

Obviously, we are now spending too much money in New York on War Savings alone in proportion to sales. Following the remarks of Mr. Leffingwell in the meeting yesterday, the War Savings Conference directed itself to this problem and it became obvious that there were only two ways to meet this situation, either by reducing expenses or by increasing sales.

It is, of course, easy to make some cuts in the present pay roll and thus reduce expenses, but with the present security I do not believe that a reduction of the working force will result in a proportionate and relative increase in sales.

In other words, if nothing is to be available except the War Savings Stamps I think it is very doubtful if we can ever meet the very reasonable requirement of the Treasury Department to the effect that expenses should be in a very modest ratio to sales.

It seems to me, however, that thrift applies to the whole body of our people and not simply to those of small means. We have a very real responsibility toward those people to whom we have sold Government bonds during the past two years and Mr. Leffingwell stated this morning that he considered it part of his responsibility to keep in touch with these people, not only as future buyers of Government

securities, but also from the standpoint of protecting the interests of those who came to the aid of the Government in its time of need.

He stated this morning to a Committee of the War Savings Organization, of which I was a member, in a conference lasting about an hour, that if the organization could be worked out with you so as to be considered a unit, with its publicity directed not only to thrift propoganda amongst possible War Savings Stamp buyers, but, also, to thrift propoganda to people of larger means leading to the purchase of new Treasury securities and the purchase of outstanding securities on the market and tending also to reduce the activities of swindlers, that he would feel that the Treasury money was being properly expended even though it was out of proportion to the actual sale of War Savings Stamps.

I know this idea has occurred to you and I think it may be a solution of our local problem if properly supplemented by a very careful re-consideration of our present salary roll and of expenditures which are in contemplation for the plans of this year.

One of my principal reasons for leaving this memorandum with you is to call attention to the fact that if anything at all is to be done it must be done with enthusiasm. Otherwise, we cannot maintain any organization in New York which will live up to the traditions of Government financing under your supervision. If the organization is cut down so low as to be really insignificant it will make no impression on the situation in the Second Federal Reserve District and might as well be disbanded entirely. We cannot hold men who have gone through the enthusiasm of liberty loan campaigns with their tradition of success unless we give them a job that they consider worth fighting for and a job which they realize is considered vital not only by the Treasury Department but by you personally who are their Chief.

I am willing to state without qualification that I believe there is a big job to be done in our District and that we have an organization which can do this job without undue expense.

I do not believe that they have had a fair chance to demonstrate a sales ability up to this time. The first half of the year has been heavily loaded with expenses that will not be repeated during the balance of the year and all sales activities have been restricted because of the Victory Loan.

I sincerely hope that some plan will be worked out which meets the necessary condition of thriftiness in our own organization which at the same time will not abandon the tremendously important steps in popular financing and in national thrift which have been started during the past two years.

GE/MHP

# NATIONAL BANK OF COMMERCE IN NEW YORK

ORGANIZED 1839

CAPITAL SURPLUS AND UNDIVIDED PROFITS OVER FORTY-FOUR MILLION DOLLARS

GUY EMERSON  
VICE PRESIDENT

July 11, 1919.

Dear Mr. Strong:

I want to wish you a particularly happy and pleasant voyage. I hope you will make it something of a rest which you so well and richly deserve.

You are going to have a most vital and interesting experience in Europe to which you will contribute at least as much as you bring back from it.

I should like to accompany this note with baskets of fruit and flowers, boxes of candy, preserved ginger, various kinds of medicines for sea-sickness, several cases of champagne, a number of serious and light books, and a few memorandums on Liberty Loan, War Savings, etc., etc., etc., but I know that you will have everything you really want, and beyond this I think I ought to do what I can to contribute toward your rest by simply giving you good wishes.

I want to tell you again how greatly I have enjoyed the opportunity of working for you and with you during the past two years and more. I shall always remember it as a particularly rich and inspiring period, particularly because of your leadership. I shall feel very much disappointed, however, if the years to come do not bring in a very natural way an opportunity to continue the contact I have had with you and the work of the Federal Reserve Bank. I really feel as if I were a graduate of that organization and should not have to knock at the door and stand in the anteroom in the years to come.

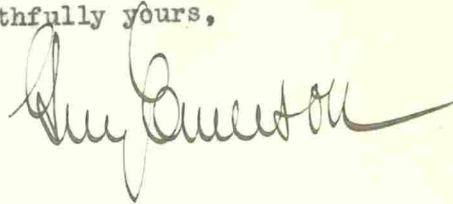
While you are away I will give what attention I can to Rudd and his work and shall be at his disposal whenever he calls. If anything occurs to



you that you want done while you are on the other side you know that I am always ready to help.

Have a good time and come back full of health.

Faithfully yours,

A handwritten signature in cursive script, appearing to read "Guy C. Carson". The signature is written in dark ink and is positioned below the typed phrase "Faithfully yours,".

July 17, 1919.

Dear Mr. Emerson:

It was most thoughtful of you to write me such a fine letter to read on the steamer, and it was appreciated far more than the various contributions to my nourishment which you might have sent but which I am very glad you did not. In fact, I had four baskets of fruit, much of which I regret to say has spoiled.

During the past two and a half years work we have enjoyed experiences which have revealed many new things to all of us. I regard the revelation of patriotism and enthusiasm for patriotic undertaking as the finest of all of them, and certainly your contribution was inspired by that and nothing else. Otherwise I do not see how it would have been possible for you to work an average of 25 or 26 hours out of 24 and maintain your health as well. We shall none of us regret the experience and I hope we shall likewise never lose the friendships established in that period.

Whatever you can do to assist Mr. Rudd will be deeply appreciated.

With best regards and many thanks for your letter, I am,

Sincerely yours,

Guy Emerson, Esq.,  
c/o National Bank of Commerce,  
New York.

d) Frick, William

7  
7  
Leaving National Bank  
+

president of

American Institute  
of Banking

1921-1922

New York Chapter  
Incorporated

AMERICAN INSTITUTE OF BANKING  
(Section American Bankers Association)

138 East 35th Street

NEW YORK, July 14, 1921.

Mr. Benjamin Strong, Governor,  
Federal Reserve Bank,  
120 Broadway,  
New York, N.Y.

Dear Mr. Strong:

I believe you will be interested to learn of the successful records made by our student members from your bank in the educational courses in the year just ended.

Mr. JOHN J. GOLDEN, a student in the SECOND YEAR, STANDARD COURSE, was awarded the prize for the highest average in the course for the year.

Mr. D. E. GILLMORE has satisfactorily completed the work of the PREPARATORY COURSE, and thereby has qualified for entrance into the Standard Course.

The following were "Honor Students" in the courses mentioned:

ROBERT S. CARNAHAN	Elementary Spanish,
JOHN S. CREIGHTON	Credits,
JOHN J. GOLDEN	Money and Banking,
ELIZABETH HICKS	Economic History,
R. L. SMITH	Credits, Reserves and Rediscounts,
RUSSELL TWEED	Money and Banking,
MAUDE VORIS	Bank Bookkeeping,

In addition, members from the FEDERAL RESERVE Bank completed Courses listed opposite their names as follows:

*copy in  
file  
780  
A. I. B.*

MARGARET S. BLEEKNER	Principles of Economics,
WILBUR D. BROWNE	Economic History,
HENRY M. BURNETT	SECOND YEAR, STANDARD COURSE,
MARGUERITE BURNETT	Money and Banking
ROBERT S. CARMANIAN	Elementary Spanish,
NORMAN C. COOPER	FIRST YEAR, STANDARD COURSE,
ROBERT J. DICKEY	SECOND YEAR, STANDARD COURSE,
JOHN C. DIECKERT	SECOND YEAR, STANDARD COURSE,
ALBERT P. FALLON	FIRST YEAR, STANDARD COURSE,
FRED J. FOX	Bank Organization,
JOHN J. GOLDEN	SECOND YEAR, STANDARD COURSE,
PHYLLIS HALL	Bank Bookkeeping,
CLIFFORD H. HAWKINS	FIRST YEAR, STANDARD COURSE,
ELIZABETH HICKS	Banking Practice, Economic History,
REBECCA HOLMES	Principles of Economics,
ALFRED H. KIRKPATRICK	FIRST YEAR, STANDARD COURSE,
ANNA REIS	Business English,
CHARLES F. ROURKE	SECOND YEAR, STANDARD COURSE,

GEORGE A. SHANNON

Economic History,

MARION SCHULTZ

Bank Accounting,

RUSSELL TWEED

SECOND YEAR,  
STANDARD COURSE.

Very truly yours,

(Signed) William Feick,

President,  
NEW YORK CHAPTER, A. I. B.

WF.L

NEW YORK CHAPTER, INC.  
AMERICAN INSTITUTE OF BANKING  
SECTION AMERICAN BANKERS ASSOCIATION

ACKNOWLEDGED

JAN 30 1922

RS

WILLIAM FEICK, PRESIDENT  
WITH IRVING NATIONAL BANK

FRANK M. TOTTEN, 1ST VICE-PRESIDENT  
WITH FIDELITY-INTERNATIONAL TRUST CO.

WILLIAM G. F. PRICE, 2ND VICE-PRESIDENT  
WITH THE NATIONAL CITY BANK

15 WEST 37 STREET

TELEPHONE, FITZROY 1544

NEW YORK

L. H. OHLROGGE, TREASURER  
WITH NATIONAL PARK BANK  
W. ALCORN BROWN, SECRETARY  
15 WEST 37TH STREET  
J. M. TELLEN, ASS'T SECRETARY  
CHARLES H. SCHOCH, CHIEF CONSUL  
WITH IRVING NATIONAL BANK

January 26, 1922.

Mr. Benjamin Strong, Governor,  
Federal Reserve Bank,  
15 Nassau St.,  
New York, N.Y.

Dear Mr. Strong:

On Saturday evening, February  
the 18th, at 6:45 P. M., the New York Chapter of  
the American Institute of Banking will hold its  
~~Twenty-First Annual Banquet at the Hotel Commodore.~~

A cordial invitation is extended  
to you to be one of our guests of honor on this  
occasion.

We hope that it may be our  
privilege to number you among our distinguished  
guests and visitors and await with much interest  
your reply, which we trust will be a favorable  
one.

Very sincerely,



President.

January 30, 1922.

Dear Mr. Feick:

You are most kind to invite me to be one of your guests at the Annual Banquet of the American Institute of Banking, which will be held on the evening of February 18.

There is always a possibility of my being unavoidably called out of the city, but barring that, you may count upon my being present at the dinner, and I feel much honored that you should be so kind as to invite me.

Believe me,

Yours sincerely,

William Feick, Esq.,  
President, American Institute of Banking,  
15 West 37th St.,  
New York, N. Y.

ES.MM



February 8, 1922.

Dear Mr. Feick:

I take pleasure in sending you the names of the officers of the Federal Reserve Bank of New York, who have subscribed as individual Sustaining Members in the New York Chapter of the American Institute of Banking for the year 1922.

This is an excellent showing as it represents 82% of our official staff. I still have hopes of adding a few more names to the list, and I am sure of receiving the same cordial response.

I am glad to have been of some assistance to you and Mr. Golden in this instance.

Yours very truly,

Wm. Feick, Esq.,  
President, American Institute of Banking,  
c/o Irving National Bank,  
New York, N.Y.

Enc.

GE.MM

NEW YORK CHAPTER, INC.  
AMERICAN INSTITUTE OF BANKING

SECTION AMERICAN BANKERS ASSOCIATION

WILLIAM FEICK, PRESIDENT  
WITH IRVING NATIONAL BANK

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NEW YORK

L. H. OHLROGGE, TREASURER  
WITH NATIONAL PARK BANK  
W. ALCORN BROWN, SECRETARY  
18 WEST 37TH STREET  
J. M. TELLEN, ASST SECRETARY  
CHARLES H. SCHOCH, CHIEF CONSUL  
WITH IRVING NATIONAL BANK

February 17, 1922.

Mr. Benjamin Strong, Governor,  
Federal Reserve Bank of New York,  
15 Nassau St.,  
New York, N.Y.

Dear Mr. Strong:

We are enclosing herewith a  
guest ticket for the speakers' table to the  
Annual Banquet of the Local Chapter of the  
American Institute of Banking tomorrow evening  
at 6:45 P. M.

It is with a great deal of  
pleasure that we anticipate your presence, and  
you have our assurance that we have left no  
stone unturned in an effort to make this event  
highly successful.

Very sincerely,



President.

February 17, 1922.

My dear Mr. Feick:

Mr. Beyer has just shown me correspondence in relation to the membership of our officers in the American Institute of Banking, and I am delighted to learn of the success of the effort to secure their interest in the work of the Institute, which I understand was the result of your correspondence with some of my associates.

I hope that you and the other officers of the Institute realize that the officers of our bank are busy men to a degree that few people realize, and they may not always be able to give the personal interest and the necessary time to these matters which would seem to be required. We are in a way running an institute ourselves which has a membership of no less than three thousand people, and you will be interested to learn that there is a constant growth in the percentage of our officers and employes who are seeking further knowledge of the problems with which they deal, through the facilities of the American Institute of Banking and the extension courses of the various universities in this city.

With kindest regards, believe me,

Yours very truly,

Benj. Strong,  
Governor.

William Feick, Esq.,  
President, American Institute of Banking,  
15 West 37th St.,  
New York, N. Y.

BS.MM

READ AND NOTED  
B. S.

NEW YORK CHAPTER, INC.  
AMERICAN INSTITUTE OF BANKING  
SECTION AMERICAN BANKERS ASSOCIATION

WILLIAM FEICK, PRESIDENT  
WITH IRVING NATIONAL BANK

FRANK M. TOTTON, 1ST VICE-PRESIDENT  
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15 WEST 37TH STREET  
J. M. TELLEEN, ASS'T SECRETARY  
CHARLES H. SCHOCH, CHIEF CONSUL  
WITH IRVING NATIONAL BANK

February 20, 1922.

Mr. Benjamin Strong, Governor,  
Federal Reserve Bank of New York,  
15 Nassau St.,  
New York, N.Y.

My dear Mr. Strong:

Your very interesting letter of the 17th instant becomes one of the prize possessions of the Local Chapter of the American Institute of Banking.

We were especially delighted to learn from Mr. Beyer of the substantial interest on the part of the executive staff of the Federal Reserve Bank shown by the sustaining membership campaign. Mr. Beyer reported that he had no difficulty whatsoever and that everyone acknowledged the fine work that our organization is doing. This establishes a remarkable example for the banks of the city, and permit me to express the hearty appreciation of the Executive Committee of the New York Chapter and to tell you how much your letter is prized.

With kindest regards.

Very sincerely,



President.

e) Norton, Charles D

[by 1919 of First  
Securities Co.]

2 Wall Street  
New York

[From B Strong Jr]

132

December 1, 1914

Dear Ben:

I wasn't able to attend the prosperity luncheon.  
Yesterday I read your speech very carefully. It is an  
admirable speech. I suppose you wrote it in advance and  
read it. If you spoke it as it is printed, you surely  
are a born orator. It certainly is a simple, lucid,  
straight-forward statement. *Congratulations*

Faithfully yours,

*Charles D Norton*

Benjamin Strong, Jr., Esq.,  
c/o Federal Reserve Bank,  
62 Cedar Street, City.

[From B. Stung p.]

132

December 2nd, 1914.

Dear Charlie:

Thanks for your note about the speech.  
I followed the advice given in the Evening Post  
by your old friend George Perkins - wrote it  
first, committed it to memory and then read it.  
Glad you liked it.

Very truly yours,

Charles D. Morton, Esq.,  
The First National Bank,  
2 Wall Street,  
New York City.

BSJr/VCM-3

to protest.

"Now don't you worry"  
says Penrose. "The firm  
of Rosenthal + Penrose will  
disolve on the evening of May 16.  
Penrose will take over all  
of the assets and Rosenthal  
will take over all of the  
liabilities."

Did you hear of young  
Coodin lightly perforce behind  
the German lines (this is Harry  
Emerys story from Alex dumbest)  
and then being forced to take  
a German observer (who held  
a gun at his back) up over +  
close to the French lines in his  
French machine  
after an unmolested view  
low down + of course not fired at  
they started home + asking if



he might light in a  
certain field. Cowd in took  
a sudden loop the loop,  
dropped his german head on  
heels and flew home  
safely -

Life will be slow after the  
war for that young man.

My best to you Ben  
Yours

Charles D. Carter

July 10, 1916

KNICKERBOCKER CLUB

With Roosevelt early in  
May (just before the Penna  
primaries held May 16)  
caused great uneasiness in  
the Old Guard Camp - It was  
kalyed the Pennore was having  
a hard time against Brumbaugh  
& that he was probably  
flirting from necessity, - but  
he carried it so far that an  
emission was sent to him

Senator Knox happened to be there: and we had one good old talk about politics. He is most amusing over the removal of interest in Chinese finance, of this Administration. You know Bill Phillips, recently came over here to try to stir into life the old Chinese group.

There was one good line

in Penrose: His flirtation

[From Box 11/13 2]

KNICKERBOCKER CLUB

July 10 [1916]

Dear Ben

Inquiring today from Jim I learn of your safe arrival in Colorado. Thank you stars you missed the jolliness we have had here for a few hot days. I hope there

you find yourself  
comfortably housed and  
that you like the  
feeling of being a mile  
in the air as much as  
I do - Harry Emery  
has just left me after a  
pleasant evening talking  
over his prospective visit to

● Russia for the Guaranty  
Trust. Yesterday I went  
up to join Orlando at Buckwood  
Inn where his family are  
sojournin' (Delaware Water Gap)  
and there was much pleasant  
talk of you and many hopes  
for your speedy recovery &  
return - Orlando is a splendid  
person, - true blue -

[From Ballinger]

Estes Park, Colo., July 19, 1916.

Mr. Charles D. Norton,  
% First National Bank,  
New York City.

Dear Charlie:

Your letter of the 10th reached me a couple of days ago and gave me a great deal of pleasure. A prompt reply may induce you to write regularly and letters are my great joy.

We had a hot, tiring trip to Denver, with the result that I was about ten day in bed there, but a week ago came up here by automobile and have about decided to stay in- definitely -- possibly all winter. We are 7500 feet in the air in a little pocket right under Long's Peak, which towers about 7000 feet higher than Estes; in fact we are surrounded by peaks averaging from 12,000 to 14,000 ft., with a good deal of snow. It is as beautiful a place as I have ever visited and we are very comfortably housed. I have a little 4-room cottage 100 yards from the Lewiston which is a very small and very comfortable hotel, and, as you will observe, have already converted one room into an office.

I am delighted to hear about Harry Emery. Jim Curtis wrote me of the plan and it will be good for him and a great satisfaction to his friends.

Possibly you don't realize how closely I have been associated with your good friend Delano for the past two years. He grows on me immensely and I have become not only very fond of him, but a great admirer of his character. He is a splendid back-log in the Board. Incidentally, he is a blood relative of mine, although we did not discover it until recently. We both descend from a certain Elder John Strong, who landed in this country in 1630 on the good ship "Mary and John".

I am much amused by what you say in regard to Senator Knox and the revival of interest in Chinese finance. I had a long talk with Sir Charles Addis in regard to this matter when in London and at that time he expressed the view that the re-entry of the United States in the group arrangement was really necessary to solve some of the difficulties of Chinese finance. I suspect that the Chings are more willing to trust disinterested "Uncle Sam" than any of their

C.D.N. #2.

other creditors and they certainly must realize that just now we have the fattest purse.

Looking down on political matter from this glorious altitude, I am beginning to think that unless important matters develop, some of your stoical hide-bound Republicans may have a disappointment in store for you next November, but I must qualify this by stating also that my judgment in political matters is rotten. That is a good story about Cowdin. I know him and the other boys and he did what I would expect one of that blood to do.

I wish I could send you some interesting news -- there is absolutely none here. I am not permitted to walk or exercise in any way, but am allowed to do a little quiet work which will be gradually increased as the Doctor finds me improving. A very thorough examination he made of me resulted in a pretty conservative report, which made me sober for awhile, but was not necessarily discouraging.

Write me again and give me the news. My best to you Charlie and many of them,

Sincerely yours,

and neither did Casenave -

Funny though Jim never admits it  
when he meets a pretty bit of logical  
Conservative like the above - He just smiles  
in the bland way in which a real Radical  
smiles at & over a moderate Conservative  
& smokes another of your Cigars just as  
jovously as if he had proved something.

I think Hughes speech of acceptance was  
first class. He's taking Wilson on in  
sections so to speak. In that speech he  
smeared his Mexican policy, and by the way  
my maid Fredrick who is just back from the  
Border tells me the Militia hate the name of Wilson



Monday

August 13 1916

DOSORIS LANE  
GLEN COVE  
LONG ISLAND

Miss I From B. Henry p. 132

Dear Ann

I'm out here with Tim Curtis in the absence  
of his wife and we are just in from a long  
Northwest day of golf, - a fine windy cold  
August day with the Connecticut shore looking  
blue & distant & the Sound in a fine bath  
of spray - Jim & I live a quiet life here,  
in charge of a French madam who cooks a  
frazzle meal quite well and her shy daughter  
who hands out said meals & does the translating  
of Jim's French into the real good for Mother

Then we come in to an evening of reading while Jim smokes one or two of your cigars, only varying this by an occasional discussion of yourself - Jim leads off with the thesis: Ben Strong is the greatest banker in New York; the gamest sport; in fact the greatest man; Cassinari says so; Lord Reading, undoubted feels so; J. Curtis, says so.

Then I in rebuttal find the claim too broad or not broad enough. Greatest man I grant; but greatest banker that we must discuss. Now for instance let us compare Strong with Backus. Strong sits in a quasi governmental chair; he holds up

his id by law the manufacturing Backus and other similar Backuses for <sup>their</sup> capital; he takes their money away from them by law and plays with it as if he had earned it. While Backus has to get his money by stealth; he has to take it while his customers are off playing golf and he has to pay his own salary out of it while Strong gets a fat salary just for being Backus's money to complete with the poor cuss & thrush down his profits. It may be saying the County all right but where does Backus come in? Shouldn't we hear news next Backus

starting things; until he gets a hole  
or two in this smug "he's kept us out  
of war" business - And sooner or  
later I believe Hughes will get down  
to discussion of <sup>his own</sup> foreign policy more in  
detail. A lot of people miss that  
and wish him to bring it forward  
now. But I think he is pursuing  
good tactics by choosing his own  
fighting ground and feeling for weak spots.

I should be interested to hear what  
you think of the impression he makes  
on the West.

By the way did you ever know Elliott  
Woodworth of Stone and Webster? I hope so.  
He's a corker; he took a number he is going  
to resign and give up business September 1  
& take charge of the Red Cross in Washington  
as Vice Chairman & later perhaps as  
Chairman.

Mr. Walker & Mr. Atwell & Mr. Stone &  
the Messers have gone off in the Viking from  
Portland. They go as far as San Francisco. I  
haven't been up to Dulhit much this year.



but its a great success from the  
viewpoint of my family & we are getting  
it in order rapidly.

Your friend McAdoo has abandoned  
that country for parts unknown.

Do not feel constrained to reply to this  
Sunday evening note - I may write you again  
if Jim & I make any progress in our weary  
discussions, and both of us send to  
the greatest man, banker & patriot our  
harvest & most affectionate regards

Yours  
C.D.R.

I'm delighted you have a good doctor. Obey him!



2 -

DOSORIS LANE  
GLEN COVE  
LONG ISLAND

A New Jersey rjument made on poor  
devil change his name from Wilson. Then  
Hayes proceed to muss Wilson, have a  
bit by demonstrating what is the truth  
that there was never a more extravagant  
job hunting gang in Washington. Now  
Wilson & Redfield try to get the "tone" and  
"plane" of the campaign back into the  
lofty level of "bunk" about principles  
& foreign policy & all that. Well I think  
Hayes will hammer away in sections & keep

1 from ... 10-2-13

Estes Park, Colo.,

September 9th, 1916.

Dear Charlie:

Your note of the 6th is just received and I hope you will let me hear from you when you have leisure to scratch off a letter. Do not, however, let that break into your visit with Fred Delano. You have a treat which I wish I could share with you, for I am frank to say that the more I see of your good friend and my cousin, the more admiration and respect I have for him. If he will only hang on to that job in Washington and if I can only get back to my job, I have hopes that the next few years will see a lot accomplished in Federal Reserve matters that will afford us both a lot of enjoyment. I do not mean to imply that he and I are the only ones that can do it, but we have two years' handicap on any of the others and I want to see the job finished.

This leads me to make a few remarks in passing about "Fort Sherman". I am gradually coming to regard it as the citadel of reaction. If I could have you out here a few days, I would tell you the whole story of the last two years' work, which I never have done, and lay out for your contemplation, the program of further development of the new Federal Reserve System which, I believe, would convince you that it is worth while to boost rather than knock it. Of course, I realize that we are

To C. D. Norton, Esq.

Sept. 9, 1916.

charged with many sins which really belong in the Comptroller's office, but I do not think that you and your associates make that mistake, as many bankers do.

What we are hoping for is further legislation in the next few years that will put one whole department of supervision directly under the Federal Reserve Banks and, in turn, under the Federal Reserve Board, and in addition to that a comprehensive revision of our currency laws that will get rid of old inherited troubles that now cause difficulty now and then. It is going to come just as sure as Fate and when the work is all done, while you may not recognize the Federal Reserve Act, you will recognize that we have at last got a decent currency and banking system.

Answering your question about Hughes, first let me say that my judgement in political matters is not worth a rap but I have talked with most of the people one meets in a hotel of this kind, and gained generally the following impressions: There is a decided feeling of dissatisfaction in many sections of the Middle West and in the South as well, over Wilson's administration and this has become stronger since his action in connection with the threatened strike. Of that, I do not believe there is much doubt. Most people charge him with weakness and inconsistency in Mexico and various other sins. On the other hand, I cannot help gaining the impression that the Hughes campaign so far is purely negative. People instinctively feel a little disappointment that he is indulging in so much tirade and invective without offering constructive suggestions and saying what he would do himself. This is one of the necessary misfortunes of a candidate

To C. D. Norton, Esq.

Sept. 9, 1916.

for office attacking a candidate for reelection. He has got to pull his record to pieces. On the whole, I gain some impression that people may be forced to the attitude of voting for the lesser evil rather than for a positively good candidate. But this could be radically changed if the latter part of Hughes campaign developed a really constructive and statesmanlike elaboration of his policy and in a way to satisfy the country.

My older son has just returned from California and he tells me that every one there is bitter against Wilson, but that is natural in view of the many situations peculiar to that state.

Colorado is split by a factional row which makes it very doubtful as to the outcome of the national election. I think the chances are that Hughes will carry the state, judging from what little gossip I hear.

Personally, I feel that Wilson is suffering from the experience which overtakes every reformer in politics who is elected to office. He starts by attacking the bosses and winds up by being a greater boss than any. That was Hughes record as governor, Roosevelt's, as governor and president and Wilson's record as governor and president, and I surmise that we will have the same experience if Hughes is elected as president as we had when he was elected governor. Once more, the above is the impression of some one who has no political judgement whatever.

My best regards to you, and to Fred Delano if you get this letter before he leaves.

Sincerely yours,

Charles D. Norton, Esq.,  
2 Wall Street,  
New York City.

[From B. H. H. H.]  
132

2 Wall Street  
N. Y.

JAN 15 1917

January 9th, 1917.

Dear Ben:

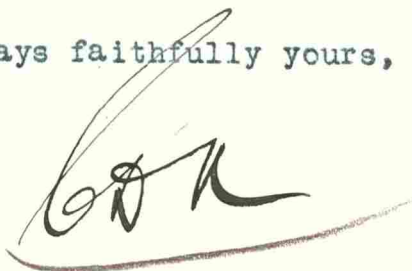
From old Fort Sherman, or as you call it, the Citadel of Reaction, I send you my very best wishes for the New Year. It was pleasant to have your Christmas greetings. There has been so much doing here lately in your line that I don't know where to begin. One by one your associates have fallen by the wayside, with more or less serious illnesses, but I don't think that can really account for the various kinds of brainstorms that have been going on in Washington. Fred Delano spent two or three days with me at New Year's, with his wife, and I had a good chance to learn many things of intense interest to me about the workings of our new system. I can imagine that it makes you want to hire about four stenographers and I hope you are just smart enough to abstain from reading any financial or any other kind of newspapers, or thinking too much about the situation, that being the short cut to your return, which we all keenly wish for.

I have it up my sleeve to sit down and write you a long-hand letter which would be a real reply to your last de-

Mr. B. S. Jr. #2.

lightful one, which we read several times out at Jim  
Curtis' house.

Always faithfully yours,

A handwritten signature in dark ink, appearing to be "B. S. Jr.", written in a cursive style. The signature is underlined with a single horizontal stroke.

Benjamin Strong, Jr., Esq.  
Estes Park,  
Colo.

132

Denver, Colorado,  
January 15, 1917.

Dear Charlie:

I really thought when I saw your letter of January 9th that Fort Sherman must have fallen, for I believe you have owed me a letter for no less than three or four months.

Why don't you write me the account of the real reaction in New York from those brain storms? I would like to get the point of view forcefully expressed by one of the reactionaries.

Fred Delano is a delight. He does not write me very often, but whenever he does things look brighter for I feel he sends me the real dope right from the shoulder.

For the last three weeks I have needed at least four stenographers as I spent the holidays in the mountains with my youngsters and returned to find that the heavens had fallen, more or less, as a result of some of the brain storms you refer to. I have to read the financial papers, however, to keep a little normal atmosphere in my top story, or I would be having brain storms myself. The last few days I have enjoyed a delightful visit from George Roberts and now I am awaiting word from Jim Curtis as to the possibility of his getting out here.

I am getting along after a fashion, have put on quite a bit of weight for me and my doctor now wants me to tackle golf as soon as the weather permits. In the meantime I may take a few weeks in Arizona. Why don't you come out some day soon, with or without James Freeman Curtis? At any rate write me as you promise.

Very sincerely yours,

Charles D. Norton,  
2 Wall St., New York City.

[From D. Norton p. 1]

December 1, 1919.

Dear Charlie:

I have read the little pamphlet enclosed with your note of November 12 after unavoidable delay and am returning it herewith.

It contains a number of interesting thoughts but I fear must be classed with a great many other plans all of which contain one outstanding characteristic which would be fatal to their success and I fear detrimental to the interests of this country.

These plans to which I refer, including the enclosed, contemplate the creation either of an international exchange currency or an international credit instrument which may be used in purchasing goods. Under present conditions they would all float to this country causing either a great inflation to our credit or a drain upon our gold reserves such as is not to be thought of. Furthermore, in the case of this plan currency issued by the central banks of the world would be redeemable out of a common fund largely furnished by this country, and who shall say how much currency shall be issued by hard-pressed nations; in other words, who is to resist the pressure of converting this world currency into a vast instrument of inflation.

I am sure that you will agree with me that such things are not to be encouraged.

Sincerely yours,

Charles D. Norton, Esq.,  
First Security Company,  
2 Wall Street,  
New York, N. Y.

BS:MMcC

Enc. (1)



J. E. Rowley  
Asst. Cashier  
National Bank of Commerce  
1915

May 10th,  
1915.

Dear Sir:

Referring to your favor of the 5th inst.  
regarding the key to the safe placed at the dis-  
posal of the Gold Fund Committee by the Clearing  
House, I beg to advise that the key held by me  
was delivered to Mr. Wiggin.

Very truly yours,

J. E. Ravensky, Esq.,  
Assistant Cashier, National Bank of Commerce,  
New York City.

VCM

MAILING DEPT.

MAY 1 1915 NATIONAL BANK OF COMMERCE  
IN NEW YORK

FEDERAL RESERVE BANK

May 5, 1915.

Mr. Benjamin Strong Jr., Governor,  
Federal Reserve Bank,  
New York City.

*B. S. Jr.*  
MAY 10 1915

Dear Mr. Strong:-

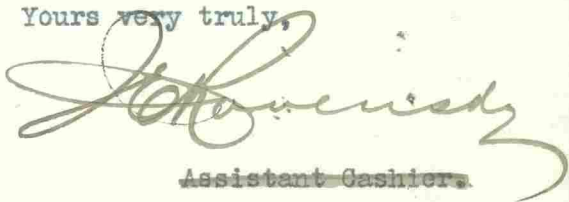
As you are probably aware, the four London banks have confirmed to the Gold Fund Committee that the cable codes sent them last September have been cancelled.

We have accordingly marked our copies of the codes and have filed them with the other papers of the committee.

We have no further use for the safe placed at our disposal by the Clearing House and I have obtained the keys held by Messrs. Wiggin, Woodward and Alexander. My record shows that you also hold one of the keys - key number 2.

I would be pleased to call for it at your convenience, or you may send it to me if you prefer.

Yours very truly,



Assistant Cashier.

090

X 572

X 780

National Monetary  
Association

FILES DIV.

MAR 21 1924

March 21, 1924.

FEDERAL RESERVE BANK  
OF NEW YORK

My dear Mr. Rovensky:

Thank you very much for your note of the 19th and the proposed amendment to the Federal Reserve Act, copy of which you send me.

Even though you and your associates should decide to propose some legislation of the character indicated, I think the text which you send me is fatally defective in one or two respects anyway. The last paragraph does not express a method of control of the operations of the Federal Reserve Banks which is practicable. We fix our discount rates at such levels from time to time as we believe are adapted to the situation and as to the member banks borrowings from us. The rate must be our general reliance, especially in this city, in controlling the extent to which member banks do borrow from us. But our open market operations are not controlled as much by rates as they are by our own decision as to whether we shall buy or sell. Naturally, the rates fixed must be those at which we can buy or can sell at the moment. But what really controls is not a rate but an affirmative policy in conducting a voluntary operation as distinguished from a more involuntary operation when member banks directly borrow from us. So I think the language is really defective and inapplicable to the facts. A second very serious objection lies in the suggestion that purchases and sales of Government securities in the open market shall be conducted by the Federal Reserve Banks as the agents of the Government, and that profits and losses shall accrue to the Government. Our open market operations are and must be conducted for our own account and not in any sense as agents of the Government.

March 21, 1924.

The net profits of the Federal Reserve Banks go to the Government anyway and when there are no profits to offset losses they come out of our surplus and the Government gets no franchise tax. To have these operations conducted for Government account would be fatal to the whole structure of the Federal Reserve System. I shall not go into these in detail in this letter, but I think you may accept this dogmatic statement as being well-founded. At some convenient opportunity I will be glad to elaborate it when I see you.

As to the Federal Reserve Standard Price Index. I can only repeat what I stated to you the other day: That the Federal Reserve Banks and the Federal Reserve Board do consult various price indices as well as charts of production, consumption, distribution, and a great variety of other similar guides to judgment. But were the Federal Reserve System to accept a mandate of the character which is implied by this proposed amendment, I am perfectly certain that it will either at once or in course of time come to be interpreted not as a guide to a credit policy but as a mandate to fix the general price level. Of course, volumes could be written on this subject; but all that it seems necessary to say in this letter can be said briefly enough. Personally, I do not think that any such mandate should be handed to any committee or group of men. Even, as you contend, should it not be a mandate it would nevertheless be interpreted by the country as exactly that and nothing else, and then the Federal Reserve System would at once occupy in the minds of the general unenlightened public the unfortunate position of being a referee or judge between that section of the community which is interested in low prices and benefitted by low prices, namely, the wage earner and consuming class, on the one hand; and the other section of the community which is interested in higher or advancing prices, namely, the producer and trader. It would even be worse than that because the great mass of people in this country wholly fail to grasp the difference between the general price level and those particular prices which affect their own welfare and happiness. Had any such understanding of the

Federal Reserve System prevailed last year we would have witnessed the ridiculous situation of a large class of the community of wheat growers making demands upon the Federal Reserve System to put up the price of wheat, while another large class of the community would be demanding that we reduce the price of sugar. This is exactly what we might expect because today the wheat farmer has been led to believe that the Federal Reserve System did in fact reduce the market price of his product, and there are agitators in the South who are still reiterating that we reduced the price of cotton.

But it is my notion, in the absence of the operation of the automatic regulation of prices which prevailed before the war - clumsy though it may have been - that it is in fact necessary that regulation of credit be undertaken by the adoption of policies based upon a thorough investigation and study of a much greater variety of influences and standards than the fairly simple ones of reserve percentage, foreign exchange rates, and interest rates which prevailed before the war. But credit is only one of a large number of influences which operate upon the general price level and the Federal Reserve System or any bank of issue can accept responsibility only for the influence which credit alone exercises upon changes in prices and if it is assumed not by this legislation but by the possibility of misunderstanding of this legislation that credit alone makes prices then indeed the Federal Reserve System will be in serious trouble.

I believe that everything that can be done is being done by the Federal Reserve System towards a proper regulation of credit and that the policies which are adopted for that purpose are arrived at after the fullest possible consideration not only of prices but of all of the other factors which make up the composite picture of the situation by which the Federal Reserve Banks must be guided. What the country needs is some simple education which will not be misleading, as I believe this proposal will certainly be.

March 21, 1924.

I am very grateful indeed to you for giving me the opportunity to consider this matter. I hope it will not be pressed.

Yours very truly,

Benj. Strong,  
Governor.

Mr. John E. Rovensky,  
Vice President, National Bank of Commerce,  
New York, N. Y.

ES.MM

g Charles A. Sabier

President  
1915-21

Chairman of the Board  
1921-1929

Medicines & Metals  
National Bank

1921



PERSONAL

June 13, 1921.

My dear Mr. Sabin:

We have only within the last few weeks been able to conclude the final accounting of the expenses of the various Liberty loans, and determine to what extent, if any, expenditures made by the organization could not be reimbursed by the Treasury under existing law, or rules of the Department. We find that the total amount of such items that cannot be reimbursed is \$2,535.97. Of this sum, the Federal Reserve Bank is able to absorb \$2,229.74. The remainder, \$306.23, I have paid personally.

The Liberty Loan Committee passed a resolution, agreeing personally to assume certain charges, up to a limited amount, which as I recall was \$1,000. If the members of the committee care to pay their respective shares of this sum, the amount of each committeeman's proportion will be \$23.55.

Had these operations been conducted since the passage of the Volstead Act, it would not have been necessary to ask the committee to make any contribution.

Yours very truly,

Charles H. Sabin, Esq.,  
140 Broadway,  
New York, N. Y.

BS:MM

CHARLES H. SABIN  
ONE HUNDRED FORTY BROADWAY  
NEW YORK

June 15, 1921.

*File*  
JUN 16 1921

Benjamin Strong, Esq.,  
c/o Federal Reserve Bank,  
15 Nassau Street, New York City.

Dear Mr. Strong:

Mr. Sabin has asked me to forward you the enclosed check for \$23.55, his proportion of the \$1,000. to cover certain charges against the Liberty Loan Committee, as requested in your letter of June 13th.

Yours very truly,

*J. Johnston*  
Secretary to Mr. Sabin.

Enclosure

June 16, 1921.

My dear Mr. Sabin:

I thank you for the remittance of \$23.55  
enclosed in your favor of June 15.

Yours very truly,

Charles Sabin, Esq.,  
140 Broadway,  
New York, N. Y.

GB:MM

# Eliot Spalding  
president  
First National Bank  
Sextonville, N Y

1916

November 16, 1916.

Eliot Spalding, Esq.,  
President, First National Bank,  
Lestershire, N. Y.

Dear Mr. Spalding:

It is generally admitted that it would be wise for the Federal reserve banks to mobilize as large an amount of gold as possible during this period when so much is being imported.

Unfortunately, the machinery of the Federal Reserve System permits gold accumulation only to a limited extent, but, if Federal reserve notes could be counted as reserve by national banks and by New York State banks, as is done in some other States, it would be easy for us to purchase gold with Federal reserve notes. Whether such legislation will be enacted this winter is, of course, uncertain, and so I am writing to ask your opinion as to whether the plan submitted herewith would seem to you feasible and practical.

The plan, briefly, is to ask member banks, both in New York City and outside, to sort out of the cash received over the counter all gold certificates, not paying out any such certificates but forwarding them in such quantities as each bank deems advisable to the Federal Reserve Bank of New York, taking in return from us Federal reserve notes, this bank paying the expenses of transportation both ways. This would withdraw from the cash in circulation a certain amount of gold certificates, substituting therefor in circulation Federal reserve notes, which, so far as the public is concerned, would be just as satisfactory.

It is appreciated, of course, that at present Federal reserve notes are not reserve for the banks and that member banks would, therefore, pay out the Federal reserve notes over the counter for pay-rolls and in other ways, but it is believed that a large portion of the Federal reserve notes would remain out in circulation. This plan necessitates a certain amount of unselfish labor and action on the part of the member banks, the reward being, however, the knowledge that there would be thus secured as large an accumulation of gold in the hands of the Federal reserve bank as is possible under our present machinery.

May I ask that you will give me your personal opinion as to whether this plan can be carried out, to a certain extent at least, and whether your good institution would cooperate in this movement, if it is though advisable to attempt it, it being understood that the Federal reserve bank or you could withdraw from the arrangement at any time it was thought by either party wise to do so and it being further understood that this is an experiment.

Thanking you in advance for your consideration of the matter, and with kind regards, I remain,

Very truly yours,

Deputy Governor.

RHT/PE

[Remain]

W. G. Thorne

National Park Bank

71.4

1913

The National Park Bank  
of New York.

December 13th, 1913.

Mr. Benjamin Strong, Jr.,  
c/o Bankers Trust Company,  
New York City.

Dear Mr. Strong:

The low point in our reserve in 1907 was 18.7%.  
This, however, was when we were paying our clearing debits  
in Clearing House certificates.

Trusting this information will be sufficient for  
your purpose, believe me,

Very truly yours,

*William G. Thorne*



j

500.3

431

# HARRIMAN NATIONAL BANK

FIFTH AVENUE AND 44<sup>TH</sup> STREET

NEW YORK



September 19, 1917.

ORLANDO H. HARRIMAN  
ASST. CASHIER  
WILLIAM A. BURKE  
ASST. CASHIER  
MORTON WADDELL  
ASST. CASHIER  
WILLIAM B. SHEPPARD  
ASST. CASHIER  
FREDERIC S. BOWEN  
ASST. CASHIER

W. HARRIMAN  
PRESIDENT  
VAN L. KENNELLY  
VICE PRESIDENT  
FREDERICK PHILLIPS  
VICE PRESIDENT  
THOMAS B. CLARKE, JR.  
VICE PRESIDENT  
JOHN A. NOBLE  
VICE PRESIDENT & CASHIER

CABLE: HARRIBANK

FILING DEPT.

SEP 21 1917

*R.A.H.*  
SEP 20 1917

Mr. Benjamin Strong, Governor,  
Federal Reserve Bank,  
New York.

FEDERAL RESERVE BANK

Dear Sir:-

*11/17/14*

Some three years ago or more when the Federal Reserve System went into effect, I took occasion to write you at length in relation to the establishment of a registry department for commercial paper, and you replied that there was so much to do in other directions, that although the suggestion was a good one, the bank had to defer consideration at that time.

It occurs to me now, in connection with the conditions that surround us and the test to which the Federal Reserve System is to be put, that with very little effort a start could be made in this field which would result in assistance to all members of the Federal Reserve System in the way of guiding them in the purchasing and discounting of paper.

It would seem to be just now vitally important and more necessary at this time than ever, considering the period of inflated prices we have recently passed through, that a careful scrutiny and supervision of all paper presented to the Federal Reserve Bank for re-discount be in order. I can see no thorough way to do this except

Mr. Benjamin Strong,

by the establishment of a tabulating and registering system to protect the various banks in their purchase of commercial paper and which would incidentally, of course, serve the Federal Reserve Bank in the re-discounting for the bank members of such paper. There would then be the obligation of all mercantile houses and corporations placing paper upon the market, to furnish to the Federal Reserve Bank statements of their condition, outlining especially the cost of their merchandise, not to speak of the cost in these expensive times, of their new equipment, plants etc. etc.

If many of these heavy borrowers have been buying merchandise and investing at high prices and the banks have afforded the credit for such purchases, a hazardous condition exists and a questionable return of the borrowed money will ensue unless there is proper supervision.

A safeguard of this kind by establishing a department for the protection of all bank investors is in order in the very same way that a stock registration is recorded. Moreover, it gives all members of the Federal Reserve System, by application to the Federal Reserve Bank for information, an intelligent idea of the amount of paper outstanding, and besides, a definite favorable or unfavorable stand by the local Federal Reserve Board as to whether the paper under consideration is passable after such investment, should it be presented for rediscount.

There is protection in maintaining a bureau of this kind, not

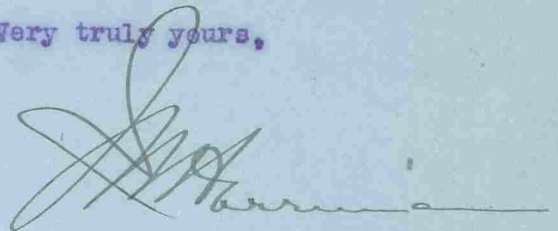
Mr. Benjamin Strong.

only for the members of the Association, but for the Federal Reserve Board itself.

I have today forwarded a copy of this letter to the Comptroller of the Currency.

Respectfully submitted.

Very truly yours,

A handwritten signature in dark ink, appearing to be "L. M. ...", written over a horizontal line.

President.

FILING DEPT.

SEP 21 1917

FEDERAL RESERVE BANK

431

September 20th, 1917.

Dear Sir:

Your favor of the 19th inst., is just received.

I think you understand that the plan for registered commercial paper to which you refer is one with which I have always been heartily in accord, in fact, the first business of that kind ever done in this city was done by the Bankers Trust Company when I was president.

It hardly seems possible for this bank itself to undertake the work for a number of practical reasons: One is that there is a possibility of our registration being misunderstood as implying more than it really meant. Another is that the pressure on our organization by reason of the handling of the government loans makes it impossible for us to find office room, or a sufficient number of officers and clerks to handle the work that is now pressing. Our force has expanded from 100 men and women to about 600 in a few months.

Would it not be feasible for some of the large trust companies to develop this matter on their own account and without any more from us than, if you please, some sort of cooperation or approval which would be effective in making paper so registered eligible at this bank without the necessity for filing a statement direct? I would, of course, expect to get statements from the registrars.

This is only a suggestion and is made to evidence our  
desire to cooperate.

Yours very truly,

Governor.

Joseph W. Harriman, Esq.,  
President, Harriman National Bank,  
Fifth Avenue and 44th Street,  
New York City.

BS/VCM