



## Abba Hillel Silver Collection Digitization Project

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### **MS-4787: Abba Hillel Silver Papers, 1902-1989.**

Series I: General Correspondence, 1914-1969, undated.

Sub-series A: Alphabetical, 1914-1965, undated.

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United Jewish Appeal, United Palestine Appeal,  
negotiating committee, 1939-1940.



STATEMENT PREPARED FOR THE EXECUTIVE COMMITTEE OF THE UNITED JEWISH APPEAL  
FOR REFUGEES AND OVERSEAS NEEDS BY MESSRS. ISIDOR COONS AND HENRY MONTOR,  
EXECUTIVE VICE-CHAIRMEN

February 6, 1939

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Immediately following the decision in December to unify the fund-raising activities of the Joint Distribution Committee, the United Palestine Appeal and the National Coordinating Committee Fund Inc. for 1939 through the United Jewish Appeal for Refugees and Overseas Needs with a national goal of \$20,000,000, the National Chairmen of the U.P.A. and J.D.C. respectively, Rabbi Abba Hillel Silver and Rabbi Jonah B. Wise, met with Messrs. Isidor Coons and Henry Montor, the campaign directors of these respective organizations to formulate a program that would insure an adequate plan for the raising of this tremendous sum. Intensive preparations were inaugurated then, with the result that as of this comparatively early date in 1939 fundamental decisions have been made by the National Chairmen, and the national campaign machinery is substantially in operation.

National headquarters for the United Jewish Appeal are being established at 342 Madison Avenue with the space ready for occupancy on or about February 10th. In setting up the new headquarters and in establishing policies related to office management, the United Jewish Appeal has had the benefit of the counsel of Mr. I. Edwin Goldwasser, representing the officers of the J.D.C., and Mr. Arthur M. Lamport, representing the U.P.A. These gentlemen are the campaign Co-Treasurers.

A competent field organization numbering 22 men, representing the best men available from the field forces of the U.P.A. and J.D.C. entered the field on January 2nd to organize the many hundreds of cities and towns throughout the country, especially those communities which will be included in the spring program. The field organization is being directed by Mr. M. Robert Herman, with Mr. Abram S. Magida as his assistant.

An adequate publicity department has been established under the direction of Mr. Meyer Steinglass, with Mr. Benjamin Hanft as assistant director.



The United Jewish Appeal for Refugees and Overseas Needs is being incorporated. Hon. Jonah J. Goldstein is generously cooperating with the officers of the included agencies in working out the legal details.

In addition to Rabbis Abba Hillel Silver and Jonah B. Wise as National Chairmen, other officers have been selected as follows:

HONORARY CHAIRMEN

Cyrus Adler (Philadelphia)  
Louis Bamberger (Newark)  
Albert Einstein (Princeton, N.J.)  
Max Epstein (Chicago)  
Hon. Herbert H. Lehman (New York)  
Louis E. Kirstein (Boston)  
Hon. Julian W. Mack (New York)  
Henry Monsky (Omaha)  
William J. Shroder (Cincinnati)  
Hon. Max C. Sloss (San Francisco)  
Hon. Nathan Straus (New York)  
Samuel Untermyer (New York)  
Mrs. Felix M. Warburg (New York)  
Rabbi Stephen S. Wise (New York)

CO-CHAIRMEN

Paul Baerwald (New York)  
Rabbi Solomon Goldman (Chicago)  
Rabbi Israel Goldstein (New York)  
Louis Lipsky (New York)  
James N. Rosenberg (New York)  
William Rosenwald (Greenwich)  
Hon. Morris Rothenberg (New York)  
Edward M. M. Warburg (New York)

CO-TREASURERS

I. Edwin Goldwasser (New York)  
Arthur M. Lampert (New York)

EXECUTIVE VICE-CHAIRMEN

Isidor Coons  
Henry Montor

Members of the Committee on Allocations and their alternates have been designated by the U.P.A. and J.D.C. respectively as follows:

For the U.P.A. - Rabbi Solomon Goldman - Rabbi Abba Hillel Silver

Alternates - Hon. Morris Rothenberg - Louis Lipsky





For the J.D.C. - Henry Ittleson - Albert D. Lasker

Alternates - Paul Baerwald - Rabbi Jonah B. Wise

The fifth member is to be designated by the four nominees of the two organizations.

#### EXECUTIVE COMMITTEE

The National Chairmen, Members of Allocations Committee, Co-Chairmen, Co-Treasurers and the following:

James H. Becker (Chicago)  
David M. Bressler (New York)  
Joseph C. Hyman (New York)  
Hon. Jacob J. Kaplan (Boston)  
Sidney Lansburgh (Baltimore)

Hon. Louis E. Levinthal (Philadelphia)  
Solomon Lowenstein (New York)  
Louis P. Rucker (New York)  
Charles J. Rosenbloom (Pittsburgh)  
Elihu D. Stone (Boston)

Consideration is being given to the establishment of a Campaign Council for the United Jewish Appeal. Names of some sixty leaders representing all sections of the country have been suggested by the National Chairmen and invitations will be issued in due course.

An estimated budget has been carefully prepared for the operation of the United Jewish Appeal from January 1st to December 31st., 1939 which provides for an expenditure of not more than \$400,000. The budget is based upon the past experiences of the J.D.C. and U.P.A. respectively. The budget divides itself into these major items: (a) Headquarters cost including fixed charges, salaries, etc. (b) Publicity Department costs. (c) Field Department costs. (d) Miscellaneous. The counsel of Mr. Louis Rosner, assistant to the Comptroller of the J.D.C. and Mr. Alex Rothenberg representing the U.P.A. has been most valuable in setting up this estimated budget.

Although the United Jewish Appeal can hardly be regarded as under way, a total of approximately \$800,000 is reported as pledged to it from all sources to date. It is agreed that funds contributed to the member agencies of the U.J.A. from January 1st, 1939, to December 31st, 1939 are to be included in the resources of the U.J.A. and subject to the national agreement on the division of funds.



We are informed that the New York City campaign will get under way about the middle of February and continue until June 30th. It is known to this committee that the Federation machinery is being made available for the New York City campaign and in addition to that portion of the Federation personnel being assigned, the full New York City campaign executive staffs, field organizations and headquarters staffs of the U.P.A. and J.D.C. are to be utilized. Mr. Joseph Willen, chief executive of the Federation fund-raising forces has agreed to give his personal supervision and his assistant, Mr. Herman Sanders will devote his entire time to the campaign. Co-directors of the campaign will be Mr. Samuel Blitz and Mr. Jerome Levy of the U.P.A. and J.D.C. New York City campaign respectively.

Of the total amount that will be raised by the United Jewish Appeal in 1939, from 70% to 75% must come from the following 13 cities: New York, Chicago, Philadelphia, Baltimore, Boston, Newark, Cleveland, Detroit, Pittsburgh, Los Angeles, San Francisco, St. Louis and Cincinnati. For the effect on the remainder of the country, it is hoped that New York City can find it possible to accept a quota of \$10,000,000 representing half of the national quota.

Chicago is now conducting a campaign for \$2,000,000 of which the largest proportion is being allotted to the U.J.A. Our most recent report is that more than \$1,500,000 has been raised and that the officers are optimistic as to achieving the goal.

To establish a measuring stick and set the standard of the campaign, the Executive Vice-Chairmen have been in conference with the leaders of other of these largest and most important cities with gratifying results. It has been made clear to these cities that the total goal can be attained only if the requested quotas are accepted.

Boston which contributed \$118,500 to the J.D.C., U.P.A. and N.C.C. Fund Inc. in 1938 has accepted a minimum quota of \$520,000 this year; Detroit, which contributed \$156,000 in 1938 has accepted a minimum quota of \$530,000; Pittsburgh,



which contributed \$105,000 in 1938 is discussing a 1939 quota of \$400,000 for the U.J.A. We are advised that San Francisco will include the U.J.A. in its 1939 budget for a minimum of \$450,000 against \$220,000 contributed to these agencies in 1938. Dr. Silver can tell us the plans for Cleveland. As rapidly as possible we will secure commitments from Newark, Baltimore, Los Angeles and St. Louis, which are preparing for their spring campaigns.

A few key communities now have their 1939 campaigns under way or have completed them recently. Through close attention and immediate preparation, the U.J.A. was enabled to secure the revision of quotas and the acceptance of our requested participation. It is with satisfaction, therefore, that we report that the Greater Miami campaign will contribute approximately \$40,000 in 1939 in contrast to approximately \$21,000 to these agencies in 1938; Louisville \$67,000 this year as against \$30,000 to the J.D.C. and U.P.A. when the last campaign was held in 1937; Des Moines no less than \$35,000 this year against \$14,000 for the three agencies in 1938, etc.

In response to the letters sent out jointly by Rabbis Abba Hillel Silver and Jonah B. Wise to the key leaders throughout the country, a gratifying volume of assurances has been received from large and small cities that the extraordinary appeal this year will have enthusiastic support. Many communities are advancing the dates of their campaigns and all are giving most serious consideration to ways and means of mobilizing the larger quotas.



ANALYSIS  
of the  
PROPOSAL OF THE JOINT DISTRIBUTION COMMITTEE  
DATED DECEMBER 18TH, 1939, FOR THE CONDUCT OF A FUND-RAISING  
CAMPAIGN BY THE UNITED JEWISH APPEAL FOR THE J.D.C., THE N.R.S., AND  
THE U.P.A.

\*\*\*\*\*

I

As per bases Numbers 2 and 3, the first \$10,000,000 allocatable, it would appear, would be distributed as follows:

Joint Distribution Committee .....	\$4,500,000.
United Palestine Appeal .....	1,500,000.
National Refugee Service .....	4,000,000.
	<hr/>
	\$10,000,000.

This is not so because - - - -

II

(A) If basis Number 4 be applied, funds earmarked for the N. R. S. and the J. D. C., amounting to \$400,000 and \$450,000 respectively, should be added to \$10,000,000, to enable the allocation and distribution in full of the first \$10,000,000 among all the beneficiaries.

In accordance with indications which have already manifested themselves, if earmarking is countenanced, the full amount of 10% mentioned in basis Number 4 will be earmarked for the N. R. S., and the J. D. C. We concede that the U. P. A. is not possessed of rich earmarkers.

(B) If the demands contained in basis Number 6 be applied, it would mean that \$400,000 (page 3) not collected or raised by the united campaign at all, but by the National Fund for Palestine - consisting of nickels, dimes and quarters gathered in tin boxes, mainly from women and children in their homes (which was justly excluded from the 1939 allocations) would have to be surrendered by the United Palestine Appeal to the U. J. A. to form part of the above mentioned \$10,000,000.



## III

Therefore, the first \$10,850,000, if the "conclusions" of the Joint Distribution Committee were followed would be distributed as follows:

Joint Distribution Committee .....	\$4,950,000
United Palestine Appeal .....	1,500,000
National Refugee Service .....	4,400,000
	<hr/>
	\$10,850,000
	<hr/>

Out of the \$1,500,000, the U. P. A. would be getting back \$400,000 of its own money.

## IV

Therefore, the United Palestine Appeal would receive a net amount of \$1,100,000 out of the first \$10,850,000 collected and allocated by the joint venture of the U. J. A.

## V.

On the basis of a total of \$16,000,000 net collection by the U. J. A., and the National Traditional Fund for Palestine, including exempted earmarked contributions, the formula advanced by the J. D. C. in their memo. of December 18th would produce the following results:

* Joint Distribution Committee .....	\$8,900,000.
National Refugee Service .....	4,400,000.
United Palestine Appeal .....	2,700,000.
	<hr/>
Total .....	\$16,000,000.
	<hr/>

\* exempted earmarked amount calculated is under 10% (basis Number 4)



CONCLUSION

After deducting \$400,000, the amount of its own money contributed to the U. J. A., the United Palestine Appeal would receive the total net amount of \$2,300,000 out of \$16,000,000.



12/26/39



November 29, 1939

Mr. Samuel A. Goldsmith  
The Jewish Charities of Chicago  
130 North Wells Street  
Chicago, Illinois

My dear Mr. Goldsmith:

Let me thank you for your kind letter of November 28th and for the copy of the letter of Mr. Ittleson addressed to you and of your letter addressed to him.

With reference to the \$250,000 to be held in reserve for the final allocation by the Negotiating Committee in behalf of the United Jewish Appeal, the statement in your letter is correct. The amount is to be paid out by the United Jewish Appeal in the same way as the UJA pays out the money to the JDC and the UPA. At no time during our discussion was the question raised whether this amount is to be paid out through the JDC, and I do not believe that this question should now be raised.

With reference to item two - the two \$500,000 items - Dr. Goldman and I are willing that a sentence be added to the effect that if any part of these two items be not expended in 1939, the remainder of these funds shall be at the disposal of the JDC. We assume, of course, that these sums will continue to be used for the specific purposes for which they were solicited by the JDC in the first place. This should be made clear so that the representatives of the JDC in the negotiations now going on, looking to the 1940 campaign, should not be able to say that while the JDC in 1939 spent only a fraction of this million dollars, it has decided to use it for other purposes and now requests a new million dollars out of the 1940 campaign should be made available for the same purposes. I think it would be wiser to let the item rest as you had it in your revised minutes.

With reference to item three, I am perfectly satisfied to accept the version suggested by Mr. Lasker and approved by Mr. Ittleson in his letter to you - that if the full amount of \$6,000,000 (over and above the \$9,500,000) is raised, the UPA will receive \$1,500,000, and if the amount available is less, then the JDC and the UPA shall share in such amount up to \$5,150,000 (eliminating \$600,000 NRS and \$250,000 Negotiating Committee) in the ratio two-thirds for the JDC and one-third for the UPA.

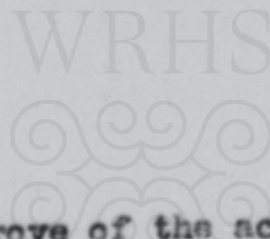


In all fairness, however, to the JDC, I should like to point out that under this arrangement, the UPA will receive more than \$1,500,000 if less than \$5,150,000 is raised. Thus for example, if only \$5,000,000 will be available for distribution, then on the basis of the suggested Lasker-Ittleson arrangement, the UPA would receive one-third - namely, \$1,666,666. I am, of course, quite ready to accept this arrangement if that is really what they have in mind.

All in all, I am inclined to think that your second draft of the minutes was altogether adequate.

With all good wishes, I remain,

Most cordially yours,



P. S. I entirely approve of the action taken by Mr. Kerstin and Mr. Ittleson with reference to the distribution of funds to the NRS and to the UPA.

AHS - W.P.

copy to Dr. Isidore



C19397]

(To be typed on N.R.S., Inc. stationery)

D R A F T

Mr. Henry Montor,  
Executive Vice-Chairman  
United Jewish Appeal, Inc.  
for Refugees and Overseas Needs  
342 Madison Avenue  
New York, N. Y.

STRICTLY CONFIDENTIAL

Dear Henry:

In Detroit, we discussed your draft of the 1940 United Jewish Appeal Agreement, with special reference to that portion of Section V which gives the National Refugee Service, Inc. the right to receive grants from certain classes of foundations.

As you will recall, it was agreed that the United Jewish Appeal should be informed of all receipts from such sources, regardless of whether or not they might be considered as constituting funds which National Refugee Service, Inc. should turn over to the United Jewish Appeal. You then suggested that any contribution, which might be received from any foundation which did not contribute to the United Jewish Appeal, nor to the National Refugee Service, Inc., in 1939, should be retained by National Refugee Service, Inc., without any obligation on its part to remit these contributions to the United Jewish Appeal (nor would these contributions, therefore, be considered as part of the funds distributable to National Refugee Service, Inc. from the United Jewish Appeal). Contributions from foundations which contributed to National Refugee Service, Inc. or to the United Jewish Appeal, in 1939, should be remitted to the United Jewish Appeal.

It was understood that the purpose of this arrangement was to enable the securing of maximum funds. It was indicated, too, that there



will be cases where a foundation may feel that it could properly contribute funds to the National Refugee Service, Inc., with the knowledge that National Refugee Service, Inc. would remit a like amount to the United Jewish Appeal (or where the foundation might give to the United Jewish Appeal, earmarked for National Refugee Service, Inc., but with the knowledge that National Refugee Service, Inc.'s allocation would not be thereby increased). In all such cases, National Refugee Service, Inc. will recommend to the foundation in question that it give the money in such a way as to benefit the United Jewish Appeal.

The following constitute exceptions to the foregoing:

- (a) Where the Board of Directors, or Board of Trustees, of the contributing foundation (e.g. the Baron de Hirsch Fund, or the Hofheimer Foundation) believes that the acceptance of this recommendation would (because of its charter restrictions, or because of prevailing policies which may have been established over a number of years) deter it from making any contribution, then, National Refugee Service, Inc. would be allowed to retain that contribution without the necessity of remitting a like amount to the United Jewish Appeal (nor would that contribution, therefore, be considered as part of the funds distributable to National Refugee Service, Inc. from the United Jewish Appeal). The decision, in each case, is to be left with the Board of Directors of the contributing foundation.



(b) You agreed that any contribution received from the Davison Fund (or from other Rockefeller Foundations), in 1940, should be retained by National Refugee Service, Inc.

You indicated that you did not have the power to pass on this, but that you would be glad to submit the results of our conversation to Dr. Silver. It would be appreciated if you would keep me posted as to developments, and (if the spirit of this letter is approved by Dr. Silver) take the necessary steps to have this interpretation suitably incorporated into the final agreement.

With renewed thanks for your help in getting this matter straightened out, and looking forward to the pleasure of hearing from you, I am

Cordially yours,

William Rosenwald, President  
NATIONAL REFUGEE SERVICE, INC.



1/ Ask Statement JDC.  
- not acceptably  
2/ ~~in~~ authority to act -

3/ ~~5 + admin~~ ~~9 1/2~~ JNC - 5M.  
UPA - 2 1/2  
NRS - 2M.

8/600,000

an allocation can

4/ on loan 9 15 1/2

14M.

NRS 3 1/2 (as prop)  
Alloc 1 1/2

7  
3 1/2

JDC. 7. 1% = 2/3  
UPA 3 1/2 1% = 1/3

(JNF: may a act)

11 1/2      14 =  
3,300,000

\$3,450,000.



- 1) Special foundation funds for the refugee service to be allowed the N.R.S. but not those funds which in 1939 contributed to the UJA
  - 2) JDC shall have no right to make commitments such as the Inter-Governmental Refugee Service and the St. Louis Ship and then submit them ~~was~~ a prior claim upon the total funds of the UJA
  - 3) No ear-marking of funds
  - 4) Allocations Committee to consist of seven members: JDC - 2, UPA - 2, and three designated by the Council of Welfare Federations acceptable to both the JDC and the UPA. The National Refugee Service is not to be represented on the Allocations Committee.
  - 5) No other agencies to be included in the UJA drive.
  - 6) Campaign goal should be 25 Million Dollars.
  - 7) The Campaign in New York City should not be entirely in the control of the Federation inasmuch as the Federation has indicated that it is not prepared to put its full force at the services of the Campaign. An independent campaign organization should at once be established in the City of New York. If the services of Mr. Willens can not be had, let us suggest Sobeloff of Detroit, Goldhamer of Cleveland or Kurt Peiser of Philadelphia - the latter is through with his Philadelphia Campaign, or Clarence Goldsmith of Chicago.
- The initial preparations for the campaign should be in the nature of a conference of 250 or 300 of the leading Jews of the United States summoned to Washington to meet with the President of the United States.
- 8) Correspondence between Dr. Silver, Dr. Wise, Bishop Shiel and Dr. Butterick should at once be put in pamphlet form and circulated throughout the U.S.

9/ Oct Hias



"NEW YORK'S BEST LOCATED HOTEL"

FRANK J. CROHAN, PRESIDENT



*Station dues*  
90

Our proposal  
8,250  
3,750

NRS = 3,500

JDC = 8,200

UPH = 3,800



$68\frac{1}{3} - 31\frac{2}{3}$

WRHS



Then

NRS = 3,500

JDC = 8,400

UPH = 3,600

$70 - 30$

15,500

Last year

NRS = 2,600

JDC = 8,600

UPH = 4,000

$68\frac{1}{3} - 31\frac{2}{3}$

we give	200 000	to NRS	under our proposal
JDC	400 000	" "	

VISIT THE NEW YORK WORLD'S FAIR AND STAY AT THE COMMODORE



Under proposal which JDC accepted

NRS = 3.500

JDC = 5.500

VPA = 2.500

}  $68\frac{3}{4} = 31\frac{1}{4}$

10.500

Rest allocation am.

11.500

3.750.000



4000  
31.25

20000

800

4000

120

1250.00000

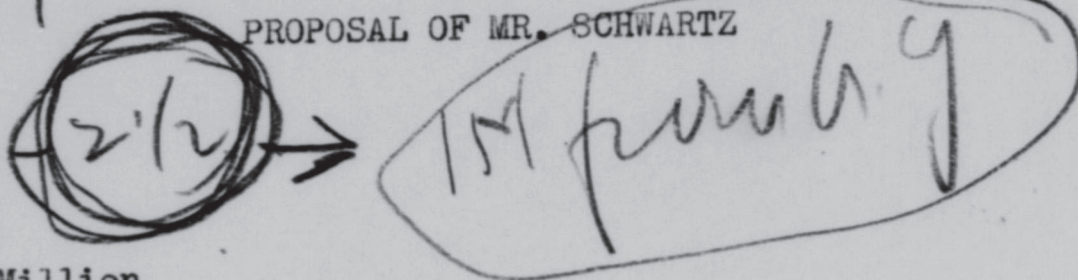
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#25M

PROPOSAL OF MR. SCHWARTZ

NRS -  $3\frac{1}{2}$  Million  
MDC -  $5\frac{1}{4}$  Million  
UPA -  $2\frac{1}{2}$  Million  
TOTAL -  $11\frac{1}{4}$  Million



Remainder left to an Allocations Committee to be composed of equal members of JDC and UPA with Committee of Welfare Fund cities requested to appoint a neutral member acceptable to both.

The NRS shall have the right to go to the Allocations Committee for an additional amount up to  $\frac{1}{2}$  Million dollars (subject to unanimous decision of committee)?

The JNF traditional collections not to be included in the UPA but a report made to the Allocations Committee. (A similar report to be made on funds collected by ORT and HIAS)

No new agencies are to be included without mutual consent.

(The NRS Allocation to be announced as  $2\frac{1}{2}$  million - one million to come from the New York city Campaign).

3M

up to 4M.

(1) NRS.

(1) Unanimous

(2)

One million from h.y.

(2) JNF.

Should also have before it what HIAS collect

(3)

Allocation of Comm. numbers & persons to be mutually acceptable

(4)

no commitments

(5)

To morning

Justa

- 25M

22 1/2 - 25M



Ours  
Jan 3

NRS.  $3\frac{1}{2}$  (212)  
JDC.  $5\frac{1}{4}$  } 525  
VPA.  $2\frac{1}{2}$  } 250  
11  $\frac{1}{4}$

Theris

NRS.  $3\frac{1}{2}$   
JDC.  $5\frac{1}{4}$   
VPA.  $2\frac{1}{4}$   
11

~~55~~

Rest. allocations -  
Approved - Washington

Repeated

Last Tuesday ( $15\frac{1}{2}$ )

Theris

NRS.  $3\frac{1}{2}$   
JDC.  $8\frac{1}{4} = 8.250$   
VPA.  $3\frac{3}{4} = 3.750$   
15  $\frac{1}{2}$

NRS.  $3\frac{1}{2} =$   
JDC.  $8\frac{3}{5} = 8.400$   
VPA.  $3\frac{3}{5} = 3.600$   
15  $\frac{1}{2}$

↑

New Proposal ( $13\frac{1}{2}$ ) ↓

NRS.  $3\frac{1}{2}$   
JDC. 6.775  
VPA. 3.225  
13  $\frac{1}{2}$

NRS.  $3\frac{1}{2}$   
JDC.  $6\frac{7}{8} = 6.875$  ( $68\frac{3}{4}$ )  
VPA.  $3\frac{1}{8} = 3.125$  }  $31\frac{1}{4}$   
13  $\frac{1}{2}$

Same as Jan 3

Same  $90 = 1 = 1$



In A  
793

FRANK J. CROHAN, President

"NEW YORK'S BEST LOCATED HOTEL"



The  
**COMMODORE**

42 ND STREET AT GRAND CENTRAL TERMINAL

New York City

5.5  
2.5

3 1/4

6.8  
3.2

8. / 25  
24  
10

WRHS



750  
175  
575

Call Fred Butzell

do Teer Sunday Afternoon

Call Cohen 4:7 do  
Dinner

VISIT THE NEW YORK WORLD'S FAIR AND STAY AT THE COMMODORE



4 Meetings - 4 groups -

1/ No thing - weren't sure - prompting.

2/ Becker - memo - ~~ultimatum~~  
4M. NRS - Priority -  
75-25 (20-80)  
ear-marking 10%  
JNF

Resented Allocation.

Ultimatum - Sent out Memo.

3/ Read our Memo -

Our proposals - Status Quo -

or = on basis 7 15 1/2

{	NRS.	3 1/2
	JDC.	7
	UPA	3 1/2
		<u>14 M.</u>

JDC. rejects -

75-25 NRS.

Allocations 1 1/2

Priority - Ticks on 2 items

4/ JDC accepts princ. of Allocation

Proposes

{	NRS.	3 1/2
	JDC.	5 1/4
	UPA.	2 1/4
		<u>11 M.</u>

Ear-marking  
out



JNF. there is.

We covered -

NRS.  $3\frac{1}{2}$

JDC.  $5\frac{1}{4}$

VPA.  $2\frac{1}{2}$

provided no JNF - no priority.

Sacrifice  $\frac{1}{4}$  M. (for JNF).

5/ JDC. rejects - Meeting ends

Next morning - Jonah West -

To-day - Holland - Telegram -

NRS.  $2\frac{1}{2}$

JDC.  $5\frac{1}{2}$

VPA.  $2\frac{1}{2}$

I reported at. 10  $\frac{1}{2}$  M.

6/ Council - helpful -