

'APR 30 1940'

Colonel Solbert
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LAW OFFICES OF
ISAAC ADLER
1152 LINCOLN-ALLIANCE BANK BLDG.
ROCHESTER, NEW YORK

April 23, 1940

Mr. Frank W. Lovejoy
c/o Eastman Kodak Co.
Rochester, New York

Dear Mr. Lovejoy:

I am sending to you herewith, in reply to your letter of April 18th, my recollections concerning Mr. Eastman. I hope you may find them of some use. *aes.*

I am very much interested in the plan to publish a book in which his interesting human qualities would be illustrated more than in the previous biography.

Very truly yours,

Isaac Adler

IA:VMC
Enc.

7th form letter for
→ P. S. - I think Mrs. Adler might have some recollections of Mr. Eastman which would be of interest and value.

20 Buckingham St.

Adler, Isaac

Recollections of Isaac Adler
1152 Lincoln-Alliance Bank Bldg.
Rochester, New York

I. ADLER

April 23, 1940

My contacts with George Eastman covered a period of fifteen years, beginning in 1917.

I was at the time acting as a member of the Army Draft Board and engaged in examining men at Convention Hall. I was called to the telephone. "This is George Eastman" said a voice at the other end. "I would like to know whether you would consent to be a trustee of the Bureau of Municipal Research."

C I promptly consented. And as I left the telephone I could not help thinking how simple and direct and informal Mr. Eastman was. Here was a very rich man, an important magnate in the business world, a man accustomed to adulation and adoration, who nevertheless was sufficiently modest and zealous in a project of civic betterment to warrant his taking up his valuable time to call in person, and not through a secretary or by dictated letter, an inconspicuous and to him almost unknown member of the Community to enlist his aid in a movement in which Mr. Eastman was obviously deeply interested. The simplicity, directness and informality which I found so striking at this first contact became more and more impressive as the years went by.

O I served with him as a member of the Board of Trustees of the Bureau from 1917 to 1927, when I resigned by reason of my election to the Common Council. The two offices seemed inconsistent, as the Bureau was designed, in part at least, to observe and criticize when necessary the acts of City officials. During these ten years, at Board meetings, committee meetings and dinner and social occasions at his home and now and then at mine, I had considerable opportunity to observe the workings of his mind. What impressed me particularly was his great care in investigation, his unwillingness to jump at conclusions, his habit of weighing evidence carefully, his firmness when once his mind was made up, his careful, deliberate effective manner of putting things through, and his complete resignation and readiness to withdraw when he either saw his purposes accomplished or recognized the futility of further effort.

P Perhaps an example which came particularly within my observation will illustrate this clearly. The idea of a City Manager for Rochester first occurred to Mr. Eastman about 1917 or 1918. As he stated to a Times-Union reporter in 1925:

Y "With my experience in industrial management and the opportunity I have had to compare its results with the management of city business under the present system, of course I am for it. I do not see how I could be otherwise. I have been watching the development of the city manager plan for the last seven or eight years. I was attracted to it from the first because the system employed is the one almost universally used in the management of business.

"For some years I watched it thinking that some hidden defect might develop, when the plan was applied to city government. No such defect has manifested itself and in time it has spread from a few, all small cities, to several hundred, some much larger than Rochester. I feel that the time has come when the most conservative persons can approve it with safety.

"I do not think anyone should look on the plan as a panacea, but as a plan, that undoubtedly can be used as an instrument to obtain better results than are possible to obtain under the old plan.

"I am satisfied it will enable the city to get better service in every direction."

EASTMAN KODAK COMPANY, ROCHESTER, N. Y.

ADLER

May 6, 1940

Mr. Isaac Adler
1152 Lincoln-Alliance Bank Bldg.
Rochester, New York

Dear Mr. Adler:

Mr. Lovejoy, who will be away on vacation for a time, has asked me to thank you for your kindness in taking time to write us.

It was very kind of you to go into the details of special incidents and we are glad to know of your reactions.

We appreciate your letter and thank you for your contribution.

Sincerely,

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Adler, Isaac