

CONTENTS OF VOLUME V.

---

- 5A. Report of Attorney-General.
  - 5B. Report of Adjutant-General.
  - 5C. Weather and Crop Service Report for 1898.
  - 5D. Weather and Crop Service Report for 1899.
  - 5E. Report of Improved Stock Breeders' Association.
  - 5F. Report of Fish Commissioner.
- 

CONTENTS OF VOLUME VI.

---

- 6A. Report of Board of Control.
- 

CONTENTS OF VOLUME VII.

---

- 7A. Insurance Report for 1899.
- 7B. Volume I. Insurance Report for 1900.
- 7C. Volume II. Insurance Report for 1900.

FIRST BIENNIAL REPORT

OF THE

BOARD OF CONTROL

OF

STATE INSTITUTIONS

OF

IOWA

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FOR THE BIENNIAL PERIOD ENDING JUNE 30, 1899

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DES MOINES  
F. R. CONAWAY, STATE PRINTER.  
1900.

DES MOINES, November 15, 1899.

*To the Governor and Legislature:*

Pursuant to the provisions of the law, the Board of Control of State Institutions hereby presents its First Biennial Report, for the period ending June 30, 1899, and including the reports, for the period, of the chief executive officers of the several institutions under the charge of this Board.

WM. LARRABEE,  
L. G. KINNE,  
JOHN COWNIE,

*Board of Control of State Institutions.*



## CONTENTS.

### PART I.

#### REPORT OF THE BOARD.

##### CHAPTER I.

	PAGE
The act providing for a Board of Control of State Institutions. ....	1

##### CHAPTER II.

###### GENERAL OBSERVATIONS.

Powers and duties of the Board .....	18
Appointment and organization of the Board.....	18
Visitations to institutions .....	18
Uniform system of books and accounts.....	19
Books and blanks, how paid for.....	19
Examination of institution books and of the financial condition of the institutions.....	19
Annual report of the Board.....	19
Duties performed.. ..	20
Bonds required of officers.....	21
Contracts, how let.....	21
Cherokee hospital, warrants certified to pay for construction of.....	21
Quarterly conferences.....	21
Graded system at penitentiaries.....	21
Pathological laboratories.....	22
Publication of the Bulletin.....	22
Architect, appointment of.....	22
Chief executive officers, appointment of.....	22
Insurance of boilers.....	23
Uniforms for officers and employes, required.....	24
No provision for operating institutions during month of July, 1898.....	24
Institution balances in state treasury .. ..	24
Complaint book.....	25
Punishment book.....	26
Inventories.....	26
Number of inmates in institutions.....	27
Property of institutions.....	27
Allowances to institutions.....	28
Expenditures of institutions.....	28
Training schools for nurses.....	23
Remarks.....	29



## CHAPTER III.

## APPROPRIATIONS.

	PAGE
Number of inmates in institutions.....	30
Existing system of appropriations.....	30
Revision of legislation relating to appropriations.....	31
Estimates of sums needed under proposed plans.....	32
Change of system recommended.....	35
Appropriations recommended.....	35

## CHAPTER IV.

## PURCHASING SUPPLIES.

Method of making purchases.....	40
Saving effected.....	41
Quality.....	41
Former methods of procuring meats.....	44
Present plan and its results.....	48
Form of meat proposals.....	49

## CHAPTER V.

## MAINTENANCE AND DIETARY.

General observation.....	51
Products of farms.....	51
Division of per capita allowance.....	51
Improving quality of dietary.....	53
Dietary returns.....	53
Cooking and serving the food.....	54
Caring for supplies.....	54

## CHAPTER VI.

## SALARIES AND WAGES.

Fixing same by the Board.....	90
Necessity for reduction.....	90
Salaries of women same as men.....	92
Salaries at the School for the Deaf.....	93
Teachers in the School for the Deaf.....	93
College for the Blind.....	94
Remarks.....	97
Changes made in salaries on June 28, 1899.....	99

## CHAPTER VII.

## PRINTING AND BINDING.

Bids invited.....	103
Character and cost of work obtained.....	104
Saving to the state.....	104

## CHAPTER VIII.

## LEGISLATION RECOMMENDED.

	PAGE
Soldiers' Orphans' Home.....	106
Soldiers' Home.....	107
Institution for Feeble-Minded Children.....	107
Industrial Schools.....	108
College for the Blind.....	110
Changing appropriation in case of College for the Blind.....	110
Industrial Home for the Blind.....	110
School for the Deaf.....	110
Providing a per capita allowance for support.....	110
State Hospitals.....	111
Private hospitals for the insane.....	113
County asylums.....	113
Penitentiaries.....	115
General amendments.....	116
Removal of children from poor farms.....	116
An epileptic colony.....	119
A reformatory.....	120
Salaries.....	121

## CHAPTER IX.

## STATE CARE OF THE INSANE.

Discussion of.....	122
Paroling of patients.....	123
Visits to county institutions.....	123
Care of patients in county institutions.....	124
Summary of recommendations.....	126
Private asylums for the insane.....	126
Instances of county care.....	126

## CHAPTER X.

## RESULTS OF TREATMENT OF THE INSANE.

Care of insane from the humane standpoint.....	129
From the economic point of view.....	129
Patients discharged as recovered.....	129
Patients discharged as improved.....	129
Advantages of speedy commitment to hospitals after first attack.....	130
Cost of support in hospitals decreasing.....	130
Standard of care for patients.....	130

## CHAPTER XI.

## INDUSTRIES IN STATE INSTITUTIONS.

General remarks.....	131
Sloyd work.....	131
In the Soldiers' Orphans' Home.....	132
In the College for the Blind.....	132



	PAGE
In the School for the Deaf .....	132
In the industrial schools .....	132
In the Industrial Home for the Blind .....	132
In the Soldiers' Home .....	132
In the hospitals for the insane .....	132
In the penitentiaries .....	133
Contract, or piece price plan .....	133
Manufacturing on state account .....	133
Facts about twine plants .....	134
Industries in institutions; report of committee .....	137

## CHAPTER XII.

## FIRE PROTECTION AND FIRE ESCAPES.

Requirements of the law .....	161
No funds provided .....	161
Steps taken to insure fire protection .....	161
Reports of condition of institutions .....	162
Appropriations needed for fire protection and fire escapes .....	163

## CHAPTER XIII.

## OBSERVATIONS RESPECTING INSTITUTIONS.

Soldiers' Orphans' Home .....	165
Institution switch .....	165
Industrial building .....	165
Sewer connection .....	165
Purchase of land .....	166
Recommendations for new buildings .....	166
Soldiers' Home .....	166
Completion of old people's building .....	166
Recommendations for new buildings .....	167
Do not recommend purchase of land .....	167
Improvements made .....	168
Excess pension fund .....	168
Purchases made for .....	168
New buildings asked for by commandant .....	168
College for the Blind .....	169
Appropriation for sewer and water closets insufficient .....	169
Appropriation balances which should be covered back to the general funds of the state .....	169
Consolidation of "current expense fund" and "ordinary expense fund" .....	169
Per capita estimate .....	169
Contingent fund appropriation .....	169
Industrial Home for the Blind .....	170
Condition of funds of .....	170
Provision for furnishing clothing .....	170
Consolidation of funds recommended .....	170
Appropriations needed .....	170

	PAGE
School for the Deaf .....	170
Payment of an old debt .....	170
Investigation of management of .....	171
Improvements recommended .....	171
Appropriations recommended .....	171
Consolidation of salary and support funds .....	172
Industrial School for Boys .....	172
New buildings and improvements needed .....	172
Industrial School for Girls .....	172
Increase of teachers needed .....	172
Home for little girls recommended .....	173
The recent outbreak at the school .....	174
Institution for Feeble-Minded Children .....	176
Burning of the hospital .....	176
Establishment of a laboratory .....	177
Buildings recommended .....	177
Cold storage and ice plant needed .....	177
Better appliances to get water needed .....	177
Recommend purchase of land .....	178
State Hospital at Mt. Pleasant .....	178
Patients' accounts .....	178
Moneys unaccounted for by Dr. Gilman .....	178
Sanitary condition of the hospital .....	179
Conditions there, how bettered .....	180
Repairs and improvements needed .....	180
Appropriation for a state laboratory .....	180
Appropriation for electric light plant recommended .....	180
State Hospital at Independence .....	181
Population increasing .....	181
Test made of Fitzgibbons boilers .....	181
Purchase of land recommended .....	181
Exhaust ventilation .....	181
State Hospital at Clarinda .....	182
New buildings and improvements needed .....	182
Patients' accounts .....	182
Purchase of land recommended .....	183
State Hospital at Cherokee .....	183
Recommending its completion .....	183
Appropriation for .....	183
Salary of superintendent, etc .....	183
Per capita allowance for .....	183
Water supply of .....	184
Support fund—use of .....	184
Penitentiary at Fort Madison .....	184
Parole law .....	184
Indeterminate sentence law .....	184
Graded system .....	185
Employment for convicts .....	185
Button blank contract .....	185
Ventilation of shops .....	185



Charge per capita to contractors.....	PAGE 185
New boiler house.....	185
Penitentiary at Anamosa.....	185
Construction work.....	185
City sewer connection.....	186
Contract with cooperage company.....	186
Cost of keeping federal prisoners.....	187

## CHAPTER XIV.

## VISITATIONS TO INSTITUTIONS.

When and by whom made.....	189
----------------------------	-----

## CHAPTER XV.

Officers and employes of the Board, and of the several institutions, with duty and salary of each, also a schedule of wages fixed by the Board June 28, 1898, and showing wages paid prior to July 1, 1898..	191
--	-----

## CHAPTER XVI.

Report on educational institutions .....	271
State Normal School .....	271

## CHAPTER XVII.

Statistical tables presented by the Board.....	281
--	-----

## PART II.

## STATISTICS.

## CHAPTER I.

## INDEPENDENCE STATE HOSPITAL.

Table 1.—Movement of population .....	286
Table 2.—Age of patients admitted .....	287
Table 3.—Civil condition of patients admitted .....	288
Table 4.—Nativity of patients admitted .....	289
Table 5.—Occupation of patients prior to admission .....	290
Table 6.—Supposed or assigned cause of insanity of patients admitted.	292
Table 7.—Residence in hospital of those discharged as recovered or cured.....	294
Table 8.—Cause of death.....	295
Table 9.—Hereditary tendency in those admitted .....	298
Table 10.—Form of insanity of those admitted .....	299
Table 11.—Average number of patients employed .....	300

## MT. PLEASANT STATE HOSPITAL.

Table 12.—Movement of population.....	301
Table 13.—Age of patients admitted.....	302

Table 14.—Civil condition of patients admitted.....	PAGE 303
Table 15.—Nativity of patients admitted.....	304
Table 16.—Occupation of patients prior to admission.....	306
Table 17.—Supposed or assigned cause of insanity of patients admitted.	309
Table 18.—Number of attacks of those admitted.....	311
Table 19.—Number at each age when attacked.....	312
Table 20.—Form of disease of those admitted.....	313
Table 21.—Duration of insanity before entrance of those admitted.....	314
Table 22.—Duration of treatment of those recovered.....	315
Table 23.—Cause of death.....	316
Table 24.—Ages at death.....	318

## CLARINDA STATE HOSPITAL.

Table 25.—Movement of population.....	319
Table 26.—Age of patients admitted.....	320
Table 27.—Civil condition of patients admitted.....	321
Table 28.—Supposed or assigned cause of insanity of patients admitted	322
Table 29.—Occupations of patients prior to admission.....	324
Table 30.—Nativity of patients admitted.....	325
Table 31.—Form of insanity of those admitted.....	328
Table 32.—Number of attacks of patients admitted.....	329
Table 33.—Duration of treatment of those recovered.....	330
Table 34.—Duration of insanity of patients admitted.....	331
Table 35.—Causes of death.....	332
Table 36.—Ages at death.....	334
Table 37.—Form of insanity of those who died.....	335
Table 38.—Form of insanity of those who recovered.....	336
Table 39.—Duration of insanity of those who recovered.....	337

## SUMMARY TABLES OF STATE HOSPITALS.

Table 40.—Age of patients admitted for the first time, compared with population of the state at given ages .....	338
Table 41.—Civil condition of patients admitted compared with state population .....	338
Table 42.—Number of males engaged in selected occupations compared with those in similar occupations admitted to the state hospitals from July 1, 1889, to July 1, 1899.....	339
Table 43.—Nativity of those admitted to the hospitals compared with the state population of given ages .....	339
Table 44.—County charges July 1, 1899.....	340
Table 45.—Total number of insane persons in the state hospitals, in county asylums or poor-houses, and in private hospitals .....	343

## SOLDIERS' ORPHANS' HOME.

Table 46.—Movement of population.....	344
---------------------------------------	-----

## SOLDIERS' HOME.

Table 47.—Movement of population.....	345
Table 48.—Nativity of those admitted.....	347
Table 48 a.—Statement of pensions drawn by inmates of home.....	348
Table 48 b.—Civil condition of those admitted .....	349

## COLLEGE FOR THE BLIND.

	PAGE
Table 49.—Movement of population .....	349
Table 50.—Age of students enrolled for the first time .....	349
Table 51.—Assigned cause of blindness of those admitted .....	350
Table 52.—Nativity of those admitted .....	351

## INDUSTRIAL HOME FOR THE BLIND.

Table 53.—Statement of manufacturing department .....	352
---	-----

## INSTITUTION FOR FEEBLE-MINDED CHILDREN.

Table 54.—Movement of population .....	353
Table 54 a.—Condition of inmates dismissed, 1889-1899 .....	354
Table 54 b.—Causes of dismissals, 1889-1899 .....	355

## INDUSTRIAL SCHOOL FOR BOYS.

Table 55.—Movement of population .....	356
Table 56.—Age, social condition, manner of commitment of boys received .....	357
Table 57.—Cause of commitment .....	358
Table 58.—Nativity of boys received .....	359
Table 59.—Parentage of boys received .....	360

## INDUSTRIAL SCHOOL FOR GIRLS.

Table 60.—Movement of population .....	361
Table 61.—Age, social condition and manner of commitment of those received .....	361
Table 62.—Cause of commitment .....	362
Table 63.—Parentage of girls received .....	362
Table 64.—Nativity of girls admitted .....	363

## SUMMARY OF INDUSTRIAL SCHOOLS.

Table 65.—Age of those received compared with state population of given ages .....	363
--	-----

## PENITENTIARIES.

## ANAMOSA.

Table 66.—Number received and discharged from June 30, 1889, to July 1, 1899 .....	364
Table 67.—Crimes committed by prisoners .....	365
Table 68.—Age of prisoners when convicted .....	366
Table 69.—Terms of sentence of prisoners .....	367
Table 70.—Occupation of prisoners prior to conviction .....	368
Table 71.—Nativity of prisoners .....	369
Table 72.—Mental culture, habits, civil condition, sex, color and term served by prisoners .....	370

## FORT MADISON.

Table 73.—Number received and discharged from June 30, 1889, to July 1, 1899 .....	372
Table 74.—Crimes committed by prisoners .....	373

	PAGE
Table 75.—Age of prisoners when convicted .....	374
Table 76.—Terms of sentence of prisoners .....	375
Table 77.—Occupation of prisoners prior to conviction .....	376
Table 78.—Nativity of prisoners .....	377
Table 79.—Use of tobacco, mental culture, habits, civil condition, sex, and terms served by prisoners .....	379

## SUMMARY OF PENITENTIARIES.

Table 80.—Terms of sentence of prisoners from June 30, 1889, to July 1, 1899 .....	380
Table 81.—Age of prisoners compared with state population of given ages .....	381
Table 82.—Nativity of convicts .....	382
Table 83.—Crimes committed by prisoners .....	383
ALL INSTITUTIONS.	
Table 84.—Statement of deaths in state institutions for 1898 and 1899 ..	385

## CHAPTER II.

## AMOUNT AND MANNER OF DISTRIBUTION OF FUNDS OF STATE INSTITUTIONS, AS SHOWN BY THEIR REPORTS AND THE BOOKS OF THE BOARD.

Table 1.—State Hospital at Independence .....	386
Table 2.—State Hospital at Mt. Pleasant .....	387
Table 3.—State Hospital at Clarinda .....	388
Table 4.—Penitentiary at Ft. Madison .....	389
Table 5.—Penitentiary at Anamosa .....	390
Table 6.—Soldiers' Orphans' Home .....	391
Table 7.—Soldiers' Home .....	392
Table 8.—Industrial School for Boys .....	393
Table 9.—Industrial School for Girls .....	394
Table 10.—College for the Blind .....	395
Table 11.—Industrial Home for the Blind .....	396
Table 12.—Institution for Feeble-Minded Children .....	397
Table 13.—School for the Deaf .....	398
Table 14.—Per capita cost of state institutions .....	399
Table 15.—Disbursements during the biennial period ending June 30, 1899 .....	402
Table 16.—Itemized statement of amount and cost, total and per capita, of disbursements in state institutions from June 30, 1898, to July 1, 1899, farm products included .....	403

## TRUSTEES OF STATE INSTITUTIONS.

Table 17.—Statement of expenses of the trustees of state institutions from July 1, 1889, to July 1, 1899 .....	429
--	-----

## BOARD OF CONTROL.

Table 18.—Expense account of the Board of Control .....	431
---	-----



## PART III.

REPORTS OF STATE INSTITUTIONS COVERING THE BIENNIAL  
PERIOD ENDING JUNE 30, 1899.

## CHAPTER I.

	PAGE
No. 1.—Soldiers' Orphans' Home .....	432
No. 2.—Soldiers' Home .....	451
No. 3.—College for the Blind .....	477
No. 4.—Industrial Home for the Blind .....	511
No. 5.—School for the Deaf .....	539
No. 6.—Institution for Feeble-Minded Children .....	631
No. 7.—Industrial School for Boys .....	664
No. 8.—Industrial School for Girls .....	693
No. 9.—State Hospital at Mt. Pleasant .....	706
No. 10.—State Hospital at Independence .....	752
No. 11.—State Hospital at Clarinda .....	835
No. 12.—Penitentiary at Fort Madison .....	873
No. 13.—Penitentiary at Anamosa .....	924



## CHAPTER I.

The act authorizing the creation of the Board of Control of State Institutions.

### CHAPTER 118.

S. F. 201.

AN ACT to create a State Board of Control, and to provide for the management and control of the Soldiers' Home, the charitable, reformatory, and penal institutions of the state, and to provide for supervisory powers over the state educational institutions, and to make an appropriation therefor, and for the defining of certain offenses and providing penalties therefor. [Amendatory of titles XIII, XIV and XXVI, of the code, pertaining to public institutions.]

BE IT ENACTED BY THE GENERAL ASSEMBLY OF THE STATE OF IOWA:

SECTION 1. *Nomination—term of office—confirmation—salaries—removal—vacancies.* The governor shall, prior to the adjournment of the Twenty-seventh General Assembly, nominate and, with the consent of two-thirds of the members of the senate in executive session, appoint three electors of the state, not more than two of whom shall belong to the same political party, and no two of whom shall reside at the time of their appointment in the same congressional district, as members of a board to be known as a "Board of Control of State Institutions." Said members shall hold office, as designated by the governor, for two, four, and six years respectively. Subsequent appointments shall be made as above provided and, except to fill vacancies, shall be for a period of six years. The Board shall at all times be subject to the above limitations and restrictions. No nominations shall be considered by the senate until the same shall have been referred to a committee of five, not more than three of whom shall belong to the same political party, to be appointed by the president of the senate without the formality of a motion, which committee shall report to the senate in executive session, which report shall be made at any time when called for by the senate. The consideration of nominations, by the senate, shall not be had on the same legislative day the nominations are referred. The chairman of the Board for each biennial period shall be the member whose term first expires, and each member thereof shall receive a salary of three thousand dollars (\$3,000) per annum. The governor may, by and with the consent of the senate, during a session of the general assembly, remove any member of the Board for malfeasance or nonfeasance in office, or for any cause that renders him ineligible to appointment, or incapable or unfit to discharge the duties of his office, and his removal when so made shall be final. When the general assembly is not in session the governor may suspend any member so disqualified, and shall appoint another to fill the vacancy thus created, subject, however, to the action of the senate when



next in session. All vacancies on said Board that may occur while the general assembly is not in session shall be filled by appointment by the governor, which appointment shall expire at the end of thirty days from the time the general assembly next convenes, and vacancies occurring during a session of the general assembly shall be filled as regular appointments are made and before the end of said session.

SEC. 2. *Oath—bond—examination—not excused from testifying.* Each member of the Board shall take the oath, and qualify, as required by section one hundred and seventy-nine of the code, and shall devote his whole time to the duties of his office. Before entering on the duties of his office, each member shall give an official bond in the sum of twenty-five thousand dollars (\$25,000), conditioned as provided by law, signed by sureties, to be approved by the governor, and when so approved, said bond shall be filed in the office of the secretary of state. No member of the Board of Control shall be eligible to any other lucrative office in the state during his term of service or for one year thereafter or to any position in any state institution during the term for which he was appointed, nor within one year after his term shall have expired. The said Board of Control shall be subject to the examination of the joint committee on retrenchment and reform, created by section one hundred and eighty-one of the code. The claim that any testimony or evidence sought to be elicited or produced on such examination may tend to criminate the person giving or producing it, or expose him to public ignominy, shall not excuse him from testifying or producing evidence, documentary or otherwise; but no person shall be prosecuted or subjected to penalty or forfeiture for and on account of any matter or thing concerning which he may testify or produce such evidence, provided that he shall not be exempted from prosecution and punishment for perjury committed in so testifying.

SEC. 3. *Offices—secretary—salary—supplies.* The Board shall be provided by the proper authorities with suitably furnished offices at the seat of government, and shall employ a competent secretary, who shall receive a salary not to exceed two thousand dollars (\$2,000) per annum, and may also hire a stenographer and such other employees as may be necessary. The Board shall, by the proper authorities, be also furnished with all necessary books, blanks, stationery, printing, postage stamps, and such other office supplies as are furnished other state officers. It shall present to each general assembly an itemized account of its expenditures, to the end that the legislature may, for the future, fix the maximum amount of such expenditures.

SEC. 4. *Appropriation.* There is hereby appropriated from any funds in the state treasury not otherwise appropriated sufficient thereof to pay the salaries and expenditures hereby authorized.

SEC. 5. *Traveling expenses—governor's approval.* In addition to the salaries paid the members of the Board and the secretary or other employees they shall be entitled to the necessary traveling expenses, by the nearest traveled and practicable route, incurred in going from Des Moines to the different institutions, or to other places in the state, when on official business. No expenditure for traveling expenses to other states shall be made by the Board, or by any officer or agent thereof, or by any officer, employee, or agent of any state institution subject to this Board, unless the authority

to make such trip is granted at a meeting of the Board of Control upon a written resolution, adopted by the Board, which shall state the purpose of such trip, and the reason the same is deemed necessary. Said resolution, if adopted, shall then be submitted to the governor for his written approval, and if he does not approve the same such trip shall not be made at the expense of the state.

SEC. 6. *Itemized statement.* Before any expenses of the members of the Board, any officer, or agent, thereof, or before any expenses incurred by others under the direction of the Board, or the expenses of any officer or employee of any institution under the charge of the Board, shall be paid, a minutely itemized statement of every item of expenditure shall be presented to the proper authority, duly verified, which verification shall aver that the expense bill is just, accurate and true, and is claimed for cash expenditures, or cash disbursements, truly and actually made and paid to the parties named, as shown by said statement. Unless the statement is so verified, and duly audited, payment thereof shall not be had. The expense bills of the members of the Board, the secretary, and its other employees, when so verified, shall be presented to the governor for his written audit, before payment is made. The salaries and such actual expenses of the Board, and of the secretary and other officers, and the salaries of employees, shall be paid monthly by the treasurer of state, upon the warrant of the auditor of state.

SEC. 7. *Official seal.* The Board shall have an official seal, and every commission, order, or other paper executed by the Board may, under its direction, be attested with its seal affixed, by the secretary, or any member of the board.

SEC. 8. *Institutions under control.* The Board of Control shall have full power to manage, control, and govern, subject only to the limitations contained in this act, the Soldiers' Home, the state hospitals for the insane, the College for the Blind, the School for the Deaf, the Institution for the Feeble-Minded, the Soldiers' Orphans' Home, the Industrial Home for the Blind, the Industrial school, in both departments, and the state penitentiaries. Within ten days after the appointment and qualification of the members of the Board, it shall organize and assume the duties vested in said Board, but shall not exercise full control of the institutions until July 1, 1898.

SEC. 9. *Powers—duties—annual statement.* The boards of trustees and commissioners now charged with the government of the institutions named in section eight hereof shall on and after July 1, 1898, have no further legal existence. All trustees now in office shall continue in office until July 1, 1898. The powers possessed by the governor and executive council, with reference to the management and control of the state penitentiaries, shall, on July 1, 1898, cease to exist in the governor and executive council, and shall become vested in the Board of Control, and the said Board is, on July 1, 1898, and without further process of law, authorized and directed to assume and exercise all the powers heretofore vested in or exercised by the several boards of trustees, the governor, or the executive council with reference to the several institutions of the state herein named. The duties imposed on the executive council, by statute, to establish a uniform system of books and accounts for state institutions, and to cause the same to be examined annually by a skilled accountant, and to annually require a



settlement with the officers of each state institution, are transferred from said council to the Board of Control as to the institutions herein named. Nothing herein contained shall limit the general supervisory or examining powers vested in the governor by the laws or constitution of the state, or that are vested by him in any committee appointed by him. The Board shall prepare annually for publication, in accordance with the provisions of section one hundred and sixty-three of the code, a statement of the cost for the preceding year of maintaining each of said institutions including improvements, itemized so far as practicable, and so arranged as to show the cost of the various kinds of provisions and supplies.

SEC. 10. *Investigation—witnesses—contempt of court.* It shall be the duty of said Board, or a committee thereof, to visit and inspect at least once in six months, the institutions named, and investigate the financial condition and management of such institutions; and in aid of any investigation the Board shall have the power to summon and compel the attendance of witnesses; to examine the same under oath, which any member thereof shall have the power to administer; and shall have access to all books, papers and property material to such investigation, and may order the production of any other books or papers material thereto. Witnesses other than those in the employ of the state shall be entitled to the same fees as in civil cases in the district court. The claim that any testimony or evidence sought to be elicited or produced on such examination may tend to criminate the person giving or producing it, or expose him to public ignominy, shall not excuse him from testifying or producing evidence, documentary or otherwise; but no person shall be prosecuted or subjected to any penalty or forfeiture for and on account of any matter or thing concerning which he may testify or produce such evidence, provided that he shall not be exempted from prosecution and punishment for perjury committed in so testifying. And it shall be the duty of the Board to cause the testimony so taken to be transcribed and filed in the office of the secretary of the Board at the seat of government within ten days after the same is taken, or as soon thereafter as practicable and when so filed the same shall be open for the inspection of any person. Any person failing or refusing to obey the orders of the Board issued under the provisions of this section, or to give or produce evidence when required, shall be reported by the Board to the district court or any judge thereof, and shall be dealt with by the court or judge as for a contempt of court.

SEC. 11. *Monthly visitation—may appoint a woman—visiting committee abolished.* The Board, by a committee, or its secretary, shall visit each hospital for the insane once each month, and in making such visits shall be vested with and exercise the powers and functions now granted the visiting committee to such hospitals, except that the discharge of employes for cause shall be left with the superintendent as hereinafter provided. If the Board deem it prudent, it may appoint a woman who resides within fifty miles of any hospital, whose duty it will be to visit such hospital, when directed by the Board, and to report to the Board, and who shall be paid the same compensation from the funds of the institution visited as is now provided for members of the visiting committee, upon proper audit of the bill for such services and expenses by the Board, in the manner provided for payment of current expenses of institutions. The visiting com-

mittee to the hospitals for the insane is hereby abolished, and the members are relieved from further duty upon the passage of this act.

SEC. 12. *Biennial report.* The Board shall make reports to the governor and legislature of its observations and conclusions respecting each and every of the institutions named, including the regular biennial report to the legislature, covering the biennial period ending June 30th, preceding the regular session of the general assembly. Said biennial report shall be made not later than November 15th in the year preceding the meeting of the general assembly, and shall also contain the reports which the executive officers of the several institutions are now or may be by the Board required to make, also a statement of visitations to the several institutions and when and by whom made.

SEC. 13. *Books and accounts.* It shall keep at its office a proper and complete system of books and accounts with each institution which shall show every expenditure authorized and made thereat and said books shall exhibit an account of each extraordinary or special appropriation made by the legislature, with every item of expenditure thereof.

SEC. 14. *Uniform system of records and accounts—expert help.* It shall prescribe the forms of records and the kind of accounts to be made and kept by the institutions heretofore specified. In providing for the books of accounts the said Board shall establish as uniform a system as possible, compelling similar institutions to keep similar books in the financial operations of such institutions; and the Board shall institute and require the keeping of a perfected system of accounts, and requisitions showing the purchase, storing and consumption of supplies for subsistence, construction or other purposes. For the purpose of establishing said system of accounts, the Board is authorized to employ competent and expert help, and to inaugurate in the institutions on July 1, 1898, the most modern and complete method of accounts. The Board shall, within six months after the passage of this act, determine the kinds and qualities of provisions and supplies for the several institutions subject to its charge.

SEC. 15. *Biennial estimates of special appropriations.* It shall prepare for the use of the legislature, biennial estimates of appropriations necessary and proper to be made for the support of the said several institutions, and for the extraordinary and special expenditures for buildings, betterments, or other improvements.

SEC. 16. *Suggestions for legislation.* The Board shall incorporate in its report to the legislature, suggestions respecting legislation for the benefit of the several institutions, or for the dependent, defective or criminal classes of the state. The Board and its secretary shall on request, attend the meetings of legislative committees to which such questions may be submitted for consideration, and furnish such committees such information in regard to its doings and the conduct of such institution as may be demanded.

SEC. 17. *Plans and specifications—limited to amount of appropriation—penalty.* It shall prepare plans for all betterments, improvements or buildings costing more than one thousand dollars (\$1,000) for which it may recommend an appropriation. But when an appropriation for any amount has been made, there shall be no expenditure thereof until the Board has secured suitable plans and specifications prepared by a competent architect,



and accompanied by a detailed statement of the amount, quality and description of all the material and labor required for the completion of said structure; and no plan or plans shall be adopted, and no betterments, improvements or buildings constructed, that contemplate the expenditure of more money for completion than the amount appropriated by the legislature therefor, unless exempted from the provisions of this section by the act making such appropriation. In no event shall the board direct or permit an expenditure for any purpose in excess of the amount appropriated by law, or contemplated by the statute, and the members of the Board, its officers and agents, are subject to the provisions of sections one hundred seventy-eight, one hundred and eighty-two, one hundred eighty-four, one hundred eighty-five, one hundred eighty-six, one hundred eighty-seven and one hundred eighty-nine of the code, to the same extent as if said named persons were particularly specified in said sections. The violation of any of the provisions of either of the sections of the code above named by any of such named officers or persons, shall be deemed a misdemeanor, and on conviction the offender shall be fined in any sum not less than two hundred dollars, nor more than five thousand dollars, in the discretion of the court; or imprisoned in the county jail not exceeding one year, or by both such fine and imprisonment.

SEC. 18. *Report to governor.* It shall investigate and report to the governor any abuses or wrongs alleged to exist in the state institutions referred to in this act.

SEC. 19. *What to inspect.* The board or any member thereof at the stated visits to any of the institutions under its control shall inspect every part of each institution, and all the places, buildings and grounds belonging thereto or used in connection therewith. They shall make an examination of the general and special dietary, the stores, and methods of supply; as far as circumstances may permit, they shall see every inmate of the Soldiers' home, and the charitable institutions, especially those admitted since the preceding visit, and shall give such as may require it, suitable opportunity to converse with the members of the Board apart from the officers and attendants. They shall, if deemed necessary, examine under oath the officers, attendants, guards and other employes, and make such inquiries as will determine their fitness for their respective duties.

SEC. 20. *Recommendations—quarterly conferences.* The Board shall, during the first six months after its creation, meet in conference as often as it may determine, the superintendents, wardens and other executive officers of each of the said institutions, or as many thereof as it deems practicable, and consider in detail, all questions of management, and the methods to be adopted to secure the economical management of the several institutions, and shall send to such officers such recommendations in regard to the management and improvement of the institutions, as it may deem necessary or advisable, and the Board is vested with power to enforce such recommendations and directions. After six months from the creation of the Board, a consultation and conference of the superintendents, wardens and chief executive officers shall be held quarterly with the Board at its office in Des Moines, at a time to be designated by the Board, at which meeting all matters concerning the government and management of the institutions shall be considered and discussed, and the chairman of the Board of Con-

trol shall preside at such meetings, and full minutes thereof shall be preserved by the secretary of such Board, who shall be secretary of said meeting.

SEC. 21. *Districts.* The Board shall divide the state into proper districts from which the several institutions may receive patients or inmates. The limits of such districts may, from time to time, as the occasion warrants, be changed or altered. And in making such districts, or the rearrangement thereof, the superintendents, wardens, or executive heads of the institutions shall be consulted, at a time and place to be fixed by the Board. When the districts are established, or a change thereof is had, the Board shall notify the proper county or judicial officers, of such establishment or change.

SEC. 22. *Record—transfer—managing officer.* The Board shall keep in its office, accessible only to the members, secretary and proper clerks, except by the consent of the Board, or on the order of a judge or court of record, a record showing the residence, sex, age, nativity, occupation, civil condition and date of entrance or commitment of every person, patient, inmate, or convict in the several institutions governed by the Board, the date of discharge of every such person from the institution, and whether such discharge was final, and the condition of the person at the time he left the institution. The record shall also indicate if a person is transferred from one institution to another, and to what institution; and if dead, the date and cause of death. This information shall be furnished to the Board by the several institutions, and such other obtainable facts as the Board may from time to time require. It is the duty of a managing officer of each institution, who shall be named by the Board, within ten days after the commitment or entrance of a person, patient, inmate or convict to the institution, to cause a true copy of his entrance record to be made and forwarded to the office of the Board of Control. When a patient or inmate leaves, or is discharged, transferred, or dies in any institution, the superintendent or person in charge shall, within ten days thereafter, send such information to the office of the Board, all of which information shall be furnished on forms which the Board may prescribe.

SEC. 23. *State architect.* The Board may employ an architect who shall be skilled in the most improved methods of sanitation, and competent to prepare plans, specifications, estimates and details for the buildings, betterments, and every item of equipment which may be necessary in any of the institutions, whose duty shall be to perform the work usually done by architects in preparing plans and specifications, and supervising the work of construction on all the buildings, betterments and improvements done at institutions under the control of the Board. Said architect shall also perform such other labor as may be designated by the Board, and shall receive a compensation to be by the Board fixed, which, including expenses, shall in no event exceed three thousand dollars (\$3,000) per annum. In cases of sufficient magnitude, the Board may secure the advice of a consulting architect, or secure additional skilled assistance before the adoption of the plans of the state architect, but the expense thereof shall not exceed fifteen hundred dollars in any one year.

SEC. 24. *Institution officers—term of office—removal—qualifications.* It shall be the duty of the Board to appoint a superintendent, warden or other chief executive officer of each institution under the control of the Board.



The tenure of office of said officers shall be four years from the date of their appointment, and the superintendent, warden or other chief executive officer now in charge of the several institutions placed under the control of this Board and who is now holding under an election or contract for a definite term shall continue in office until the expiration of such term or contract, all other superintendents, wardens, or other chief executive officer shall hold office until January 1st, 1899. This provision shall not be applicable to the present warden at the Anamosa penitentiary, and the warden-elect, W. A. Hunter, shall hold his office for the time for which he has been elected. The superintendent, warden or other chief executive officer of any of the institutions named, may be removed by the Board for misconduct, neglect of duty, incompetency or other proper cause, showing his inability or refusal to properly perform the duties of his office, but such removal shall be had only after an opportunity is given such person to be heard before such Board upon preferred written charges, but the removal, when made, shall be final. The officers of the several institutions shall have the qualifications, and perform the duties now imposed and required of them by the statute, except as the same are modified or abrogated in this act. In case there is an alleged or seeming conflict between the powers of the superintendents or other executive officers and the Board of Control, the determination of such question by the Board shall be final.

SEC. 25. *Power to investigate question of insanity.* The Board shall have the power to investigate the question of the insanity and condition of any person committed to any state hospital, and shall discharge any person so committed or restrained, if, in its opinion, such person is not insane, or can be cared for after such discharge, without danger to others, and with benefit to the patient, but in determining whether such patient shall be discharged, the recommendation of the superintendent of such hospital shall be secured. The granting of this power to the Board to serve as a commission for the determination of the insanity of a person is merely permissive, and does not repeal or alter any statute respecting the discharge or commitment of inmates to the state hospitals.

SEC. 26. *Power to transfer.* Patients shall be sent to the state hospital and convicts shall be sent to the penitentiary located in the district embracing the county from which they are committed. But the Board may transfer the inmate in any hospital, or the convict in any penitentiary to another hospital or to the other penitentiary, at the expense of the state, and shall see that proper record thereof is made at the hospitals and penitentiaries, and in the office of the Board.

SEC. 27. *Collection of information—bulletins—forms.* The Board shall gather and present information embodying the experience of soldiers' homes, charitable, reformatory and penal institutions in this and other countries, regarding the best and most successful methods of caring for the insane, delinquent and criminal classes. And it shall encourage and urge the scientific investigation of the treatment of insanity and epilepsy by the medical staffs of the insane hospitals, and the institution for the feeble-minded, and shall publish, from time to time, bulletins and reports of the scientific and clinical work now done in said institutions, or which it may require to be done therein. It shall also provide for the several institutions the forms for statistical returns to be made by them in their annual and other reports.

SEC. 28. *Insane patients—residence unknown.* Before the county authorities shall send to a hospital for the insane a patient whose residence is unknown, and whose maintenance is charged to the state, such authorities shall notify the Board who shall immediately inquire as to the residence of such person, and the propriety of his commitment to the state hospital. If the residence of said person is found to be in another state or country, the Board shall see that he is sent to his residence, or, if he is to be confined in the state hospital, the Board shall direct an attendant from the hospital to convey the patient thereto. No patient to be maintained at state expense shall be received at the state hospital without the formal order of the Board of Control.

SEC. 29. *Questionable commitment.* The superintendents for the hospitals for the insane and the institution for the feeble-minded are required to immediately notify the Board if there is any question as to the propriety of the commitment or detention of any person received at such institution, and said Board, upon such notification, shall inquire into the matter presented, and take such action as may be deemed proper in the premises.

SEC. 30. *Protection against fire—means of escape.* It shall be the duty of the Board to compel the superintendent, warden, or other chief executive officer of each of the institutions under the control of the Board, to provide at each institution, adequate and ready means of protection against fire, and to construct proper means of escape for the inmates and attendants where the same are not already constructed and to establish and enforce rigid rules and regulations, by which the danger of fire shall be minimized, and prevent, as far as possible, injury to the persons of the inmates, and the loss or destruction, by any cause, of the property of the state.

SEC. 31. *Official bonds.* It shall be the duty of the Board of Control to require its secretary and each officer and employe of said Board, and of every institution under its control who may be charged with the custody or control of any money or property belonging to the state, and who is not now required by statute to give bond, to give an official bond, properly conditioned, and signed by sufficient sureties, in a sum to be fixed by the Board, which bond shall be approved by the board, and filed in the office of the Secretary of State.

SEC. 32. *Inventory of stock and supplies.* The Board shall require within thirty days after its organization, the chief executive officer of each institution under its charge to make a complete, minute and accurate inventory of the stock and supplies on hand, the amount and value thereof, which inventory shall be under the following heads: Live stock, produce of the farm on hand, carriages and vehicles, agricultural implements, machinery, mechanical fixtures, real estate, beds and bedding in inmates' department, other furniture in inmates' department, personal property of the state in superintendent's department, ready-made clothing, dry goods, provisions and groceries, drugs and medicines, fuel, library, and all other property under such other heads as the Board may deem proper. A like inventory shall be submitted by the proper officer of each institution to the Board when the annual report of said officer is submitted to the Board.

SEC. 33. *Gifts or gratuities—penalties.* No member of the Board of Control, or officer, agent or employe thereof, and no superintendent, officer, manager or employe of any of the institutions under the charge and con-



trol of said Board, shall, directly or indirectly, for himself or any other person or for any institution under the charge of said Board, receive or accept any gift or gratuity from any person or persons, firm or corporation who are dealers in goods, merchandise or supplies which may be used in any of said institutions, or from any employe, servant or agent of such person or persons, firm or corporation. Any person violating the provisions of this section shall be deemed guilty of a misdemeanor and upon conviction be punished as provided in section four thousand nine hundred and four of the code, and such violation shall be cause for his removal from office.

SEC. 34. *Contents of biennial report—daily record.* The Board shall publish in its biennial report to the legislature the name and salary of every employe of said Board, the name and salary of each officer and employe in the several institutions, subject to its control. It shall be the further duty of the Board to require the proper officer of each institution to keep in a book prepared for the purpose, a daily record, to be made each day, of the time and the number of hours of service of each employe, and the monthly pay-roll shall be made from such time book, and shall be in accord therewith. When an appropriation is based on the number of inmates in or persons at an institution, the Board shall require a daily record to be kept of the persons actually residing at and domiciled in such institution.

SEC. 35. *Political influence or contribution prohibited.* Any member or officer of the Board of Control, or any officer or employe of a state institution subject to this Board, who, by solicitation or otherwise, exerts his influence directly or indirectly, to induce other officers or employes of the state to adopt his political views or to favor any particular person or candidate for office, or who shall in any manner contribute money or other thing of value to any person for election purposes, shall be removed from his office or position by the proper authorities.

SEC. 36. *Assistants—discharged.* The superintendent, warden, or other chief executive officer of the several institutions shall appoint all assistants, guards and employes required in the management of the institution, the number of whom shall be determined by the Board. It is hereby declared a misdemeanor for the members of the Board, or any officer thereof, to exert any influence by solicitation or otherwise, on the managing officer of an institution in the selection of any employe or assistant. The said chief executive officer may at his pleasure discharge any person employed, but shall keep in the record of employes the date of such discharge, and shall place opposite his name the reason therefor.

SEC. 37. *Institution salaries.* The Board shall, prior to July 1st, 1898, and annually thereafter fix, with the written approval of the governor, the annual or monthly salaries of all the officers and employes in the several institutions, except such as are fixed by the general assembly. The Board shall classify the officers and employes into grades, and the salaries and wages to be paid in each grade shall be uniform in similar institutions in the state. The schedule of wages so fixed shall become operative on July 1st of each year. The salaries and wages shall be included in the monthly estimates as hereinafter provided, and paid in the same manner as other expenses of the several institutions. Officers entitled to food supplies for their families shall receive such allowance from the supplies furnished for

the patients and inmates of the institution. The word "family," shall be construed to mean only the wife and minor children of an officer.

SEC. 38. *Local treasurer abolished.* The treasurers of the institutions placed under the management of the Board of Control will be relieved of their duties, and all such offices will be abolished on July 1st, 1898. Such local treasurer shall account to the proper authorities for all moneys, books, records, vouchers or other evidences of property belonging to his office, and in his possession. It shall be the duty of the state treasurer to receive all moneys and evidences of indebtedness in the hands of said treasurer, and a failure on the part of any such treasurer to properly account to the state treasurer on July 1st, 1898, without further process of law, shall be by the said state treasurer immediately reported to the attorney-general for such action as may be proper in the premises.

SEC. 39. *Moneys remitted to state treasurer.* All moneys belonging to the state derived from any source at any of the institutions under the control of this Board, shall be by the proper executive officer, named by the Board, accounted for and remitted to the state treasurer on the first day of each month, and all funds for the necessary expenditures of such institutions shall be drawn from the state treasury, as provided in this act.

SEC. 40. *Triplicate estimates—revision—purchase of supplies.* The superintendent, warden or other chief executive officer, as may be designated by the Board of Control, shall on or before the fifteenth day of each month, cause to be prepared triplicate estimates in minute detail, including estimated cost of each item, of all the expenditures required for the institution for the ensuing month. Such estimate shall also include a statement of the source and amount of all the revenues received by the said institution and accounted for to the state treasurer on the first day of each month. Two of said triplicate estimates shall be sent to the office of the Board, and the third shall be kept by said superintendent, warden, or other chief executive officer. The board may revise the estimates for supplies or other expenditures, either as to quantity, quality, or the estimated cost thereof, and shall certify that it has carefully examined the same, and that the articles contained in such estimate, as approved or revised by it, are actually required for the use of said institution. When the estimates have been so certified and revised, a copy of such revised estimate, duly certified, shall be sent to the institution, and another copy retained by the Board. The certified copy sent to the institution shall be sufficient authority to the management of the institution to purchase the supplies enumerated in said estimate, at prices not to exceed those therein named, and not otherwise. Said supplies shall be so purchased as to permit at least thirty days' time to pay therefor, and the steward, clerk or other officer of the institution, designated by the Board, shall require itemized bills to be rendered by the persons who furnished supplies, in duplicate, for all purchases, whether made upon contract or otherwise, which shall be in the following form:



The state of Iowa, on account of the-----  
Institution (Date).

To-----Dr. (Here insert an itemized account  
of the goods or property purchased.)

The State of-----} SS.

County of-----}

I,-----, on oath say that the foregoing  
bill of account is correct and just, and wholly unpaid; that the exact con-  
sideration therein charged for was received by the said institution; that  
neither the same nor any part thereof has since been commuted; and that  
neither bonus, commission, discount, nor any other consideration, directly  
or indirectly, has been given, or stipulated, within my knowledge or belief,  
because of the purchase thereof, as therein set forth, or for any other reason.  
(To be signed by the person having personal knowledge of the facts therein  
set forth.)

Sworn to and subscribed before me this-----day  
of-----

I hereby certify that the above account is correct, and that the articles  
therein charged have been received in good order by the-----  
institution.

-----  
Steward, clerk or other designated officer.

It shall be endorsed as follows:

No-----Institution. \$-----

Passed upon by the Board of Control on the-----day  
of-----, and ordered paid.

-----  
Secretary of the Board of Control.

SEC. 41. *Monthly statement—affidavit.* The steward, clerk or other  
officer, who may be designated by the Board, shall prepare a monthly state-  
ment showing purchases and expenditures of every kind for the preceding  
month, which shall be signed by such officer, approved by the chief execu-  
tive officer of the institution, and filed with the Board on a day certain to  
be fixed by said Board. Attached thereto shall be the affidavit of such  
steward, clerk or officer, as the case may be, stating that the goods and  
other articles therein specified were purchased and received by him or  
under his direction at the institution, and were purchased at a fair, cash,  
market price, on credit not exceeding thirty days, and that neither he nor  
any person in his behalf had any pecuniary or other interest in the purchases  
made, or received any pecuniary or other benefit therefrom, directly or  
indirectly, by commission, percentage, deductions, or in any other manner  
whatever, and that the articles contained in such bill conformed in all  
respects to the invoiced goods received and ordered by him, or the samples  
from which the goods were purchased, both in quality and quantity. If any  
invoice or statement, or part thereof, is found objectionable, the Board shall  
endorse its disapproval thereon, with its reasons therefor, and return it to  
the management of the institution, and when the matter complained of is  
corrected, said statement and invoice shall be returned to the Board.

SEC. 42 *Pay roll—triplicate abstract—state treasurer.* When the  
monthly statement is so made, approved and verified, it shall be forwarded  
to the Board of Control, together with the original invoices of the purchases  
and a complete and itemized statement of every expense of said institution,  
including the receipted pay roll, for the examination and audit of the Board,  
which Board shall fix a regular time for the auditing of the accounts of the  
institution for the preceding month. The monthly pay roll of each institu-  
tion shall show the name of each officer and employe, when first employed,  
the monthly pay, time paid for, the amount of pay, and any deductions for  
the careless loss or destruction of property. This requirement shall be  
observed in all cases, and in no event shall a substitute be permitted to  
receive compensation in the name of the employe for whom he is acting.  
When the said accounts are audited, the secretary of the Board of Control  
shall, under the seal of the Board, prepare in triplicate an abstract showing  
the name, residence and amount due each claimant, and the institution and  
the fund thereof on account of which the payment is made. He shall deliver  
one copy thereof to the auditor of state, another to the treasurer of state,  
and the third shall be retained in the office of the Board. Upon such cer-  
tificate the auditor of state shall, if the institution named has sufficient  
funds, issue his warrant upon the treasurer of state for the gross amount as  
shown by such certified abstract. Said last named officer, upon being fur-  
nished by the Board with a certified copy of such abstract as herein pro-  
vided, shall send checks of the treasurer of state to the several persons for  
the amounts of their respective claims, as certified by the Board of Control.  
The treasurer of state shall preserve in his books a record of each check  
and remittance in the proper manner, showing the date of the issuance of  
each check, the name of the person to whom it was made payable, and such  
other data as may be evidence for the state, showing the payment of such  
indebtedness. The pay roll of each institution can be paid by a single check  
sent to the steward, clerk, or other officer designated by the Board of  
Control. If the treasurer of state shall require more clerical help because  
of this enactment, the executive council may authorize him to employ an  
assistant.

SEC. 43. *Contingent fund.* The Board of Control may permit a con-  
tingent fund, not to exceed in any institution two hundred and fifty dollars  
(\$250.00), to remain in the hands of the managing officer of such institution,  
from which expenditures may be made in case of actual emergency requir-  
ing immediate action to prevent loss or danger to the institution or to the  
inmates thereof. A full, minute, and itemized statement of every expendi-  
ture made during the month from such fund, shall be submitted by the  
proper officer of said institution to the Board, under such rules and regula-  
tions as may be by said Board established. If necessary, the Board shall  
make proper requisition upon the auditor of state for a warrant on the state  
treasurer to secure the said contingent fund for each institution.

SEC. 44. *Blanks and forms.* The Board of Control shall formulate and  
furnish to each institution, proper blanks and forms for all statements and  
accounts necessary to furnish the information required of such institution.

SEC. 45. *Duties of institution officers.* The stewards of the hospitals  
for the insane, the clerks of the prisons, and the proper officer of the other  
institutions who shall be designated by the Board, shall have charge of and



be accountable for all the supplies and stores of such institution, and shall be charged therewith at their invoice value, and shall in conjunction with the chief executive officer of each institution make or direct all purchases for such institution as may be ordered by the Board, under the estimates as hereinbefore provided. Such officer shall issue all the stores upon requisition approved by the superintendent or other officer designated by the Board, which shall be his voucher therefor. He shall present monthly to the Board of Control an abstract of all expenditures, together with the accounts and pay-rolls for the preceding month, and shall examine and register all goods delivered, according to their amount and quality, and if found to correspond with the samples, and in good order, and correct in charge, he shall certify the bills as herein provided. He shall quarterly take an account of the subsistence, supplies and stock in his possession and under his control, and transmit a copy of such invoice, duly verified, to the Board; and at the close of the biennial period he shall make a consolidated report of all purchases, and all other transactions of his department, to the State Board. If it shall appear that there is any shortage in the stores of the institution, the Board shall appoint a committee from its number to investigate the cause thereof, and if it shall appear that the said shortage resulted from unavoidable loss, without the negligence of such steward, clerk or other designated officer, then such officer shall be credited therewith; otherwise, he shall be charged with the amount thereof, and shall be required to pay the same into the state treasury within sixty days after the determination of the loss. If default shall be made in said payment, he shall forfeit his office, and suit shall be instituted upon his official bond to recover the same.

SEC. 46. *Rules—additional duties.* The Board of Control is authorized to make its own rules for the proper execution of its powers, and may require the performance of additional duties by the officers of the several institutions, so as to fully enforce the requirements, intents and purposes of this enactment, and particularly so much thereof as relates to the making of the estimates and furnishing proper proofs of the expenditures or use of all stocks of subsistence and supplies.

SEC. 47. *Contracts.* Contracts may be entered into under the direction of the Board of Control by the proper officers of one or more of the institutions for staples and other articles of supplies, as may be found feasible by the Board for the institutions to purchase in bulk for use or consumption for periods longer than thirty days. Such contracts shall not, however, be made except in conformity with the provisions of this act relating to estimates. If thought advisable, such contracts may be executed by the representative of one institution, who may be designated by the Board to act for other institutions.

SEC. 48. *Purchase of supplies.* It shall be the duty of the Board to make specific rules and regulations respecting the manner in which supplies shall be purchased and contracts made for the several institutions, so as to insure the competition and publicity necessary to secure the economical management of each institution. Jobbers, or others desirous of selling supplies to an institution, shall, by filing with the chief executive officer of such institution, or with the secretary of the Board, a memorandum showing their address and business, be afforded an opportunity to compete for the furnishing of the supplies under such limitations and rules

as the Board may prescribe. In purchasing all supplies, local dealers shall have the preference, when such can be given without loss to the state. When samples are furnished the same shall be properly marked and preserved for six months after purchase of such merchandise.

SEC. 49. *Letting of contracts—labor of inmates utilized.* Contracts for the erection, repairs or improvements of buildings, grounds, or properties of the institutions under charge of this Board, and for which appropriations have been or may be made by the legislature, must be let for the whole or for any part of the work to be performed, by the chief executive officer of the institution, subject, however, to the same rules and regulations as herein provided for the furnishing of estimates by said institution to, and the approval and revision thereof, by the Board of Control. If the cost of the erection or betterment is not in excess of three hundred dollars (\$300) the Board may permit the management of the institution to construct the same by day's labor, without contracting the work. All plans or specifications for the said erections, repairs and improvements, shall be prepared by the architect of the Board, under the Board's direction. The Board shall determine to what extent and for what length of time, and by what means advertisements are to be inserted in newspapers for proposals for the said erections, repairs or improvements. All contracts shall be awarded by the management of the institution to the lowest responsible bidder, subject to the provisions of this act, and the approval of the Board, prior to the execution of the contract. The management of the institution has the right to reject any and all bids, and to re-advertise, upon the approval of the Board. A preliminary deposit of money or certified check upon a solvent bank in such amount as the Board may prescribe shall be required as an evidence of good faith, upon all proposals for the construction of said buildings, repairs and improvements, which deposit or certified check shall be held by the management of the institution under the direction of the Board. The provision of this section which requires all work to be let by contract, shall not be mandatory as to the labor on the construction work at the penitentiaries, but the Board shall establish such rules and enforce the provisions of this act so that the construction work at the penitentiaries shall be performed in a manner agreeable thereto, with the strictest accountability exacted in the consumption of all supplies for construction purposes, and in the expenditure of the public moneys. On proper representations the Board is authorized to so construct the erections, betterments and improvements at other institutions, that the work of inmates may be utilized, if it is found to be advantageous to the state, and a substantial saving made, but the attempt to use such labor shall not permit a substantial departure from the requirements of this section; and in no case shall any expenditure be made except on estimates submitted to and approved by the Board, as provided herein. No payment shall be authorized for construction purposes until satisfactory proof has been furnished to the Board of Control, by the proper officer or supervising architect, that the contract has been complied with by the parties; and all payments shall be made in a manner similar to that in which the current expenses of the several institutions are paid.

SEC. 50. *Cherokee commission abolished.* The members of the building commission authorized to construct the hospital for the insane at Cherokee



shall be relieved from such duty, and the commission abolished on July 1st, 1898. Before said last named day the said commission shall surrender to the Board of Control all plans, specifications, books, records and other properties belonging to or in the possession of the said commission, or any member thereof. The said Board shall succeed to and be vested with all the powers of the said building commission, and all duties thereof will be performed by said Board, and all legislation affecting the powers, duties or obligations of said building commission shall, so far as applicable, apply with equal force to the said Board of Control. The said Board shall call upon any of the superintendents of the hospitals for the insane for such information or service as the Board shall deem proper; and the said superintendents shall respond to such call for the compensation provided in the act relating to the building commission of the hospital for the insane at Cherokee. All outstanding obligations of said commission shall be executed and performed by the Board of Control, but this shall not prevent said Board from selecting all its agents or employes in the work of construction, which shall be executed in a manner agreeable to and pursuant to the provisions of this act.

SEC. 51. *Educational institutions.* In addition to the powers heretofore mentioned to be exercised by the Board of Control, the said Board shall investigate thoroughly the reports and doings of the regents of the State university, and the trustees of the State Normal school, and the State College of Agriculture and Mechanic Arts, and the books and records of said institutions, for the purpose of ascertaining:

1. Whether the persons holding positions have faithfully accounted for all moneys of the state which have been drawn from the state treasury or have come into their hands otherwise.

2. If appropriations have been drawn from the state treasury in accordance with the law and so expended.

3. Whether such persons have drawn money for services, per diem, mileage or expenses, or otherwise, not authorized by law, or have authorized expenditures without authority of law.

SEC. 52. *Powers as to same.* The said Board shall have power to visit the educational institutions, subpoena and examine witnesses and enforce attendance, and to require the production of books, records, papers and memoranda.

SEC. 53. *Investigation of management.* It shall be the duty of said Board to investigate the manner in which all contracts for the educational institutions have been let, and to ascertain whether or not the matters in charge of such officials are conducted in an economical and business-like manner; and to report the result of such investigation to the governor with the other reports to be filed with that officer.

SEC. 54. *Estimates of cost, etc.* And when any of the three last above named educational institutions shall ask appropriations for any buildings or betterments, said institution or institutions shall first have prepared by the architect provided for in this act, estimates of the cost, plans and specifications of said buildings or betterments, and submit the same to the following general assembly.

SEC. 55. *Repealed.* Existing laws relating to the institutions referred to in this act, which are not inconsistent with the provisions of this act, shall

remain in force, and all acts or parts of acts in conflict with, or inconsistent with this act, are hereby repealed.

SEC. 56. *In effect.* This act, being deemed of immediate importance, shall take effect and be in force from and after its publication in the Iowa State Register and Des Moines Leader, newspapers published at Des Moines, Iowa.

Approved March 26, 1898.

I hereby certify that the foregoing act was published in the Iowa State Register and the Des Moines Leader, March 29, 1898.

G. L. DOBSON,  
Secretary of State.



## CHAPTER II.

## GENERAL OBSERVATIONS.

Chapter 118 of the acts of the Twenty-Seventh General Assembly provided for a "Board of Control of State Institutions," and vested it with full power to manage, control and govern, subject only to the limitations provided in the act—the Soldiers' Home, the state hospitals for the insane, the College for the Blind, the School for the Deaf, the Institution for the Feeble-Minded, the Soldiers' Orphans' Home, the Industrial Home for the Blind, the two industrial schools, and the state penitentiaries. The Board was also charged with certain duties with reference to the State university, the State Normal school, and the State College of Agriculture and Mechanic Arts.

Pursuant to the provisions of the act, the governor appointed as members of said Board, William Larrabee for the term of two years, L. G. Kinne for the term of four years, and John Cownie for the term of six years, and said appointments having been confirmed by the senate, the members designated met at the capitol building April 6, 1898, and having qualified as required by law, elected John Cownie as temporary secretary, and proceeded to the discharge of their duties.

In order to familiarize ourselves with the management of the several institutions, including the method of keeping the financial books; the account of the stores, and of the manner in which the statistical records were kept, and to obtain such information as would be of value to us, and to ascertain the opinions of the chief executive officers, touching all matters connected with the institutions, we visited and inspected each institution. We noted the views of the several chief executive officers, and their recommendations, for future use and consideration. The work of providing for an uniform system of accounts for financial and store books, and of preparing statistical books, and of the many necessary blanks required by the law, and having all of them printed and in the hands of the institution officers before July 1, 1898, so

that the new system might begin under the most favorable conditions, was a task for which much more time should have been allowed by the law than was provided for. However, we succeeded in getting most of the printed matter ready in time, although some of the books could not be had by July 1, 1898.

It was early found that in order to have books and blanks uniform they must all be furnished by the Board. The cost of all books and blanks for the use of the several institutions has been apportioned among them.

In our judgment the appropriation section of the law is broad enough to have permitted this Board to have paid for all such printed matter under it, but in this opinion the attorney-general did not concur. As it is, we are compelled, every time we furnish books or blanks to institutions, to apportion the amount into thirteen parts and the person to whom the bill is payable ultimately receives thirteen different checks, which in the aggregate make the total amount due him. Some provision should be made to obviate this.

This Board, as required by law, keeps duplicate financial, store, and statistical books, in its office, of all institutions under its control, and all institution books are from time to time examined and balanced. Visits have been made to institutions as shown by Chapter XIV of this report.

The financial condition of each institution is ascertained every month, and the management of each is a subject of constant attention.

The law provides that this Board shall prepare annually for publication a statement of the cost for the preceding year of maintaining each of the institutions, including improvements, itemized so far as practicable, and so arranged as to show the cost of the various kinds of provisions and supplies. The statement provided for seems to be for the calendar year. As this Board did not have charge of the institutions during all of the year of 1898, it was not possessed of the necessary information to make such statement on January 1, 1899. We suggest that, if such a statement be necessary, that the law be changed so that it shall cover the fiscal year instead of the calendar year. This will divide the biennial period equally, and in our judgment will be preferable from every point of view.

May 14, 1898, J. G. Jordan was elected secretary of the Board, and resigned October 15, 1898, and was succeeded by L. A. Wilkinson.



The observations and conclusions of this Board respecting the several institutions, and their inmates, will be found in Chapter XIII of this report. The biennial estimates of the sums needed for the several institutions, and suggestions respecting legislation, will be found in Chapters III and VIII, respectively, of this report.

We have carefully examined the dietary of all the institutions under our control, and a full discussion of the subject will be found in Chapter V of this report.

As a large number of cows are a necessity at the state institutions to furnish milk for the inmates, the expense for ground feed, which had formerly been purchased, amounted to a large sum each year. In the interest of economy, we have provided each institution, where power was available, with a large feed mill, and it is no longer necessary to purchase ground feed for cows or other animals.

Power sewing-machine plants have been installed at the hospitals at Independence and Mt. Pleasant, and many articles of clothing, formerly purchased, are now made by the patients, tailors and dressmakers being employed to superintend the work.

Additions have been made to the industrial work at a number of the institutions, and a good saving will be effected in the making of articles formerly purchased, besides having a beneficial effect on the inmates.

The crops on the farms the present year have in the majority of cases been very good, and a large crop of potatoes, turnips, onions, cabbage, and other vegetables has been secured.

Unfortunately, much of the land in connection with our state institutions has been badly exhausted by repeated cropping and improper cultivation, but steps have been taken to improve the conditions, and the salary of the farmers has been increased in order to secure efficient management and more satisfactory results.

The supply of milk at a number of institutions is quite limited, and this is especially true of the Soldiers' Orphans' Home at Davenport, where the necessity for a large quantity of milk for the children is apparent. The Board trusts that this matter will not be overlooked by the general assembly, and that more land will be secured, so that the orphan children confided to the care of the state will have an abundant supply of milk.

In compliance with the law we divided the state into hospital and penitentiary districts; as, however, these are subject to change from time to time, we do not set out the names of the counties composing said districts. The proper authorities were notified when said districts were arranged, and have been promptly advised of all changes that have been made. In some cases, where the circumstances were such as in our judgment to make it proper so to do, we have sent patients residing in one hospital district to the hospital in another district, and convicts to the penitentiary outside of their district.

We have authorized the wardens of the penitentiaries to introduce the graded system, and they have taken steps to that end. The Bertillon system of measurements has been introduced into the penitentiary at Anamosa.

Pursuant to the provisions of the law, this Board has required all officers and employes of the institutions having in their custody or control the property of the state, to give bonds, unless they were otherwise provided for by law.

This Board, as required, fixed the salaries of officers and employes, other than the chief executive officers, and in Chapter XV hereof will be found the names, occupations, and salaries of all officers and employes of this Board, also of all of the state institutions under its control. Contracts have been made for the purchase of supplies for the several institutions, and such supplies procured under rules and regulations prescribed by this Board.

In accordance with the provision of the act requiring this Board to perform all outstanding obligations of the commission authorized to construct the Cherokee hospital, we did on the 4th day of January, 1899, certify to the auditor of state, and treasurer of state, for payment outstanding vouchers on account of the construction of said hospital, and which had been approved by said commission as follows: \$121,774.

The provision of the law touching the investigation of the books and accounts of the educational institutions have been complied with, and the results of said investigations are set forth in Chapter XVI hereof.

One of the requirements of the law is that this Board shall hold conferences with the chief executive officers of the several institutions quarterly. This has been done, and our experience is that they have not only been pleasant, but exceedingly profitable. It has led to a more complete knowledge on our



part of the needs of the several institutions; it has tended to bring the several officers into more intimate relations; it has resulted in instructive discussion touching the management of the institutions, and the care of their inmates; it has stimulated every officer to do his best, and has greatly improved the service.

The law requires this Board to gather and present information touching soldiers' homes, and the charitable, reformatory, and penal institutions, and to encourage and urge scientific investigation of the treatment of insanity and epilepsy, and to publish bulletins and reports. Steps have been, and are being taken, to secure the information contemplated. This Board has made provision for a pathological laboratory at the institution at Glenwood, and for the furtherance of laboratory work at the hospitals. The Board has published quarterly a bulletin containing articles contributed by officers and employes connected with the institutions, and others, embracing their experience along the lines contemplated by the statute, and calculated to better inform institution people, and the public generally. These bulletins have been sent to all state officers, members of the legislature, judges, clerks of the courts, public libraries in the state, to the newspapers of the state, and to the heads of similar institutions in other states and countries. It is the means by which much of the information we are required to gather can be obtained. We regard it as a very useful and valuable adjunct to our work.

The matter of fire protection and fire escapes is considered in Chapter XII of this report.

The law authorized this Board to appoint an architect. We found such an officer indispensable, and on April 25, 1898, appointed Henry F. Liebbe.

Dr. Frank C. Hoyt, superintendent of the hospital at Clarinda, resigned to take effect October 1, 1898, and Dr. Max E. Witte, assistant physician at the hospital at Mt. Pleasant was, on September 7, 1898, appointed to succeed him, said appointment to take effect on October 1, 1898.

On October 9, 1898, Dr. H. A. Gilman, superintendent of the hospital at Mt. Pleasant, died, and on October 15, 1898, Dr. Frank C. Hoyt was appointed as his successor.

With the above exceptions we have reappointed all the chief executive officers of institutions when their terms of office expired.

We have at each of the hospitals, and at the Institution for Feeble-Minded Children, training schools for nurses in successful operation. The work done in these schools is excellent, and the nurses and attendants are thereby more thoroughly equipped for the proper performance of their duties.

Regular courses of study are pursued, lectures given by the members of the medical staffs, and examinations are held and diplomas awarded those who successfully complete the course prescribed by the Board.

When we assumed control of the institutions, we found that the buildings of the Soldiers' Orphans' Home were insured at the expense of the state. As the policy of the state has not been to insure its public buildings, we did not renew this insurance, nor have we insured any of the state's property except as hereinafter stated.

We found that at some of the institutions insurance was being carried on their steam boilers. After a full examination, we concluded to carry a reasonable amount of insurance on all the steam boilers, except the new ones, in state institutions. We did so because it was necessary to have all such boilers inspected once or twice a year, in order to insure their being in a safe and proper condition, and thus to guard against danger to life and property, and we could obtain the insurance and excellent inspection from the insurance company at nearly the same price we would have to pay competent men to make the inspection.

During the months of July, August, and September, 1898, each chief executive officer purchased supplies estimated for, and, where estimates had been approved, on competitive bids. Later on we concluded to avail ourselves of the provision of the law authorizing purchases to be made for more than a month at a time, and by one superintendent, under the direction of the Board, for all institutions. This plan has been followed for more than one year, and, while it has added greatly to the work and expenses of this office, it has resulted very satisfactorily.

In thus purchasing, we have been enabled to obtain the lowest possible prices, a more uniform class of goods, and the contracts have been so large as to invite and secure a larger and better list of bidders, and we have thus had an opportunity to fix a certain standard as to quality.



After fully considering the matter, we determined to require officers and employes of institutions coming in contact with inmates to be uniformed while on duty. This rule did not apply to the Soldiers' Home and penitentiaries, where they already had uniforms, and it was optional in all institutions as to the superintendents. This system had long been in operation at one or two of our hospitals with gratifying results. It is now fully established, and while it is a great aid to discipline, and to the proper care of inmates, it at once indicates to the visitor those in authority, and the institution force presents a neat, orderly, and attractive appearance. The goods for uniforms having been purchased in bulk for all institutions and in several cases direct from the manufacturers, we have been enabled to furnish them to officers and employes at a low price, so that the entire cost of suits is much less than it would be if each officer or employe purchased on his or her own account goods of equal quality.

In the interpretation of the law creating this Board, and in applying it to the several institutions under our control, many legal questions have arisen. These have been referred to the attorney-general of the state for his opinion, which has been followed by us.

We early discovered that by an oversight the legislature had made no provision for meeting the expense of the several institutions for the month of July, 1898. After conferring with the attorney-general, we asked the several boards of trustees to, so far as the balances in their hands would permit, purchase supplies sufficient to carry their institutions through the month of July, 1898, also to turn over to the several superintendents, from the amounts in their hands, sufficient to meet the pay rolls for July, 1898. This request was complied with by the several boards of trustees, so far as funds were available. This action was necessary in order to keep the institutions in operation during that month, as no bill could be paid until after an estimate, and the first estimate was, by the terms of the act, due July 15, 1898. In this way, and by the allowance of the estimates in some cases for July bills, we were enabled to meet all expenses for that month. It will be observed that at the close of the fiscal year, June 30, 1899, the aggregate amount remaining in the state treasury to the credit of the several institutions, was \$115,562.94. There is a balance now, November 1, 1899, to the credit of general support fund of \$108,516.67

In view of the fact that the price of almost everything required to be purchased for the institutions has been and is advancing, it would be, in our judgment, unwise to make any reduction in the per capita allowance, except, as recommended in another chapter, for the inmates of the Clarinda hospital and at the penitentiary at Anamosa. Nor should the balance now on hand be charged off as an unexpended appropriation.

It has been suggested that all unexpended balances of annual appropriations must at the end of the fiscal year be covered into the general funds of the state. This course, if pursued, will, we think, result in much detriment to the institutions. Contingencies may arise requiring the use of these balances, and they should remain credited to the institutions and available if needed for their use.

Under existing law, this Board can, at any time, direct the auditor of state not to credit up the institutions the per capita which they may be entitled to for any month, and require them to meet their expenses from the surplus already credited to them, and this power it will exercise whenever it appears that it can be done without prejudice to the institutions and their inmates.

We have caused to be prepared, and placed in each institution under our control, a book called a "complaint book," in which any officer, employe, inmate, or other person may enter a statement of facts constituting the basis for any complaint he may wish to make against the management of the institution, or against any person employed therein, which facts must be investigated by the chief executive officer, and his findings entered in said book.

It is also made the duty of the chief executive officer to cause to be entered in said book any complaint of mismanagement of the institution, or of improper treatment of its inmates, by officers or employes, and to likewise fully investigate the same.

At the end of every month the chief executive officer must report to the Board the complaints, if any made, and by whom made, and the result of his investigation thereof, with his action thereon.

In every state hospital we require the superintendent to keep a book called "the record of mechanical restraint," in which the name of every patient restrained must be entered; the cause of the restraint; the necessity for it; its character and



length of time applied, and the result on the patient. Monthly reports are made to us of all these matters.

In the industrial schools and in the penitentiaries we require to be kept a "punishment book," in which is entered the name of all inmates punished; when and how punishment was inflicted, and the cause for it; and the result.

Monthly reports of these cases are made to this Board.

The Board, as required by law, within thirty days after its organization, prepared blanks for a complete, minute, and accurate inventory of the stock and supplies on hand, the amount and value thereof, and directed the chief executive officer of each institution under its charge to carefully make out an inventory, on these blanks, of stock and supplies on hand at the close of business June 30, 1898, and return them to this office on or before July 5th.

Notwithstanding careful instructions had been given to the chief executive officers, and seemingly every precaution taken by the Board necessary to secure correct reports, many of these, when returned were found to be imperfect and unsatisfactory. In some instances they were returned several times for correction, and while they were much improved, still they were not altogether what was expected or desired. The last of the inventories were returned with corrections about the middle of September.

When it is considered that this is the first inventory of the property of the institutions required to be taken, and that each inventory was made by a different person, and inexperienced in such work, with various opinions regarding classification and values of property, it is not strange that discrepancies and irregularities were found in the reports. According to these inventories and the estimates of the chief executive officers, the value of the property of the institutions is as follows:

INSTITUTIONS.	No of acres of land.	Value of land.	Value of personal property.	Value of buildings.
Davenport.....	61½	\$12,200	\$35,458.00	\$ 106,800
Marshalltown.....	134	16,350	29,202.66	199,200
Vinton.....	41	6,250	15,788.41	100,000
Knoxville.....	40	5,000	8,095.58	35,000
Council Bluffs.....	157½	30,804	32,987.48	300,000
Glenwood.....	298	36,800	70,404.53	279,115
Eldora.....	760	38,000	48,069.13	200,020
Mitchellville.....	160	9,600	17,163.08	74,650
Mt. Pleasant.....	587½	33,525	70,381.32	800,000
Independence.....	680	33,000	83,890.54	1,015,350
Clarinda.....	513	30,780	95,957.36	837,000
Cherokee.....	600	24,140		400,000
Ft. Madison.....	15	10,000	32,660.00	500,000
Anamosa.....	153	14,400	57,216.68	2,635,000
Total.....	4,189½	\$300,849	\$597,134.77	\$ 7,482,735
Personal property.....			\$ 597,134.77	
Buildings.....				7,482,735.00
Land.....				300,849.00
Total.....				\$ 8,380,718.77

The following table shows the number of inmates in the various state institutions at the commencement of the biennial period, the number received, the number discharged, and the number remaining in them at the close of the biennial period, June 30, 1899:

INSTITUTIONS.	Number of inmates July 1, 1897.	Received during the biennial period.	Discharged during the biennial period.	Remaining in the institution at the end of biennial period.
Iowa Soldiers' Orphans' home, Davenport.....	487	220	262	445
Soldiers' home, Marshalltown.....	641	542	518	665
College for the Blind, Vinton.....	158	70		228
Industrial Home for Blind, Knoxville.....	52	11	13	50
School for the Deaf, Council Bluffs.....				265
Institution for Feeble-Minded Children, Glenwood.....	698	296	149	845
Industrial School for Boys, Eldora.....	502	297	296	473
Industrial School for Girls, Mitchellville.....	152	124	87	189
Hospital for Insane, Mt. Pleasant.....	888	694	686	896
Hospital for Insane, Independence.....	986	743	679	1,050
Hospital for Insane, Clarinda.....	669	604	422	851
State penitentiary, Ft. Madison.....	520	512	508	524
State penitentiary, Anamosa.....	625	531	627	529
Total.....				6,980

The income of the institutions for their support is from monthly, quarterly, or annual allowances from the state treasury, and from the proceeds of their farms, and small sums from miscellaneous sources, and from special appropriations. The



maximum allowances for support from the state treasury are as follows, based upon the monthly average number of inmates:

Hospital for Insane at Independence.....	Per month	\$12.00
Hospital for Insane at Mt. Pleasant.....	" "	12.00
Hospital for Insane at Clarinda.....	" "	13.00
Institution for Feeble-Minded Children at Glenwood.....	" "	12.00
Soldiers' home at Marshalltown.....	" "	14.00
Soldiers' Orphans' home at Davenport.....	" "	10.00
Industrial School for Boys at Eldora.....	" "	9.00
Industrial School for Girls at Mitchellville.....	" "	10.00
Penitentiary at Anamosa.....	" "	9.50
Penitentiary at Ft. Madison.....	" "	9.00
School for the Deaf at Council Bluffs.....	Per quarter	35.00
And \$18,000 per annum.		
College for the Blind at Vinton.....	Per quarter	35.00
And \$10,000 per annum.		
Industrial Home for the Blind at Knoxville—Special appropriations.		

There have been expended for the institutions under the charge of this Board for the biennial period ending June 30, 1899, \$2,567,273.55; of this amount \$452,653.80 was for new buildings, repairs and improvements, and \$2,114,619.75 for support, as shown by the following table:

INSTITUTIONS.	For the year ending June 30, 1898.	Per capita.	For the year ending June 30, 1899.	Per capita.
Soldiers' Orphans' home, Davenport.....	\$ 57,231.89	\$117.11	\$47,599.47	\$102.96
Soldiers' home, Marshalltown.....	92,059.78	163.14	75,423.04	139.40
College for Blind, Vinton.....	31,613.04	209.36	25,692.42	164.10
Industrial Home for Blind, Knoxville.....	5,977.98		8,348.92	
School for the Deaf, Council Bluffs.....	66,580.82	221.19	43,321.43	157.18
Institution for Feeble-Minded Children, Glenwood.....	121,397.52	174.67	115,222.74	152.01
Industrial School for Boys, Eldora.....	71,680.76	141.94	50,668.02	104.15
Industrial School for Girls, Mitchellville.....	22,982.42	142.75	19,497.57	110.40
Hospital for Insane, Mt. Pleasant.....	169,278.54	191.92	119,885.60	139.57
Hospital for Insane, Independence.....	191,604.27	191.02	137,563.42	133.60
Hospital for Insane, Clarinda.....	115,738.92	166.05	129,922.41	148.00
State penitentiary, Ft. Madison.....	78,009.20	150.02	81,493.71	156.72
State penitentiary, Anamosa.....	133,973.68	220.70	120,849.20	207.28
Total.....	\$1,148,126.80		\$966,492.95	

The amount for the second year for the biennial period is \$181,633.85 less than for the first year, and the natural inference would be that the efficiency of the service had been impaired in the institutions, while the fact is, that the service has been greatly improved; the inmates are better fed, better clothed, and have better care than they have ever had before. The rule now is to purchase no supplies of inferior quality, and only the best of meats, flour, groceries, and other goods

are accepted. Supplies are purchased at wholesale prices, and under competitive bids. A full appreciation of this reduction in the expenses cannot be understood without reference to the fact that there has been an advance in the prices of supplies of nearly all kinds during the last year of from 20 to 30 per cent, as is shown by the commercial reports. Had prices of two years before prevailed, it is safe to say that there would have been a reduction of \$150,000 more than the above table shows. It is but stating a fact, that the Board has not, in a single instance, endeavored to reduce the cost of support of the institutions at the expense of efficiency of service to the inmates. We have also labored to carry out the letter and spirit of the law, so far as the employees are concerned. It was expected that complaints would be made by those from whom perquisites had been taken, and also from supernumeraries who had been removed, or had their salaries reduced, but we invite the most careful scrutiny of the action of the Board in these matters.

A vast amount of work was required of this Board with but a brief time to prepare for it. The changes in the methods of management of the affairs of the institutions under the new law were great; their wants are varied, and call for the daily attention of the Board. It should be remembered that the members of this Board are at work in a new field, and not one chosen by themselves, nor even sought after, but we have proceeded with the work according to our best judgment, without fear or favor, and have kept constantly in view only the best interests of the inmates under our charge, and the interests of the taxpayers of the state. It should also be borne in mind, in considering the work of the Board, that its members have had a fuller knowledge concerning the business upon which it has had to act than have other people. We realize better than anyone that we have made mistakes, but generally they have been, not what critics of the Board and fault-finders have complained of, but other things wholly overlooked by them.



## CHAPTER III.

## APPROPRIATIONS.

It should require little argument to convince one that under a system like ours, which places so many institutions under the control of one board, the manner and method of raising and appropriating the money needed, for all purposes connected with their support and maintenance, should be simplified so far as possible, and be uniform in character if practicable.

We have the care and control of institutions having about 7,000 inmates.

We find as to said institutions the following system of appropriations, viz:

*First.*—At all of them except the Soldiers' home, special appropriations are made for a repair and contingent fund, and for other purposes.

*Second.*—For the Industrial Home for the Blind, special appropriations are made for support, contingent and repair, and manufacturing.

*Third.*—At the Soldiers' Orphans' home, the Industrial schools, the Institution for Feeble-Minded Children, the hospitals, and the penitentiaries, a per capita appropriation is made for support.

*Fourth.*—At the College for the Blind, and the School for the Deaf, special appropriations are made for certain items, properly belonging to support, and a per capita appropriation is made for other items of support.

*Fifth.*—At all of the institutions, special appropriations are made for new buildings, and for a multitude of other purposes.

*Sixth.*—The cost of keeping destitute children other than soldiers' orphans at the Soldiers' Orphans' home, and of their transportation, is charged to and collected from the counties.

*Seventh.*—At the Institution for Feeble-Minded Children and the School for the Deaf, the cost of clothing and of transportation is charged to and collected from the counties.

*Eighth.*—Cost of keeping at hospitals, except as to state and private patients, is charged to and collected from the counties. The result is, if a county has a child to take care of, which properly belongs at the Soldiers' Orphans' home, a destitute child not a soldier's orphan, the incentive exists to send it, first to Eldora or Mitchellville, because the state will pay all the expenses of keeping and clothing there; or, second, to send it to Glenwood, because, if there the county will only have to pay for clothing and transportation, and will be released from paying for support. Hence, we find some counties take advantage of these conditions to save money, while at the same time, they place a healthy orphan with the feeble-minded, or with those who have, perhaps, taken their first lessons in crime, and are found at Eldora and Mitchellville. It is not enough to say that county authorities should not do such things, for we are confronted with the fact that they do them, and the present law does not authorize this Board to make transfers between institutions, other than hospitals and penitentiaries. It is difficult to say why a county should pay for transportation and clothing at Glenwood, and not for support, or why it should pay for transportation and clothing at Council Bluffs and not for support. These differences exist; they cause trouble; they multiply accounts, and there seems to be no good reason why some general plan applicable to all institutions should not be adopted, whereby all transportation, support and clothing should be charged to the state or to the counties, or all the clothing and transportation, or all of the support and no clothing or transportation, or all of the support and transportation.

It is evident, we think, from what is said above, that the situation demands a thorough revision of the statutes affecting these matters, to the end that there be some uniformity as between the counties and the several institutions.

And why should a county pay the entire cost of keeping a patient at the hospital, and not pay such cost at Eldora, Mitchellville, or Glenwood? Upon a careful consideration of the situation we are unable to reconcile these differences on any theory consistent with good business or sound public policy. Consider for a moment the effect of these many different methods of making appropriations for the several institutions. It requires this office to keep over one hundred accounts, which would be wholly unnecessary if appropriations



were made either in one sum for all institutions, or if there was a per capita sum for each institution sufficient to cover all expenditures necessary to be made.

The present system in the method of making appropriations is unbusiness like and has nothing to commend it. It is the outgrowth of circumstances from time to time, as new institutions have been established, or new conditions have rendered further provisions necessary for existing institutions. We suggest the adoption of one of the following plans, and that changes be made in the statutes accordingly. We state these plans in order of desirability as it appears to us.

*First.*—Let all inmates of all institutions, for all purposes of support, transportation, clothing, and care of every description, be treated as wards of the state, and all such expenses, including all expense of outbuildings, repairs or betterments, for which general or special appropriations are now made, be provided for by levy of a general tax in such amount as may be sufficient to pay all such expenses for all of the institutions under the control of this Board. Give this Board power, subject to such limitations as the legislature may impose, to apportion said sum for the use of the several institutions, as in its judgment may be necessary.

*Second.*—If the above plan is not satisfactory, then provide for a per capita appropriation for each institution sufficient to pay all expenses, including support, contingent and repairs, clothing and outbuildings.

*Third.*—If neither of the above plans is satisfactory, then make one appropriation for all institutions large enough to cover all expenditures needed for contingencies, repairs, betterments, outbuildings, and all other items for which special appropriations are now made, except new buildings for inmates.

The first plan proposed is in operation in the state of New York, as to all of its hospitals, and is working very satisfactorily. We see no reason why it cannot be applied to all institutions under the control of this Board. There is much that might be said in its favor. First, it would do away with any necessity for special appropriations except for new buildings; second, it would enable this Board, which is constantly in touch with the needs of each institution, to set apart out of the amount raised by such a tax, such a sum for each institution for support, contingent and repair fund, as might be proper. Again, it must

be apparent that this Board can manage the several institutions far better, and come nearer doing justice to each one, if it is not limited as under the present system to the use of a certain sum for a particular specified purpose. To illustrate: At the hospital at Clarinda a cow barn and a piggery are imperatively necessary. We have, at this writing, over \$14,000 in the state treasury to the credit of the support fund. The law prohibits the use of this surplus to build these structures, although there is ample money in the fund for such purpose. Indeed, in the opinion of the law officer of the state, the support fund cannot be used to obtain water at a hospital, or to better the ventilation, or to improve the sanitary conditions, because such improvements are in their nature of a permanent character, and it would be requiring the counties that pay for support to pay as well for permanent improvements. If, however, water is needed at a penitentiary or at any institution where the entire expense of support is paid by the state, the support fund, he holds, may be used to secure it. We do not refer to this condition of affairs because of any disagreement with the attorney-general as to his construction of the law, but in obedience to the mandate of the law requiring us to make recommendations respecting legislation. We cite this situation as a further fact to show the entire lack of system in our present methods, and as a forcible reminder that some change is needed. If the law was as first above suggested, no such absurd condition could exist. Let us take another case to still further illustrate the present situation.

At the Soldiers' home we now have over \$14,000 surplus in the support fund. We have a new "Old Peoples'" building, most of which cannot be occupied until the legislature makes an appropriation sufficient to furnish it. Now, if the law had been as we suggest, we could have furnished that building as soon as it was completed, and the old soldiers could have used it instead of its being vacant for a year. We could multiply instances which clearly show the absurdities of the present situation, and how the labors of this Board are impeded by such limitations, which, if necessary under other systems, are so no longer, and which serve only to prevent us from promptly meeting important contingencies, which are constantly arising in the transaction of the business entrusted to us.



Taxation will not be increased under either plan, but expenditures will be lessened. Much vexatious and annoying litigation between the counties as to the place of legal residence of inmates will be avoided.

The second plan, while not so desirable as the first, would still be a great improvement over existing conditions. Herewith we present estimates showing the amount of tax which would need to be levied on the property of the state to carry out our first suggestion. Also figures showing the amount of per capita necessary to carry out our second suggestion.

There have been expended during the last ten years for the support of the institutions under charge of this Board, \$11,415,249 94, or an average per year of \$1,141,524.99.

There have been expended for the support of these institutions for the last biennial period, \$2,565,678.26, or an average per year of \$1,282,839.13.

It will be seen from these statements that about \$1,300,000 will be required per annum for the support of these institutions.

The assessed value of the property of the state, not including telegraph and telephone property, is \$526,653,905. A two and one-half mill tax will raise \$1,316,634. This sum will not vary much from the amount that will be needed in the future for the annual support of the institutions.

INSTITUTION.	Per capita per month.
Hospitals.....	\$ 14.00
Penitentiaries.....	12.00
Soldiers' Orphans' home.....	11.00
Soldiers' home.....	14.00
Industrial school, Eldora.....	10.00
Industrial school, Mitchellville.....	13.00
College for the Blind (for nine months).....	22.00
Institution for Feeble-Minded Children.....	13.00
School for the Deaf (for nine months).....	22.00
Industrial Home for the Blind.....	17.00

If the third plan should be agreed to, it would require an appropriation of about \$250,000 for the biennial period.

In case the law as to appropriations is to remain substantially as it now is, there should be incorporated in every appropriation act a provision authorizing this Board, in case the sum appropriated should exceed the amount needed for the particular purpose, to use said excess for any purpose it might deem proper, in connection with the needs of the institution.

If our present plan of counties paying for the support of their insane at the state hospitals is to continue, or if under any system the counties are to be directly charged for such support, it is apparent that the amount of the per capita charge should not be the same to all counties. Under existing conditions many counties support all of their insane in the hospitals, and other counties support a few patients in the hospitals, and many of their insane in the county asylums. The result is, that the counties supporting insane at home in their asylums usually keep those who cause the least trouble and expense, and those who are violent and require much care, and are expensive to keep, are sent to the state hospitals and are paid for at the same rate as other counties pay for all their patients, embracing those easily cared for as well as those more expensive to keep. At times the actual cost of keeping some patients is three or four times the sum allowed therefor.

It can readily be seen that there is neither equity nor justice in making the same charge in both of these cases.

We suggest this matter for your consideration and action.

All annual, per capita, or other appropriations which may be unexpended at the end of any fiscal year, should remain to the credit of the institution for which they were originally made, to be expended by the Board for such institution thereafter, as may be deemed necessary, and in our judgment no such unexpended balances should be covered into the general funds of the state except by subsequent act of the legislature providing therefor.

We recommend that the monthly per capita allowance for support at the Girls' Industrial school be fixed at \$11 per month.

In the event that the financial officers of the state shall cover into the general funds of the state the balances accrued at the end of the biennial period, it will be necessary to revise the above estimates for appropriations, and increase the same in several instances.

We present a statement of the appropriations recommended for the several institutions:

SOLDIERS' ORPHANS' HOME.	
New chapel, and for furnishing, heating and lighting same.....	\$20,800.00
Cow barn.....	3,000.00
Addition to heating plant, connections and new boilers.....	1,000.00
Library.....	800.00
Contingent and repair fund, including cement walks.....	4,000.00
Total.....	\$29,600.00



## FIRST BIENNIAL REPORT

## SOLDIERS' HOME.

Completing and furnishing Old People's building .....	\$11,000.00
Furnishing portion of Old People's building now erected .....	1,000.00
Elevator for hospital .....	1,500.00
One boiler .....	1,000.00
One dynamo .....	1,500.00
One new engine (architect says will be required) .....	2,000.00
Total .....	\$18,000.00

## COLLEGE FOR THE BLIND.

Water closets and sewer (additional to the appropriation for the same, by the Twenty-seventh General Assembly) .....	\$ 4,000.00
Contingent and repair fund .....	2,500.00
Total .....	\$ 6,500.00

## INDUSTRIAL HOME FOR THE BLIND.

Electric light wire from city plant to the home, and for material for, and wiring, building and equipping it, or for putting in a new plant, as may be deemed best .....	\$ 1,000 00
Salaries, subsistence, manufacturing, and contingent funds .....	19,000.00
Total .....	\$20,000.00

## SCHOOL FOR THE DEAF.

To improve electric service .....	\$ 2,500.00
Soap house and vats .....	500.00
Contingent and repair fund .....	3,000.00
Total .....	\$ 6,000.00

## INSTITUTION FOR FEEBLE-MINDED CHILDREN.

Hospital building, heating, lighting, carrying water and sewer to, and furnishing same .....	\$35,000.00
Addition to farm cottage, heating, lighting, carrying water to, and furnishing same .....	6,034.00
One electric generator and engine .....	3,500.00
Ice manufacturing and cold storage plant and building .....	9,000.00
Fire building and equipment, fire alarm system, re-wiring, piping, pumps, etc. ....	5,000.00
Contingent and repair fund .....	6,000.00
Total .....	\$64,534.00

## INDUSTRIAL SCHOOL FOR BOYS.

Central heating station and laundry with tunnel and connections to buildings, etc. ....	\$30,000.00
Changing present heating station to a cold storage department ..	3,000.00
New tank extension of tower, stand-pipe and hose .....	450.00
Fire escapes and extinguishers .....	500.00
Contingent and repair fund .....	4,000.00
Total .....	\$37,950.00

## STATE BOARD OF CONTROL.

## INDUSTRIAL SCHOOL FOR GIRLS.

Home and schoolroom for little girls and furnishing the same ...	\$12,000 00
New steam heating plant and connections, including new boilers ..	13,000 00
Bake oven .....	250.00
For water, water closets, fixtures and connections .....	3,500.00
For installing manufacturing plant .....	1,000.00
Library, cold storage room, vegetable cellar, and contingent and repair fund .....	4,000.00
Total .....	\$33,750.00

## HOSPITAL AT MT. PLEASANT.

Electric light plant, connections, etc .....	\$13,000 00
State laboratory .....	1,000 00
Vegetable cellar extension .....	1,200.00
Dry closets .....	1,000 00
Telephone system for house .....	1,000.00
Water supply, water tower and connections, high pressure pump, and reservoir .....	7,200.00
Heating plant repairs .....	7,000.00
Exhaust system of ventilation .....	5,000.00
Basement repairs .....	1,000.00
Slate roofing .....	1,000 00
Piggery .....	1,200.00
Remodeling and extension old kitchen, bakery, preparation room, etc .....	5,000.00
Fire escapes .....	4,000 00
Fire-proof dust chutes, etc .....	3,000.00
Hose and hose reels and hook and ladder truck .....	1,000.00
Water main to infirmary building and contingent and repair fund .....	10,000 00
Total .....	\$62,600.00

## HOSPITAL AT INDEPENDENCE.

Three 150-horse power boilers .....	\$ 8,500.00
New radiators for three sections of main building .....	2,000.00
Exhaust fans for ventilating sick wards .....	1,500.00
New shower baths .....	1,000.00
One new mangle .....	800.00
Building for store room and contingent and repair fund .....	10,000.00
Total .....	\$23,800.00

## HOSPITAL AT CLARINDA.

Cow barn .....	\$ 7,500.00
Piggery .....	1,200.00
Enlarging and repairing kitchen .....	3,500.00
Raising steam pipes in first section male wing .....	600.00
Converting well to cistern .....	1,000.00
Repairs to cold storage, painting, improvement of grounds, library and amusements and repair and contingent fund .....	12,000.00
Total .....	\$25,800.00



## HOSPITAL AT CHEROKEE.

To continue work on hospital building, erect outbuildings, to construct sewer, to equip and furnish all buildings, and to pay salary of superintendent, support his family and pay necessary employees.....\$360,000.00

## PENITENTIARY AT FT. MADISON.

Ventilating cell house .....	\$ 1,500.00
Locks for cells .....	1,200.00
Sewer to river .....	2,500.00
Tin roofs .....	700.00
Extension to smokestack .....	200.00
Four steel doors .....	300.00
Transportation of discharged convicts .....	3,000.00
Contingent and repair fund .....	5,000.00
Total .....	\$14,400.00

If authorized we can pay for ventilating cell house out of library fund.

## PENITENTIARY AT ANAMOSA.

Enclosing north cell house .....	\$ 6,285.93
Lime and cement .....	1,575.00
Nails and spikes .....	30.00
Freight on stone .....	3,500.00
Lumber for stockade and scaffolding .....	600.00
Derrick supplies .....	800.00
Stone and quarry tools .....	400.00
Powder and fuse .....	400.00
Fuel for hoisting engine .....	2,000.00
Salaries of foremen .....	10,000.00

Total north cell house .....	\$25,590.93
Lumber, steel, nails, hardware, tile, slate, windows, and doors for cold storage .....	3,500.00
Completing and furnishing administration building and warden's residence .....	4,500.00
Gutters and slate roof repairs .....	300.00
Hog house and barn for farm .....	500.00
Warden's house (old residence) .....	250.00
Shop buildings .....	9,400.00
Transportation discharged convicts .....	3,000.00
Contingent and repair fund .....	8,000.00
Total .....	\$55,040.93

One thousand five hundred dollars of library fund might be transferred to the repair and contingent fund.

Total of all above appropriations recommended, \$757,974.93.

## LANDS.

Hospital at Independence .....	\$22,000.00
Hospital at Clarinda .....	30,000.00
Institution for Feeble-Minded Children .....	22,000.00
Soldiers' Orphans' home .....	15,000.00
Total for lands .....	\$89,000.00

Several of our state institutions have rented lands for many years, and have found it advantageous, both on account of the profit in support of the institution, and to give an opportunity for employment of the inmates.

Lands are advancing in value rapidly, and it is more difficult each year to secure, near the institutions, what is needed for their accommodation. We think it very essential that additional lands should be purchased for the institutions as shown above.

The following improvements are desirable, but not indispensable:

## SOLDIERS' ORPHANS' HOME.

Enlarging cottages .....	\$10,000.00
Cottage furniture .....	1,500.00

## INDUSTRIAL SCHOOL FOR BOYS.

School building .....	\$16,500.00
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## HOSPITAL AT MT. PLEASANT.

Ice manufacturing plant and cold storage building .....	\$ 9,000.00
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## HOSPITAL AT CLARINDA.

Ice manufacturing plant and cold storage building .....	\$ 9,000.00
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## PENITENTIARY AT FT. MADISON.

New boiler house .....	\$25,000.00
Total .....	\$71,000.00

We have not made any recommendation to continue the appropriation to provide special instruction for Linnie Hague-wood, but call attention to the matter so that the legislature may take such action as it deems proper.

While the amounts needed for the institutions are large, it should be remembered that on account of the condition of the state treasury two years ago, the last legislature made scanty appropriations for them.



## CHAPTER IV.

## PURCHASING SUPPLIES.

The act creating the Board of Control makes provision for estimates of all supplies required by the state institutions by the proper officers, and the revision and approval of the same by the Board before purchases are made. The law provides that the certified copy sent to the institution shall be sufficient authority to the management of the institution to purchase the supplies enumerated in said estimate at prices not to exceed those therein named, and not otherwise.

In compliance with the provision of the law, estimates were made by the proper officers, revised and approved by the Board, and returned to the institution, that the management might make the purchase. After a few months' trial of this method, we were satisfied that the state was not securing such favorable terms as it should, as we were paying full retail prices for many articles purchased. As each institution was purchasing its own supplies, independent of the other institutions, and only for a month at a time, the amount of business was so small that manufacturers, jobbers and wholesalers, took little or no interest in the matter, and a large amount of the business went to retailers with the necessary profits.

Section 47 of the act creating this Board makes provision for purchasing supplies, in bulk, for use or consumption for periods longer than thirty days. Believing that the state of Iowa, in its purchases, should have the benefit of the lowest wholesale prices, we determined to ask for estimates, on canned fruits, vegetables, coal and flour, for a year's supply, and other articles for a supply of three months, and to list together all articles required by the thirteen institutions under our control, in the hope of interesting manufacturers and wholesale dealers, thereby securing the most favorable prices.

Blanks for bids were procured, and every item required by the thirteen institutions for three months was scheduled, under

appropriate heads, as groceries, hardware, drugs, dry goods, etc., and a copy sent to all who had applied for the same, and also to manufacturers and wholesalers who were likely to be interested. While the classifying of all the items required, under proper heads, and the preparation of stencils, and printing the schedules from these on a mimeograph, mailing the same to prospective bidders, opening the bids, making an abstract of the same, has entailed a large amount of labor on the Board, and necessitated the employment of additional help in the office, the results secured have been gratifying, and far beyond our most sanguine expectations. The magnitude of the work may be inferred when we state that for the current quarter 4,645 separate items were listed for the thirteen institutions; 15,000 schedule sheets printed and mailed to bidders; and over 4,000 bids received, in the aggregate, for the respective institutions, and 541 contracts awarded.

As we had anticipated, when supplies for three months were asked for, and the wants of the thirteen institutions consolidated, manufacturers and wholesale dealers became interested, and under a keen competition most favorable prices have been secured. The saving to the state, by purchasing in this manner, has been so great that we have been enabled to increase the quantity, and secure a better quality of supplies, and furnish many new articles to the several institutions, that, with the former methods of purchasing goods, would not have been possible.

The large surplus to the credit of the state institutions, which amounted on August 1, 1899, to \$122,743.89, is largely due to the methods in purchasing supplies, and holding every person to a strict accountability, who handles or uses the property of the state. No argument is needed to prove that our system of purchasing supplies for all the state institutions together, and for a longer period of time than formerly, and under a full and fair system of competitive bids, is a great improvement over former methods, when each institution made its own purchases for only present needs, and practically no opportunity was afforded for competition. At some of the institutions merchants had been supplying goods at a stipulated price, but with the stimulus of competition the same parties bid on the same articles from 10 to 25 per cent below the price formerly received. Canned corn was costing some of our state institutions \$1.20 per dozen; we contracted for a supply for one year



at 65 cents per dozen, a standard article, and quality the best. In purchasing goods for uniforms for the officers and employes of our state institutions, an article that had cost from 12½ to 15 cents per yard at retail was purchased direct from the mill where it is manufactured, at a fraction less than 7 cents per yard, delivered, the employes receiving the benefit of the reduced price. But instead of buying in small quantities, we purchased 20,000 yards, and with the credit of our great state behind us, and paying cash, we were able to secure the lowest price, and the benefit of all discounts.

Other instances of saving in this manner might be multiplied indefinitely, but it is unnecessary, for no one acquainted with business will deny that the methods pursued must effect a great saving over purchasing in small quantities from retail merchants.

While occasionally the articles purchased have not been of the kind or quality desired, and complaints have been made, as a rule this condition resulted from imperfect descriptions of the articles required, by the officers in making the estimates. That mistakes and omissions should be made is not surprising, for the work was new to all, and to properly describe each item required in such manner as to be understood by the trade, was a task of no small magnitude. Of late there has been a great improvement in describing the articles estimated for, and the Board, having secured trade catalogues of nearly every article required, has been able to correct the descriptions in many instances, and with painstaking care in preparing the estimates by the officers, and a careful revision by this Board, there will in future be very little cause for complaint, and the precise article desired will be secured.

In the preparation of the schedules of the supplies required, it has been our constant aim to list, under the several heads, only such items as could be furnished by manufacturers and other dealers in the respective articles, and, in pursuance of this plan, divisions have been made until the lists have increased from twenty to thirty at first, to seventy-five or eighty for the current quarter. To illustrate: There is now one list for drugs, another for pharmaceuticals; and we go directly to the manufacturer for the latter. Men's clothing, which at first included a single list, has been subdivided, and we now have separate schedules for "gloves and mittens," "hats," "shirts and overalls," "trousers," "underclothing," "suits," "socks," "boots and shoes," etc. By making sepa-

rate lists in this manner, we are enabled to purchase directly from the manufacturers of these articles, and thus secure the lowest prices. Another advantage of this method which has been recognized by this Board, is the fact that we now have in Iowa a number of factories engaged in the manufacture of these articles, and we can buy boots and shoes, gloves and mittens, shirts and overalls, woolen blankets and cloth, trousers, socks, and many other articles, direct from manufacturers in our own state, and thus assist in developing these industries and furnish employment to our own people. And while we have at all times in awarding contracts given the preference to bidders in our own state when it could be done without loss, we are highly gratified to find that articles manufactured in Iowa, while not at times as highly finished as eastern goods, are far superior in quality, and as a rule have given the best of satisfaction in our state institutions.

In concluding this subject, we may be pardoned for pointing with pride to the record made, not alone in the saving effected by purchasing the supplies for our state institutions in a businesslike manner, but of far more importance is the fact that the unfortunate and helpless people entrusted to our care are now better fed and better clothed than they were before being placed under the control of this Board.

With a full knowledge of the conditions existing when we took charge of the state institutions, and the conditions as they now exist, this Board can well afford to pass by, in silence, the unjust criticisms that have been made by certain parties, who soon found that the members of the Board could not be induced to assist in improperly exacting money from the taxpayers of the state for the benefit of a few individuals. Our first care, in all our purchases of supplies, has been for the inmates; and their welfare has been paramount to everything else. Good quality, an abundant quantity, and ample variety, in all supplies of either food, clothing, or other articles, has been the rule invariably followed, and, these important requisites secured, our next care was to guard well the interests of the taxpayers of the state, whose money we were spending. Our work speaks for itself; we have no apologies to offer for our course; we invite the most thorough examination of our methods in purchasing supplies, and we have no fears of any criticism that may be made by those who have the best interests of the state at heart.



## MEAT.

As articles of food in our state institutions, beef, mutton, and pork, in some form, occupy a prominent place, and the large quantity required makes it necessary that careful methods should be employed in the purchase of these indispensable staples. On our first visit to the state institutions under the control of the Board, careful inquiry was made as to the method of purchasing meat, and the cost of the same, and it required but a short time to convince us that at a number of the institutions a great saving could be made, and the quality and quantity of the supply could be materially improved and increased, without adding to the expense.

At the hospitals, and some of the other institutions, cattle were purchased in the surrounding country and slaughtered at the institution, but no definite or trustworthy information could be obtained as to the actual cost of the beef, the butchers keeping no account of the amount paid for the animals. At one institution we were informed that the cattle purchased dressed nearly 80 per cent of the live weight, and the beef from cattle costing \$4.50 to \$4.75 live weight, did not cost on the block to exceed \$5.50 per hundred pounds. Had the beef from these cattle been sold, at the price named, the fallacy of the foregoing statement would have been exposed, but unfortunately the state, and not the individual, furnished the means to purchase the cattle, and as the credit account was not required to balance the debit side of the ledger, to say nothing of a margin to cover the expense of buying and slaughtering, no heed was given to the cost of the dressed beef.

In order to ascertain the actual cost of the beef purchased in this manner, we had printed a number of blanks for the use of the institutions purchasing and slaughtering cattle, and the officers who had this matter in charge were instructed to use one of the blanks for each animal slaughtered, and after properly filling the same certify to the accuracy of the report. A copy of the slip furnished for this report on each animal is herewith given:

No. ....

## REPORT OF CATTLE PURCHASED AND SLAUGHTERED.

For the month of .....	189 .....
At .....	(Name of Institution.)
Age .....	Steer.      Heifer.      Cow.      Stag.
From whom purchased .....	
Postoffice .....	
Date of purchase .....	189 .....
Price paid per cwt., \$ .....	
Weight when purchased .....	lbs.
Cost of animal, \$ .....	
Date of slaughter .....	189 .....
Live weight just before slaughter, .....	lbs.
Dressed weight, beef warm, .....	lbs.
Dressed weight, beef cold, .....	lbs.
Per cent dressed beef to live weight .....	
Cost of dressed beef, sinking offal, per cwt. ....	
Head, weight, .....	lbs.
Tongue, weight, .....	lbs.
Feet, weight, .....	lbs.
Heart, weight, .....	lbs.
Liver, weight, .....	lbs.
Kidneys, weight, .....	lbs.
Suet No. 1, weight, .....	lbs.
Caul Fat, weight, .....	lbs.
Other Intestinal Fat, weight, .....	lbs.
Hide, weight, .....	lbs.
Tallow sold during month .....	lbs.      Price .....
Hides sold during month .....	lbs.      Price .....

We hereby certify that the foregoing is true in every respect to our personal knowledge, and that the animal was purchased, weighed, slaughtered, and again weighed by the parties whose names are hereto attached.

Purchased by .....

Weighed by .....

Slaughtered by .....

Beef and offal weighed by .....

Hides sold by .....

Tallow sold by .....



Each party must sign his own name to the foregoing. One of these slips must be used for each animal slaughtered, and returned to the Board of Control on or before the second day of each calendar month. Sale of hides and tallow for the month to be entered on last slip used for that month.

By these certified reports, it was found that instead of cattle dressing nearly 80 per cent of live weight, the range was from 50 to 60 per cent, and the beef, sinking offal, was costing from \$8 to \$9.25 per cwt. After making due deduction for the amount realized from the sale of the hide, and crediting at market price, the tallow, heart, liver, tongue, and every other part of the animal that could be utilized, it was found that the dressed beef was costing from \$6.50 to \$7.50 per cwt., a price in striking contrast with what was the supposed cost when no account was kept.

While many of the cattle purchased were of excellent quality, we found, from the reports received, that stags and old cows were also included, and on examining the beef at one of the institutions it proved to be very inferior in quality, the cattle having been evidently large, coarse, ill bred, and poorly fattened. On inquiry we learned that, owing to an advance in the cattle market, farmers were holding for better prices, and it was found impossible to purchase choice, well fattened cattle, and those secured were the "culls," or "tailings," of a number of lots, the owners having determined to ship the choice animals to the Chicago market. From the standpoint of the feeder, this was certainly good business policy; but this Board will never give its consent, or be a party, to the purchase of old cows, stags, and tailings from a feed lot, to be slaughtered and fed to the inmates of our state institutions, whose helpless condition should insure them a good quality, and liberal quantity, of well fattened, tender, and nutritious meat.

At the smaller institutions, the supply of meats was as a rule furnished by the local butchers, and many complaints were made in regard to the quality. To secure definite information in regard to the kinds of meat purchased, and the prices paid, printed cards were furnished the institutions, on which to make a report each week of the meat purchased, and the cost of the same. A copy of this card is herewith given:

## REPORT OF MEAT PURCHASED.

For use of \_\_\_\_\_  
(Name of Institution.)

For the week ending Saturday, \_\_\_\_\_ 189\_\_\_\_

Beef, hind quarter, quality _____	lbs. _____	price _____	Am't _____
" fore quarter, " _____	" _____	" _____	" _____
Pork, hams, " _____	" _____	" _____	" _____
" shoulders, " _____	" _____	" _____	" _____
" side meat, " _____	" _____	" _____	" _____
" mess, " _____	bbls. _____	" _____	" _____
Mutton, " _____	lbs. _____	" _____	" _____
Other meat, " _____	" _____	" _____	" _____

I hereby certify that the foregoing statement is true, to the best of my knowledge and belief.

\_\_\_\_\_  
Steward or other authorized purchaser.

From the reports received it was apparent that the cheaper cuts were being purchased, forequarters, chucks, and other low-priced meats predominating. But while our state institutions, in several instances, were evidently being used for the purpose of disposing of the low-priced parts of the beef, the prices being paid were altogether too high for the quality of the meat that was furnished, and we learned that chucks were costing 8 cents per pound, forequarters beef 10½ cents per pound, hind-quarters 12½ cents per pound, being in excess of 11 cents per pound for the whole carcass.

In salted and smoked meats excessive prices were also being paid, as we found by the reports that ham cost 11 cents per pound, bacon 13 cents, dried beef 20 cents, bologna 10 cents, and other meats at proportionate prices.

At the penitentiaries the meat being furnished was very inferior, largely forequarters, and there was much complaint from the convicts on account of the large amount of gristle, and other parts so tough that it could not be masticated, but this meat was furnished at a low price; \$4.88 per cwt. at Ft. Madison, and \$4.95 at Anamosa. But the quality was such, in our judgment, as to make it practically very expensive, there being, to our personal knowledge, a heavy loss on account of much of the meat being rejected by the convicts, and afterwards consigned to the swill-barrel.



With the foregoing conditions existing it became necessary to make a radical change in the methods of purchasing meat supplies, and while this Board would have greatly preferred to secure all meats locally, under the circumstances it was not possible to secure the best results in this manner. While Iowa is not excelled by any other state or country in producing meat of the finest quality, and while our state institutions should furnish a home market for our products, and with a full knowledge of all the advantages that could be secured by buying cattle locally and slaughtering them at the institutions, still, from a business standpoint, there are serious objections to this method.

In the first place it is extremely difficult to secure the services of men who are qualified to purchase cattle in the country in a profitable manner, and this is not surprising, for it requires exceptional ability of a high order to determine at a glance the dressing qualities of a beef animal. That this condition is recognized in the great stock yards is abundantly proved by the amount paid to cattle buyers, who, in many instances, receive far larger salaries than do our senators in congress, or the chief justice of the United States supreme court. It is certainly no reflection upon the ability of any of our employees at our state institutions, under the control of this Board, when we say that we have few who are qualified by successful experience to buy cattle in the country, with profit to the state.

Those acquainted with the business also know that there are many times when it is exceedingly difficult to secure cattle fit for slaughter, locally, and, as there are no facilities at our state institutions for keeping a large number of cattle for future use, the country must be depended upon at all times for the supply. When prices are advancing, as they have been of late, feeders, as a rule, refuse to sell, and we have seen at some of our state institutions, prices paid far in excess of what the cattle would have realized in Chicago.

There are, no doubt, times when cattle could be purchased with profit for a number of the state institutions, but with a scarcity of good cattle, and a rapidly advancing market, we determined to prepare specifications and ask for competitive bids for supplying all of the institutions with meat. The result proved highly gratifying and we secured beef sides, from corn-fed native steers at \$6.46 per cwt.; fresh pork sausage at \$5.47-

dried beef at 11½; breakfast bacon, \$7.50 to \$8; hams S. C., at \$7.57; bologna at \$4.50 to \$5; and other meats at proportionate prices, thereby effecting a saving of from 10 to 50 per cent over former prices, notwithstanding the advance in the market, which has been from 10 to 20 per cent on cattle and hogs, live weight, with a proportionate addition on dressed meats.

All our state institutions are now being furnished meat of the same quality, the penitentiaries not excepted, and while at times there have been complaints and some shipments rejected and returned, as a rule the meat has been of high grade and has given excellent satisfaction. By purchasing under competitive bids and combining the schedules, we have been enabled to secure as favorable prices for the small institutions as for the largest hospitals, which has proved of great benefit to the former, and no injury whatever to the latter. As indicating the kinds and quality of meat which we require, a copy of the specifications on which meat is purchased, and which forms part of the contract, is attached:

#### THE CAPITOL.

DES MOINES, Iowa, .....

#### PROPOSALS FOR FURNISHING MEATS FOR STATE INSTITUTIONS.

Sealed proposals will be received at the office of the Board of Control of state Institutions in the capitol, Des Moines, Iowa, until....., for furnishing a supply of meats for the respective State institutions herein named, for a period beginning..... and closing..... All meats to be delivered at the respective institutions free of all charge of any kind whatever.

All beef must be of the best quality, from corn-fed native steers only, each carcass weighing from 600 to 800 pounds dressed; hind and fore quarters to be from the same animal and of practically the same weight; hind quarters to have two ribs attached; to be well and evenly fattened, smooth and free from blemishes of all kinds, dressed in the best possible manner, and delivered in good condition at the respective institutions.

In case that any beef from bulls, stags, cows, heifers, Texas, western or other cattle, except as specified in the foregoing, is furnished, it will be either rejected and returned at the expense of the contractor, or used at the option of the chief executive officer of the institution, and paid for at such a price as may be determined upon by the Board of Control.

Mutton must be from choice sheep, well fattened, and weighing not less than 60 pounds dressed, and mutton breasts from the same class of sheep. Mess pork must be new pack, fall and winter of 1899. Corned beef, boneless rump butts, from choice cattle. Bologna sausage to be clean, fresh meat, free from any adulteration whatever. Shoulders to be smoked, New York cut, and 10 to 12 pounds average. Bacon, breakfast, to be sugar cured, 4 to 5 pounds average. Hams, sugar cured, choice, 14 to 16 pounds



average. Dried beef, hams sets. Lard, B. K. R. Salt pork, G. P. bellies, 14 to 16 pounds average.

Each and every article enumerated upon the schedules must be first-class in every respect, to insure acceptance. Samples of all meats, except fresh, must be submitted at the time of making a bid, and those of the successful bidders will be retained to compare with meats actually furnished, and should any article fall below the sample, or these specifications, in quality or otherwise, it will be rejected.

All meats must be delivered as ordered in sufficient quantity to supply the wants of the institution, and will be weighed when received, and paid for in accordance with the net weight on delivery.

The quantity of meats on which bids are asked may be increased or diminished at the will of the chief executive officer, the object being to secure a supply for each institution for the time specified.

The right is reserved to reject any or all proposals, and to waive informalities in bids, and a sufficient bond must be furnished by the successful bidders to insure the faithful performance of the written contract that will be required, and of which these specifications will form a part.

Payment will be made each month by a check drawn by the state treasurer for an amount equal to the value of the meats furnished for the preceding month, and as soon as the proper voucher is received and certified by the Board of Control.

Envelopes must be endorsed "Proposals, for Meat Supplies," and addressed to the undersigned, Capitol, Des Moines, Iowa.

#### BOARD OF CONTROL OF STATE INSTITUTIONS.

From the foregoing specifications it is readily seen that much precaution has been taken by this Board to secure first-class meats, and local butchers have every opportunity afforded to bid upon the supply required for any institution, and, when quality and price are equal, they invariably have the preference when making the award.

## CHAPTER V.

### MAINTENANCE AND DIETARY.

The subject of maintenance and dietary is one of great importance in regard to state institutions, and to expend the appropriations in such manner as to secure the greatest good to the wards of the state, is a problem requiring the most thoughtful consideration. The per capita allowance for support ranges from \$9 per month at the industrial school at Eldora and the penitentiary at Fort Madison, to \$13 per month at the hospital at Clarinda, and \$14 per month at the Soldiers' home at Marshalltown, the latter institution having no appropriation for contingent and repairs, as do the other institutions.

As maintenance includes salaries and wages, food, clothing, drugs and medicines, fuel, light, water, farm and other machinery, horses, cows and hogs purchased, furniture, bedding, kitchen utensils, crockery, and all general repairs on buildings, engines, boilers, etc., it is readily apparent that great care is required in all expenditures, for, unless this is done, the appropriation for support would often be exceeded. Many of the estimates submitted by the officers of the state institutions, to the Board for approval, exceed the amount to the credit of the institution, and it becomes necessary to return them for revision, and such reduction as will bring them within the limit of the appropriation.

As it was necessary in the expenditure of such a large amount of money as was required by the state institutions, to adopt certain rules for guidance, the Board, after much inquiry, not only in Iowa but in other states, decided to divide approximately the per capita allowance into three parts, one-third to be assigned for salaries and wages, one-third for food supplies, and the remaining third for clothing, fuel, light, water, furniture, bedding, and other incidentals that become necessary.



A division in this manner was thought to be fair and equitable, and while the allowance for food supplies ranges at the respective institutions from 60 cents to 85 cents per week for each person fed, officers and employes being also included, it is apparent that any reduction in this amount would result in suffering among the inmates.

Were it not for the products of the farms and gardens in connection with the state institutions that for the past year have been exceptionally good, one-third of the per capita allowance would be found altogether inadequate to supply the necessary food for inmates, officers and employes, all of whom must be fed. Fuel, light, water, medicines, clothing, bedding, furniture, repairs, etc., require large amounts, and it has been found that the strictest economy must be practiced to keep the expenditures within the limits of one-third of the per capita allowance.

While the Board has endeavored to divide the per capita allowance as indicated in the foregoing, it has been found necessary to exceed the one-third allowance in many instances for salaries and wages, and the schedules as at first prepared exceeded the amount, several thousands of dollars for the year, at some of the institutions. This condition applies particularly at the Institution for Feeble-Minded Children at Glenwood, where, in addition to the nurses and attendants required to care for the inmates, a large number of teachers are also employed, this institution being practically a hospital and school combined.

After visiting the state institutions many times and inspecting the dietary carefully in all its details, the Board was convinced that a radical improvement was necessary, both in quantity and quality. Some of the institutions were using a low grade flour, and as a result the bread was inferior, and where butter was used much of it was of poor quality. As bread is the staff of life and rancid butter very objectionable, only the best quality of flour is now purchased for all institutions, including the penitentiaries, and the best creamery butter is not considered too good for those confided to the charge of the state.

It soon became apparent to the Board, that there was a marked difference as regards the quantity, quality, and variety of the food furnished the officers, teachers and employes of some of the state institutions, and that furnished to the inmates. While at some of the institutions the tables of the officers and

employes were abundantly supplied with food of the best quality, including delicacies and even expensive luxuries, the food of the inmates was plain, coarse and of inferior quality, and in a number of instances quite limited in quantity. As this condition was in direct violation of the law which provides that "officers entitled to food supplies for their families shall receive such allowance from the supplies furnished for the patients and inmates of the institution," steps were at once taken to correct this injustice. Estimates for fresh mackerel, shad and salmon, watercress, peaches, pears and mushrooms and many other expensive articles, unless required for the sick, have in a large measure been stricken from the estimates and an increased supply of substantials substituted. In not a single instance has an estimate for flour, beef, pork, butter, vegetables, sugar, tea, coffee and other necessities been rejected or even reduced in quantity, but the Board has strenuously objected to the purchase of fresh salt water fish, fruits from Africa and Italy and other expensive luxuries, for favored ones, while the inmates were deprived of an abundance of plain, substantial and healthful food.

In justice to a number of the officers, it must be said that the foregoing conditions did not exist in all the state institutions, but on the contrary at some of them, the inmates received the first consideration, and the tables of the superintendents, and other officers, were no better supplied than those of the wards of the state.

In the purchase of food supplies, it has been the aim of the Board to raise the standard of quality, as high as the means at our disposal would allow, and by refusing to purchase expensive luxuries, and expending the amount saved in necessities of good quality, the table supplies of the inmates have been greatly improved in quality, quantity and variety. The officers and employes have certainly no just cause for complaint, in being required to comply with the provisions of the law, and as all are now supplied from the general store there is an incentive to the officers to procure the very best quality of food supplies that the available funds of the institution will permit.

That the Board might be fully informed as to the cost of food supplies for the respective institutions, and the difference, if any, between the tables of officers and inmates, dietary blanks were prepared and furnished each institution, and reports are now received embracing every item used in the preparation



of meals each day, also stating whether for officers, employes, or inmates, all duly sworn to by the steward or cook.

Of equal importance with quantity and quality in food supplies is the cooking and serving of every article in a proper manner, and, while it is not possible to prepare food for 500 or 1,200 people as daintily as for a family, still, much can be done in preparing food to make it healthful and palatable, and have it served in a cleanly and attractive manner. While no fancy cooking is required, or even necessary, except in special diet for the sick, at the state institutions, it has been deemed advisable to raise the salary of cooks the present year, in the hope of securing greater efficiency than in the past, for, when the Board made the first visitation before assuming control, the cooking of food was far from satisfactory, at many of the institutions.

A great improvement has been made in the manner of caring for the supplies of food, clothing, etc., over former methods, and now every article is in charge of a storékeeper who gives a bond, and is held to a strict accountability for every article coming into his hands. Storerooms, with doors and locks, have been provided, and every necessary precaution taken to prevent the wrongful use of the property of the state.

A great change has been made in the dietary of the inmates of the institutions, the quantity has been increased, the quality improved, and the variety much greater than formerly, and with the articles of food now furnished, well prepared and properly served, there will be no cause for complaint in the future in regard to this all important subject.

Copies of the dietaries of a recent date, of several of the institutions, as received by the Board, are herewith attached:

*Dietary used at Iowa Soldiers' Orphans' Home for week ending November 5, 1899.*

ARTICLE.	Amount.	Total cost.	No. fed.	
MONDAY, OCTOBER 30TH.				
<i>Breakfast—</i>				
Rolled oats .....	30 pounds.....	\$ .51	493	
Butter .....	19 pounds.....	3.61		
Bread .....	84 pounds.....	1.26		
Steak .....	7 pounds.....	.45		
Bacon .....	10 pounds.....	.75		
Hot biscuits .....	12 dozen.....	.75		
Coffee .....	1½ pounds.....	.16		
Tea .....	1 ounce.....	.03		
Milk .....	8 gallons.....	.96		
Sugar.....	48 pounds.....	2.64		
Eggs .....	2 dozen.....	.38		
<i>Dinner—</i>				
Beef .....	62 pounds.....	4.02	496	
Sausage .....	75 pounds.....	4.11		
Beans .....	22 pounds.....	.45		
Crackers .....	47 pounds.....	2.53		
Potatoes .....	1 bushel.....	.25		
Apple pies.....	12 only.....	.85		
Bread.....	81 pounds.....	1.22		
Syrup .....	5 gallons.....	.82		
Milk.....	6 gallons.....	.72		
Coffee .....	1½ pounds.....	.17		
Tea.....	1 ounce.....	.02		
<i>Supper—</i>				
Bread.....	81 pounds.....	1.22	494	
Butter .....	16 pounds.....	3.04		
Apples.....	4 bushels.....	3.20		
Syrup .....	5 gallons.....	.82		
Milk toast.....				
Potatoes left from dinner.....				
Apple sauce.....	2½ gallons.....	.85		
Cake .....	10 pounds.....	.85		
Tea.....	1 ounce.....	.03		
Milk .....	8 gallons.....	.96		
TUESDAY, OCTOBER 31ST.				
<i>Breakfast—</i>				
Apple sauce.....	18 gallons.....	2.80	492	
Corn bread .....	195 pounds.....	2.00		
Bread .....	37 pounds.....	.58		
Butter .....	16 pounds.....	3.04		
Steak .....	17 pounds.....	1.10		
Apples.....	¼ bushel.....	.40		
Coffee .....	1½ pounds.....	.17		
Tea.....	1 ounce.....	.02		
Eggs .....	2 dozen.....	.38		
Sugar .....	10 pounds.....	.55		
Milk .....	8 gallons.....	.96		
<i>Dinner—</i>				
Potatoes.....	10 bushels.....	2.50	497	
Beef .....	135 pounds.....	8.75		
Boiled onions.....	½ bushel.....	.25		
Apples.....	4 bushels.....	3.20		
Bread pudding.....	3 gallons.....	.80		
Bread .....	95 pounds.....	1.43		
Syrup .....	5 gallons.....	.83		
Coffee .....	1½ pounds.....	.16		
Tea .....	1 ounce.....	.05		
Gravy .....	4 gallons.....	.20		
Soup .....				
<i>Supper—</i>				
Apple sauce.....	25 gallons.....	3.50	495	
Cookies .....	31½ dozen.....	1.58		
Bread.....	90 pounds.....	1.35		
Butter .....	16 pounds.....	3.04		
Cold meat left from dinner.....				
Milk .....	6 gallons.....	.72		
Tea .....	1 ounce.....	.03		



## Dietary used at Iowa Soldiers' Orphans' Home—Continued.

ARTICLE.		Amount.	Total cost.	No. fed.
WEDNESDAY, NOVEMBER 1ST.				
Breakfast—				
Fried mush.....	100 pounds.....	\$ .35	49	
Milk toast.....	25 gallons.....			
Bread.....	100 pounds.....	1.50		
Butter.....	16 pounds.....	3.04		
Hash made from scraps.....				
Coffee.....	1½ pounds.....	.17		
Tea.....	1 ounce.....	.02		
Pan-cakes.....	4 gallons.....	.45		
Milk.....	12 gallons.....	1.44		
Dinner—				
Beef stew.....			496	
Cabbage.....	91 heads.....	3.64		
Boiled rice.....	4 pounds.....	.19		
Boiled ham.....	64 pounds.....	4.80		
Apples.....	1 bushel.....	.80		
Bread.....	72 pounds.....	1.08		
Syrup.....	5 gallons.....	.82		
Coffee.....	1½ pounds.....	.16		
Milk.....	6 gallons.....	.72		
Tea.....	1 ounce.....	.03		
Supper—				
Apples.....	4 bushels.....	3.20	495	
Syrup.....	5 gallons.....	.83		
Cream potatoes.....	1 bushel.....	.25		
Cold ham left from dinner.....				
Stewed peaches.....	3 gallons.....	1.20		
Cake.....	10 pounds.....	.85		
Tea.....	2 ounces.....	.05		
Milk.....	8 gallons.....	.96		
THURSDAY, NOVEMBER 2D.				
Breakfast—				
Corn bread.....	196 pounds.....	2.00	493	
Bread.....	34 pounds.....	.51		
Stewed apples.....	3 gallons.....	.70		
Potatoes.....	1 bushel.....	.25		
Butter.....	16 pounds.....	3.04		
Apples.....	1 bushel.....	.25		
Tea.....	1 ounce.....	.03		
Coffee.....	1½ pounds.....	.16		
Milk.....	8 gallons.....	.96		
Dinner—				
Stewed beans.....	85 pounds.....	1.85	496	
Steak.....	16 pounds.....	1.04		
Corn.....	12 cans.....	.68		
Baked potatoes.....	1 bushel.....	.25		
Pumpkin pies.....	75 only.....	4.50		
Bread.....	96 pounds.....	1.44		
Pickles.....	8 gallons.....	1.00		
Milk.....	5 gallons.....	.60		
Syrup.....	5 gallons.....	.82		
Coffee.....	1½ pounds.....	.17		
Tea.....	1 ounce.....	.02		
Supper—				
Boiled rice.....	35 pounds.....	1.67	495	
Fried potatoes left from dinner.....				
Apple sauce.....	3 gallons.....	.45		
Butter.....	16 pounds.....	3.04		
Bread.....	90 pounds.....	1.35		
Milk.....	10 gallons.....	1.20		
Sugar.....	28 pounds.....	1.54		
Tea.....	2 ounces.....	.05		
Cookies.....	5½ dozen.....	.36		

## Dietary used at Iowa Soldiers' Orphan's Home—Continued.

ARTICLE.	Amount.	Total cost.	No. fed.
FRIDAY, NOVEMBER 3D.			
Breakfast—			
Steak.....	20 pounds.....	1.30	494
Rollad oats.....	35 pounds.....	.61	
Apples.....	3 bushels.....	2.40	
Milk.....	10 gallons.....	1.20	
Sugar.....	23 pounds.....	1.54	
Coffee.....	1½ pounds.....	.16	
Bread.....	82 pounds.....	1.23	
Butter.....	20 pounds.....	3.80	
Dinner—			
Roast beef.....	222 pounds.....	14.39	497
Soup.....	3 gallons.....	.10	
Potatoes.....	11 bushels.....	2.75	
Cabbage.....	9 heads.....	.27	
Bread.....	80 pounds.....	1.20	
Butter.....	16 pounds.....	3.04	
Apple pies.....	12 only.....	.75	
Coffee.....	1½ pounds.....	.17	
Cheese.....	3 pounds.....	.37	
Tea.....	1 ounce.....	.02	
Syrup.....	5 gallons.....	.83	
Milk.....	8 gallons.....	.96	
Supper—			
Corn starch pudding.....	20 gallons.....	1.08	496
Ginger bread.....	84 pounds.....	4.40	
Peaches.....	6 cans.....	.43	
Plums.....	2 cans.....	.22	
Pineapples.....	2 cans.....	.34	
Butter.....	16 pounds.....	3.04	
Bread.....	78 pounds.....	1.17	
Cold meat left from dinner.....			
Tea.....	2 ounces.....	.05	
Milk.....	10 gallons.....	1.20	
SATURDAY NOVEMBER 4TH.			
Breakfast—			
Corn bread.....	196 pounds.....	2.00	494
Bread.....	25 pounds.....	.38	
Butter.....	18 pounds.....	3.42	
Bacon.....	9 pounds.....	.68	
Apple sauce.....	1 bushel.....	.80	
Milk.....	10 gallons.....	1.20	
Coffee.....	1½ pounds.....	.17	
Tea.....	1 ounce.....	.02	
Dinner—			
Ham.....	16 pounds.....	1.40	498
Eggs.....	12 dozen.....	2.28	
Potatoes.....	1 bushel.....	.25	
Apples.....	3 bushels.....	2.40	
Vegetable soup.....	40 gallons.....	1.20	
Butter.....	4 pounds.....	.76	
Milk.....	8 gallons.....	.96	
Coffee.....	1½ pounds.....	.16	
Tea.....	1 ounce.....	.05	
Bread.....	80 pounds.....	1.20	
Syrup.....	5 gallons.....	.83	
Supper—			
Butter.....	16 pounds.....	3.04	497
Peach sauce.....	5 gallons.....	.60	
Apple sauce.....	15 gallons.....	2.25	
Bread.....	80 pounds.....	1.20	
Crescents.....	6½ dozen.....	.39	
Meat stew.....	10 pounds.....		
Toast.....			
Milk.....	10 gallons.....	1.20	
Tea.....	2 ounces.....	.05	



## Dietary used at Iowa Soldiers' Orphans' Home—Continued.

ARTICLE.	Amount.	Total cost.	No. fed.
<b>SUNDAY, NOVEMBER 5TH.</b>			
<i>Breakfast—</i>			
Pork.....	23 pounds.....	1.75	496
Baked beans.....	88 pounds.....	1.91	
Buns.....	79 dozen.....	4.54	
Milk.....	10 gallons.....	1.20	
Stewed peaches.....	3 gallons.....	3.60	
Coffee.....	1½ pounds.....	.17	
Tea.....	1 ounce.....	.03	
Bread.....	36 pounds.....	.54	
Doughnuts.....	9 dozen.....	.54	
<i>Dinner—</i>			
Chicken.....	40 pounds.....	4.00	498
Potatoes.....	1 bushel.....	.25	
Corn.....	4 cases.....	5.20	
Cold meat from Friday's dinner.....			
Crescents.....	6½ dozen.....	.35	
Bread.....	80 pounds.....	1.20	
Butter.....	12 pounds.....	2.28	
Peach pie.....	78 only.....	4.68	
Coffee.....	1½ pounds.....	.16	
Tea.....	1 ounce.....	.02	
Milk.....	12 gallons.....	1.44	
<i>Supper—</i>			
Dried beef.....	6 pounds.....	.61	496
Jelly.....	8 glasses.....	.80	
Butter.....	12 pounds.....	2.28	
Tea.....	1 ounce.....	.03	
Coffee.....	1 pound.....	.11	
Cookies.....	50 pounds.....	2.50	
Milk.....	12 gallons.....	1.44	
Apples.....	4 bushels.....	3.20	
Cake.....	8 pounds.....	.65	
Bread.....	38 pounds.....	.57	
<b>Total.....</b>		<b>\$253.56</b>	

Total cost of this dietary one week ..... \$253.56  
 Average number of persons fed..... 495½  
 Average cost per person per week..... \$0.512  
 Average cost per person per day..... 0.073  
 Average cost per person per meal..... 0.024

## Dietary used at main building Iowa Soldiers' home, for the week ending Saturday, November 4, 1899.

ARTICLE.	Amount.	Item cost.	Total cost.	Number fed.
<b>SUNDAY, OCTOBER 29TH.</b>				
<i>Breakfast—</i>				
Bacon.....	107 pounds.....	\$ .07-	\$ 8.29	442
Butter.....	21 pounds.....	.21	4.62	
Sugar.....	33½ pounds.....	.05-	1.84	
Oatmeal.....	21 pounds.....	.01-	.36	
Milk.....	254 pounds.....	.01-	2.92	
Bread.....	63 pounds.....	.02-	1.63	
Potatoes (farm).....	3 bushels.....	.20	.60	
Coffee.....	10 pounds.....	.14	1.40	
<b>Total.....</b>			<b>\$21.66</b>	
<i>Dinner—</i>				
Mutton.....	200 pounds.....	.07-	15.94	442
Beets (farm).....	1 bushel.....		.50	
Sugar.....	33½ pounds.....	.05-	1.84	
Butter.....	21 pounds.....	.22	4.62	
Corn.....	72 cans.....	.05	3.60	
Potatoes (farm).....	3 bushels.....	.20	.60	
Coffee.....	10 pounds.....	.14	1.40	
Pies.....	100 pounds.....	.03	3.00	
Milk.....	254 pounds.....	.01-	2.92	
Bread.....	65 pounds.....	.02-	1.63	
<b>Total.....</b>			<b>\$36.05</b>	
<i>Supper—</i>				
Corn meal (mush).....	40 pounds.....	.80	.32	442
Butter.....	20 pounds.....	.22	4.40	
Coffee.....	10 pounds.....	.14	1.40	
Bread.....	65 pounds.....	.02-	1.63	
Potatoes (farm).....	2 bushels.....	.20	.40	
Sugar.....	33½ pounds.....	.05-	1.83	
Tea.....	1½ pounds.....	.32	.40	
Celery.....	65 pounds.....	.08	5.20	
Milk.....	254 pounds.....	.01-	2.92	
Cookies.....	70 pounds.....	.02-	1.75	
<b>Total.....</b>			<b>\$20.25</b>	
<b>MONDAY, OCTOBER 30TH.</b>				
<i>Breakfast—</i>				
Mutton stew.....	59 pounds.....			441
Oat meal.....	21 pounds.....	.01-	.36	
Butter.....	22 pounds.....	.22	4.85	
Bacon.....	20 pounds.....	.07-	1.55	
Sugar.....	33½ pounds.....	.05-	1.83	
Coffee.....	10 pounds.....	.14	1.40	
Potatoes (farm).....	2 bushels.....	.20	.40	
Milk.....	238 pounds.....	.01-	2.74	
Bread.....	73 pounds.....	.02-	1.62	
<b>Total.....</b>			<b>\$14.95</b>	
<i>Dinner—</i>				
Beef, fresh.....	203 pounds.....	.06-	1.32	441
Potatoes.....	1 can.....		.20	
Sugar.....	33½ pounds.....	.05-	1.83	
Crackers.....	35 pounds.....	.05-	1.93	
Soup.....	50 gallons.....	.01-	2.71	
Milk.....	236 pounds.....	.23	4.41	
Butter.....	20 pounds.....	.22	.40	
Potatoes (farm).....	3 bushels.....	.20	.60	
Bread.....	72 pounds.....	.02-	1.80	
Coffee.....	10 pounds.....	.14	1.40	
<b>Total.....</b>			<b>\$16.20</b>	



Dietary used at main building Iowa Soldiers' home, for the week ending  
Saturday, November 4, 1899—Continued.

ARTICLE.	Amount.	Item cost.	Total cost.	Number fed
MONDAY, OCTOBER 30TH—CONTINUED.				
Supper—				
Potatoes (farm).....	3 bushels .....	.20	.60	444
Sugar.....	33½ pounds.....	.05	1.83	
Tea.....	1¼ pounds.....	.32	.40	
Cheese.....	50 pounds.....	.12	3.75	
Beets (farm).....	1 bushel.....		.50	
Bread.....	72 pounds.....	.02	1.80	
Milk.....	236 pounds.....	.01	2.71	
Coffee.....	10 pounds.....	.14	1.40	
Butter.....	20 pounds.....	.22	4.41	
Total.....			\$17.40	
TUESDAY, OCTOBER 31ST.				
Breakfast—				
Oatmeal.....	21 pounds.....	\$ .01	\$ .36	435
Bread.....	73 pounds.....	.02	1.82	
Milk.....	218 pounds.....	.01	2.74	
Bacon.....	115 pounds.....	.07	8.91	
Butter.....	25 pounds.....	.22	4.45	
Coffee.....	10 pounds.....	.14	1.40	
Potatoes (farm).....	3 bushels.....	.20	.60	
Sugar.....	33½ pounds.....	.05	1.83	
Total.....			\$22.11	
Dinner—				
Ham.....	202 pounds.....	.10	20.20	435
Butter.....	21 pounds.....	.22	4.82	
Sugar.....	33½ pounds.....	.05	1.83	
Beans.....	40 pounds.....	.01	.54	
Bread.....	71 pounds.....	.02	1.77	
Coffee.....	10 pounds.....	.14	1.40	
Potatoes.....	3 bushels.....	.20	.60	
Milk.....	236 pounds.....	.01	2.71	
Molasses.....	1 gallon.....	.30	.30	
Total.....			\$33.97	
Supper—				
Beans.....	30 pounds.....	.01	.41	435
Milk.....	236 pounds.....	.01	1.71	
Coffee.....	10 pounds.....	.14	1.40	
Potatoes (farm).....	2 bushels.....	.20	.40	
Sugar.....	33½ pounds.....	.05	1.83	
Tea.....	1¼ pounds.....	.32	.40	
Cookies.....	70 pounds.....	.02	1.75	
Bread.....	72 pounds.....	.02	1.80	
Sorghum.....	2 gallons.....	.30	.60	
Total.....			\$10.30	
WEDNESDAY, NOVEMBER 1ST.				
Breakfast—				
Sausage.....	205 pounds.....	.05	19.45	438
Bread.....	65 pounds.....	.02	1.63	
Coffee.....	10 pounds.....	.14	1.40	
Oatmeal.....	21 pounds.....	.01	.36	
Butter.....	21 pounds.....	.22	4.82	
Milk.....	230 pounds.....	.01	2.65	
Potatoes (farm).....	3 bushels.....	.20	.60	
Sugar.....	33½ pounds.....	.05	1.83	
Total.....			\$32.54	

Dietary used at main building, Iowa Soldiers' home, for the week ending  
Saturday, November 4, 1899—Continued.

ARTICLE.	Amount.	Item cost.	Total cost.	Number fed
WEDNESDAY, NOVEMBER 1ST—CONTINUED.				
Dinner—				
Pork, fresh.....	170 pounds.....	.07	13.04	438
Butter.....	21 pounds.....	.22	4.63	
Sugar.....	33½ pounds.....	.05	1.83	
Onions (farm).....	3½ bushels.....	.50	1.75	
Bread.....	65 pounds.....	.02	1.62	
Coffee.....	10 pounds.....	.14	1.40	
Potatoes (farm).....	3 bushels.....	.20	.60	
Milk.....	230 pounds.....	.01	2.65	
Total.....			\$27.51	
Supper—				
Peaches, dried.....	40 pounds.....	.07	3.00	438
Sugar.....	33½ pounds.....	.05	1.83	
Bread.....	65 pounds.....	.02	1.63	
Potatoes (farm).....	3 bushels.....	.20	.60	
Butter.....	10 pounds.....	.14	1.40	
Milk.....	20 pounds.....	.22	4.40	
Tea.....	230 pounds.....	.01	2.65	
Biscuit.....	1¼ pounds.....	.32	.40	
Total.....			\$20.31	
THURSDAY, NOVEMBER 2D.				
Breakfast—				
Pork, fresh.....	111 pounds.....	\$ .07	\$ 8.51	436
Milk.....	228 pounds.....	.01	2.62	
Coffee.....	10 pounds.....	.14	1.40	
Bread.....	21 pounds.....	.01	.36	
Butter.....	81 pounds.....	.02	2.03	
Potatoes (farm).....	20 pounds.....	.22	4.40	
Sugar.....	3 bushels.....	.20	.60	
Total.....			\$21.75	
Dinner—				
Beef, fresh.....	225 pounds.....	.06	14.58	436
Butter.....	21 pounds.....	.22	4.63	
Sugar.....	33½ pounds.....	.05	1.83	
Cabbage (farm).....	40 heads.....	.05	2.00	
Bread.....	80 pounds.....	.02	2.00	
Coffee.....	10 pounds.....	.14	1.40	
Bacon.....	6 pounds.....	.07	.46	
Milk.....	226 pounds.....	.01	2.60	
Total.....			\$29.50	
Supper—				
Potatoes (farm).....	2 bushels.....	.20	.40	436
Milk.....	226 pounds.....	.01	2.60	
Coffee.....	10 pounds.....	.14	1.40	
Beets (farm).....	1½ bushels.....	.50	.75	
Bread.....	80 pounds.....	.02	2.00	
Tea.....	1¼ pounds.....	.32	.40	
Corn starch pudding.....				
Butter.....	20 pounds.....	.22	4.40	
Sugar.....	33½ pounds.....	.05	1.83	
Total.....			\$13.78	



Dietary used at main building, Iowa Soldiers' Home, for the week ending  
Saturday, November 4, 1899—Continued.

ARTICLE.	Amount.	Item cost.	Total cost.	Number fed.
<b>FRIDAY, NOVEMBER 3D.</b>				
<i>Breakfast—</i>				
Fish, salt.....	100 pounds.....	.08	8.00	437
Milk.....	256 pounds.....	.01-	2.94	
Coffee.....	10 pounds.....	.14	1.40	
Oatmeal.....	21 pounds.....	.01-	.36	
Bread.....	62 pounds.....	.02-	1.55	
Sugar.....	33½ pounds.....	.05-	1.83	
Potatoes (farm).....	3 bushels.....	.20	.60	
Butter.....	22 pounds.....	.22	4.85	
Total.....			\$21.33	
<i>Dinner—</i>				
Pork, fresh.....	170 pounds.....	.07-	13.04	437
Butter.....	20 pounds.....	.22	4.40	
Coffee.....	10 pounds.....	.14	1.40	
Turnips (farm).....	3 bushels.....	.25	.75	
Bread.....	62 pounds.....	.02-	1.51	
Sugar.....	33½ pounds.....	.05-	1.83	
Potatoes (farm).....	3 bushels.....	.20	.60	
Milk.....	256 pounds.....	.01-	2.94	
Total.....			\$26.47	
<i>Supper—</i>				
Peaches, dried.....	20 pounds.....	.07-	1.50	437
Corn bread.....	176 pounds.....	.80	1.41	
Sugar.....	33½ pounds.....	.05-	1.83	
Butter.....	20 pounds.....	.22	4.40	
Prunes.....	28 pounds.....	.05-	1.47	
Milk.....	256 pounds.....	.01-	2.94	
Coffee.....	10 pounds.....	.14	1.40	
Potatoes (farm).....	2 bushels.....	.20	.40	
Bread.....	62 pounds.....	.02-	1.55	
Tea.....	1¼ pounds.....	.32	.40	
Total.....			\$17.30	
<b>SATURDAY, NOVEMBER 4TH.</b>				
<i>Breakfast—</i>				
Meat stew.....	75 pounds.....			440
Milk.....	249 pounds.....	\$ .01-	\$ 2.86	
Coffee.....	10 pounds.....	.14	1.40	
Potatoes (farm).....	3 bushels.....	.20	.60	
Bread.....	74 pounds.....	.02-	1.85	
Sugar.....	33½ pounds.....	.05-	1.83	
Oatmeal.....	21 pounds.....	.01-	.36	
Butter.....	22 pounds.....	.22	4.85	
Total.....			\$13.75	
<i>Dinner—</i>				
Corn.....	72 cans.....	.05	3.60	440
Milk.....	247 pounds.....	.01-	2.84	
Sugar.....	33½ pounds.....	.05-	1.83	
Beef, fresh.....	225 pounds.....	.06-	14.53	
Butter.....	20 pounds.....	.22	4.40	
Coffee.....	10 pounds.....	.14	1.40	
Potatoes (farm).....	3 bushels.....	.20	.60	
Bread.....	74 pounds.....	.02-	1.85	
Total.....			\$31.10	
<i>Supper—</i>				
Rice.....	24 pounds.....	.05-	1.32	440
Bread.....	74 pounds.....	.02-	1.85	
Tea.....	1¼ pounds.....	.32	.40	
Potatoes (farm).....	2 bushels.....	.20	.40	
Sugar.....	33½ pounds.....	.05-	1.83	
Butter.....	20 pounds.....	.22	4.40	
Milk.....	249 pounds.....	.01-	2.85	
Coffee.....	10 pounds.....	.14	1.40	
Total.....			\$14.45	

Dietary used at main building, Iowa Soldiers' Home, for the week ending  
Saturday, November 4, 1899—Continued.

ARTICLE.	Amount.	Item cost.	Total cost.	No. fed.
<i>Articles used not included in above—</i>				
Sorghum.....	5 gallons.....	.30	1.50	
Pepper.....	3 pounds.....	.12	.36	
Vinegar.....	11 gallons.....	.06	.66	
Salt, table.....	10 pounds.....	%.07	.07	
Baking-powder.....	10 pounds.....	.15	1.50	
Total.....			\$ 4.09	
Total cost of this dietary one week.....				\$466.77
Average number of persons fed.....				438½
Average cost per person per week.....				\$1.0646
Average cost per person per day.....				.1521
Average cost per person per meal.....				.0507



*Dietary used at hospital Iowa Soldiers' home for the week ending Saturday,  
November 4, 1899.*

ARTICLE.	Amount.	Item cost.	Total cost.	Number fed.
<b>SUNDAY, OCTOBER 29TH.</b>				
<i>Breakfast—</i>				
Bacon .....	23 pounds.....	.07-	1.78	116
Beefsteak.....	6 pounds.....	.06-	.39	
Eggs.....	3 dozen.....	.17	.51	
Potatoes (farm).....	3/4 bushel.....	.20	.15	
Oatmeal.....	8 pounds.....	.01-	.14	
Bread.....	20 pounds.....	.02-	.50	
Butter.....	5 pounds.....	.22	1.10	
Sugar.....	8 pounds.....	.05-	.44	
Milk.....	80 pounds.....	.01-	.92	
Coffee.....	3 pounds.....	.14	.42	
Total.....			\$ 6.36	
<i>Dinner—</i>				
Mutton.....	40 pounds.....	.07-	3.19	116
Corn.....	12 cans.....	.05	.60	
Turnips (farm).....	1 bushel.....	.25	.25	
Potatoes (farm).....	1 bushel.....	.20	.20	
Currants.....	20 pounds.....	.07-	1.50	
Sugar.....	20 pounds.....	.05-	1.10	
Flour.....	30 pounds.....	.01-	.54	
Bread.....	16 pounds.....	.02-	.40	
Butter.....	5 pounds.....	.22	1.10	
Milk.....	125 pounds.....	.01-	1.44	
Coffee.....	2 pounds.....	.14	.28	
Total.....			\$10.60	
<i>Supper—</i>				
Raisins.....	12 pounds.....	.06	.72	116
Beets (farm).....	1 peck.....	.50	.15	
Potatoes (farm).....	1 1/2 bushels.....	.20	.30	
Sugar.....	15 pounds.....	.05-	.82	
Bread.....	16 pounds.....	.02	.40	
Butter.....	5 pounds.....	.22	1.10	
Milk.....	70 pounds.....	.01-	.81	
Coffee.....	2 pounds.....	.14	.28	
Total.....			\$ 4.58	
<b>MONDAY, OCTOBER 30TH.</b>				
<i>Breakfast—</i>				
Flour.....	15 pounds.....	.01-	.26	117
Pork, fresh.....	24 pounds.....	.07-	1.84	
Beefsteak.....	6 pounds.....	.06-	.39	
Eggs.....	3 dozen.....	.17	.51	
Potatoes (farm).....	3/4 bushel.....	.20	.15	
Oatmeal.....	8 pounds.....	.01-	.14	
Bread.....	20 pounds.....	.02-	.50	
Butter.....	5 pounds.....	.22	1.10	
Sugar.....	8 pounds.....	.05-	.44	
Milk.....	80 pounds.....	.01-	.92	
Coffee.....	3 pounds.....	.14	.42	
Total.....			\$ 6.87	
<i>Dinner—</i>				
Beef, fresh.....	39 pounds.....	.06-	2.53	117
Squash (farm).....	13.....	.05	.65	
Tomatoes.....	1 can.....	.20	.20	
Corn.....	2 cans.....	.05	.10	
Beets (farm).....	1 peck.....	.50	.15	
Potatoes (farm).....	1 bushel.....	.20	.20	
Bread.....	16 pounds.....	.02-	.40	
Butter.....	5 pounds.....	.22	1.10	
Sugar.....	8 pounds.....	.05-	.44	
Eggs.....	6 dozen.....	.17	1.02	
Milk.....	125 pounds.....	.01-	1.44	
Coffee.....	2 pounds.....	.14	.28	
Total.....			\$ 8.51	

*Dietary used at Hospital Iowa Soldiers' home, for the week ending Saturday,  
November 4, 1899—Continued.*

ARTICLE.	Amount.	Item cost.	Total cost.	Number fed.
<b>MONDAY, OCTOBER 30TH—CONTINUED.</b>				
<i>Supper—</i>				
Apples, dried.....	10 pounds.....	.09-	.93	117
Sugar.....	20 pounds.....	.05-	1.10	
Corn meal.....	18 pounds.....	.80	.14	
Potatoes (farm).....	3/4 bushel.....	.20	.15	
Ham.....	10 pounds.....	.10	1.00	
Bread.....	16 pounds.....	.02-	.40	
Butter.....	5 pounds.....	.22	1.10	
Milk.....	70 pounds.....	.01-	.81	
Coffee.....	2 pounds.....	.14	.28	
Total.....			\$ 5.91	
<b>TUESDAY, OCTOBER 31ST.</b>				
<i>Breakfast—</i>				
Beef, fresh.....	18 pounds.....	\$ .06-	\$ 1.17	121
Pork, fresh.....	10 pounds.....	.07-	.77	
Eggs.....	3 dozen.....	.17	.51	
Flour.....	15 pounds.....	.01-	.26	
Oatmeal.....	8 pounds.....	.01-	.14	
Potatoes (farm).....	3/4 bushel.....	.20	.15	
Bread.....	20 pounds.....	.02-	.50	
Butter.....	5 pounds.....	.22	1.10	
Sugar.....	8 pounds.....	.05-	.44	
Milk.....	80 pounds.....	.01-	.92	
Coffee.....	3 pounds.....	.14	.42	
Total.....			\$ 6.38	
<i>Dinner—</i>				
Ham.....	44 pounds.....	.10	4.40	121
Tomatoes.....	3 cans.....	.20	.60	
Cabbage (farm).....	18 heads.....	.05	.90	
Potatoes (farm).....	1 bushel.....	.20	.20	
Bread.....	16 pounds.....	.02-	.40	
Butter.....	5 pounds.....	.22	1.10	
Sugar.....	8 pounds.....	.05-	1.44	
Milk.....	125 pounds.....	.01-	1.44	
Coffee.....	2 pounds.....	.14	.28	
Total.....			\$ 9.76	
<i>Supper—</i>				
Apples, dried.....	8 pounds.....	.09-	.74	121
Raisins.....	8 pounds.....	.06	.48	
Potatoes (farm).....	3/4 bushel.....	.20	.15	
Beets (farm).....	1 peck.....	.50	.15	
Sugar.....	20 pounds.....	.05-	1.10	
Bread.....	16 pounds.....	.02-	.40	
Butter.....	5 pounds.....	.22	1.10	
Milk.....	70 pounds.....	.01-	.81	
Coffee.....	2 pounds.....	.14	.28	
Total.....			\$ 5.21	
<b>WEDNESDAY, NOVEMBER 1ST.</b>				
<i>Breakfast—</i>				
Sausage.....	35 pounds.....	.05-	1.92	119
Beef, steak.....	6 pounds.....	.06-	.39	
Eggs.....	3 dozen.....	.17	.51	
Flour.....	15 pounds.....	.01-	.26	
Potatoes (farm).....	3/4 bushel.....	.20	.15	
Oatmeal.....	8 pounds.....	.01-	.14	
Bread.....	20 pounds.....	.02-	.50	
Butter.....	5 pounds.....	.22	1.10	
Sugar.....	8 pounds.....	.05-	.44	
Milk.....	80 pounds.....	.01-	.92	
Coffee.....	3 pounds.....	.14	.42	
Total.....			\$ 6.75	



Dietary used at hospital, Iowa Soldiers' home for the week ending Saturday,  
November 4, 1899—Continued.

ARTICLE.	Amount.	Item cost.	Total cost.	Number fed
WEDNESDAY, NOVEMBER 1ST, CONTINUED.				
<i>Dinner—</i>				
Beef, fresh.....	40 pounds.....	.06-	3.89	119
Squash (farm).....	12 pounds.....	.05	.60	
Tomatoes.....	2 cans.....	.20	.40	
Corn.....	2 cans.....	.05	.10	
Potatoes (farm).....	1 bushel.....	.20	.20	
Bread.....	16 pounds.....	.02	.40	
Butter.....	5 pounds.....	.22	1.10	
Sugar.....	8 pounds.....	.05	.44	
Milk.....	125 pounds.....	.01	1.44	
Coffee.....	2 pounds.....	.14	.28	
Total.....			\$ 8.85	
<i>Supper—</i>				
Potatoes (farm).....	¾ bushel.....	.20	.15	119
Prunes.....	15 pounds.....	.05	.79	
Sugar.....	30 pounds.....	.05	1.10	
Flour.....	30 pounds.....	.01	.52	
Salmon.....	3 pounds.....	.19	.57	
Bread.....	16 pounds.....	.02	.40	
Butter.....	5 pounds.....	.22	1.10	
Sugar.....	8 pounds.....	.05	.44	
Milk.....	70 pounds.....	.01	.81	
Coffee.....	2 pounds.....	.14	.28	
Total.....			\$ 6.16	
THURSDAY, NOVEMBER 2D.				
<i>Breakfast—</i>				
Pork, fresh.....	28 pounds.....	\$ .07-	\$ 2.15	119
Beef, steak.....	6 pounds.....	.06	.39	
Eggs.....	3 dozen.....	.17	.51	
Flour.....	15 pounds.....	.01	.26	
Oatmeal.....	8 pounds.....	.01	.14	
Potatoes (farm).....	¾ pound.....	.20	.15	
Bread.....	20 pounds.....	.02	.50	
Butter.....	5 pounds.....	.22	1.10	
Sugar.....	8 pounds.....	.05	.44	
Milk.....	80 pounds.....	.01	.92	
Coffee.....	3 pounds.....	.14	.42	
Total.....			\$ 6.98	
<i>Dinner—</i>				
Sausage.....	30 pounds.....	.05	1.64	119
Turnips (farm).....	1 bushel.....	.25	.25	
Tomatoes.....	3 cans.....	.20	.60	
Potatoes (farm).....	1 bushel.....	.20	.20	
Sauerkraut.....	4 gallons.....	.15	.60	
Bread.....	16 pounds.....	.02	.40	
Butter.....	5 pounds.....	.22	1.10	
Sugar.....	8 pounds.....	.05	.44	
Total.....			\$ 5.23	
<i>Supper—</i>				
Apples, dried.....	10 pounds.....	.09	.92	119
Sugar.....	20 pounds.....	.05	1.10	
Butter.....	15 pounds.....	.22	3.30	
Salmon.....	1 can.....	.19	.19	
Potatoes (farm).....	¾ bushel.....	.20	.15	
Beets (farm).....	1 peck.....	.50	.15	
Bread.....	16 pounds.....	.02	.40	
Butter.....	5 pounds.....	.22	1.10	
Milk.....	70 pounds.....	.01	.81	
Coffee.....	2 pounds.....	.14	.28	
Total.....			\$ 7.30	

Dietary used at hospital, Iowa Soldiers' home, for the week ending Saturday,  
November 4, 1899—Continued.

ARTICLE.	Amount.	Item cost.	Total cost.	Number fed
FRIDAY, NOVEMBER 3D.				
<i>Breakfast—</i>				
Sausage.....	20 pounds.....	.05-	1.09	119
Beef, steak.....	20 pounds.....	.06	1.29	
Eggs.....	2½ dozen.....	.17	.42	
Flour.....	15 pounds.....	.01	.26	
Potatoes (farm).....	¾ bushel.....	.20	.15	
Oatmeal.....	8 pounds.....	.01	.14	
Bread.....	20 pounds.....	.02	.50	
Butter.....	5 pounds.....	.22	1.10	
Sugar.....	8 pounds.....	.05	.44	
Milk.....	80 pounds.....	.01	.92	
Coffee.....	3 pounds.....	.14	.42	
Total.....			\$ 6.73	
<i>Dinner—</i>				
Fish, salt.....	35 pounds.....	.08	2.90	119
Potatoes (farm).....	1 bushel.....	.20	.20	
Beans, Lima.....	15 pounds.....	.05-	.83	
Tomatoes.....	3 cans.....	.20	.60	
Sauerkraut.....	2 gallons.....	.15	.30	
Bread.....	16 pounds.....	.02	.40	
Butter.....	5 pounds.....	.22	1.10	
Sugar.....	8 pounds.....	.05	.44	
Milk.....	125 pounds.....	.01	1.44	
Coffee.....	2 pounds.....	.14	.28	
Total.....			\$ 8.49	
<i>Supper—</i>				
Beef, fresh.....	12 pounds.....	.06-	.78	119
Beets (farm).....	1 peck.....	.50	.15	
Flour.....	15 pounds.....	.01	.26	
Potatoes (farm).....	¾ bushel.....	.20	.15	
Bread.....	16 pounds.....	.02	.40	
Butter.....	5 pounds.....	.22	1.10	
Sugar.....	8 pounds.....	.05	.44	
Milk.....	70 pounds.....	.01	.81	
Coffee.....	2 pounds.....	.14	.28	
Total.....			\$ 4.37	
SATURDAY, NOVEMBER 4TH.				
<i>Breakfast—</i>				
Beef, steak.....	28 pounds.....	\$ .06-	\$ 1.81	119
Flour.....	15 pounds.....	.01	.26	
Eggs.....	3 dozen.....	.17	.51	
Oatmeal.....	8 pounds.....	.01	.14	
Potatoes (farm).....	¾ bushel.....	.20	.15	
Bread.....	20 pounds.....	.02	.50	
Butter.....	5 pounds.....	.22	1.10	
Sugar.....	8 pounds.....	.05	.44	
Milk.....	80 pounds.....	.01	.92	
Coffee.....	3 pounds.....	.14	.42	
Total.....			\$ 6.25	
<i>Dinner—</i>				
Pork, fresh.....	38 pounds.....	.07-	2.92	119
Turnips (farm).....	1 bushel.....	.25	.25	
Corn.....	14 cans.....	.06	.70	
Beets (farm).....	1 peck.....	.50	.15	
Potatoes (farm).....	1 bushel.....	.20	.20	
Bread.....	16 pounds.....	.02	.40	
Butter.....	5 pounds.....	.22	1.10	
Sugar.....	8 pounds.....	.05	.44	
Milk.....	125 pounds.....	.01	1.44	
Coffee.....	2 pounds.....	.14	.28	
Total.....			\$ 7.88	



*Dietary used at hospital, Iowa Soldiers' home, for the week ending Saturday, November 4, 1899—Continued.*

ARTICLE.	Amount.	Item cost.	Total cost.	Number fed
<b>SATURDAY, NOVEMBER 4TH—CONTINUED.</b>				
<i>Supper—</i>				
Peaches.....	10 pounds.....	.07-	.75	119
Potatoes (farm).....	$\frac{3}{4}$ bushel.....	.20	.15	
Sugar.....	20 pounds.....	.05-	1.10	
Salmon.....	2 cans.....	.19	.38	
Beef, fresh.....	10 pounds.....	.06-	.65	
Bread.....	16 pounds.....	.02-	.40	
Butter.....	5 pounds.....	.22	1.10	
Milk.....	70 pounds.....	.01-	.81	
Coffee.....	2 pounds.....	.14	.28	
Total.....			\$ 5.62	
<i>Articles used not included in above—</i>				
Crackers.....	22 pounds.....	.05-	1.21	
Vinegar.....	4 gallons.....	.06	.24	
Salt.....	15 pounds.....	.0%	.10	
Baking powder.....	1 pound.....	.15	.15	
Corn starch.....	5 packages.....	.03	.15	
Soda.....	3 packages.....	.05-	.17	
Cocoa.....	3 cans.....	.44	1.32	
Pepper.....	1 pound.....	.12	.12	
Syrup.....	1 gallon.....	.17	.17	
Mustard.....	$\frac{1}{2}$ gallon.....	.15	.08	
Wheatling.....	9 packages.....	.08-	.75	
Tea.....	9 pounds.....	.32	2.88	
Lard.....	15 pounds.....	.05-	.84	
Total.....			\$ 8.08	
Total cost of this dietary one week.....			\$ 152.67	
Average number of persons fed.....			118 4-7	
Average cost per person per week.....			\$ 1.296	
Average cost per person per day.....			.1851	
Average cost per person per meal.....			.0617	

*Dietary used at Mt. Pleasant hospital for the week ending October 29, 1899.*

ARTICLE.		Amount.	Item cost.	Total cost.	Number fed
MONDAY, OCTOBER 23D.					
Breakfast—					
Corn meal mush.....	60 pounds.....	\$ .009	\$ .54	1,028	
Beef steak and gravy.....	274 pounds.....	.06-	17.75		
Boiled potatoes (produced).....	7 bushels.....	.20	1.40		
Bread.....	233½ pounds.....	.01-	2.85		
Butter.....	41 pounds.....	.21	8.61		
Syrup.....	2½ gallons.....	.17	.40		
Sugar.....	51 pounds.....	.05-	2.74		
Coffee.....	41 pounds.....	.10-	4.20		
Dinner—					
Soup—vegetable (beef).....	100 pounds.....	.06-	6.48	1,028	
Roast beef.....	300 pounds.....	.06-	19.44		
Browned potatoes (produced).....	7 bushels.....	.20	1.40		
Boiled cabbage (produced).....	120 heads.....	.02	2.40		
Boiled peas.....	95 pounds.....	.02	1.90		
Bread.....	233½ pounds.....	.01-	2.85		
Syrup.....	2½ gallons.....	.17	.40		
Supper—					
Hominy grits.....	65 pounds.....	.01-	.78	1,028	
Plum sauce.....	95 pounds.....	.09-	8.79		
Baked beans.....	96 pounds.....	.02-	2.04		
Creamed codfish.....	257 pounds.....	.05-	14.78		
Bread.....	233½ pounds.....	.01-	2.85		
Butter.....	41 pounds.....	.21	8.61		
Syrup.....	2½ gallons.....	.17	.40		
Tea.....	5½ pounds.....	.28	1.54		
Milk (produced).....	80 gallons.....	.15	12.00		
Sugar.....	51 pounds.....	.05-	2.74		
TUESDAY, OCTOBER 24TH.					
Breakfast—					
Graham mush.....	60 pounds.....	.01-	.96	1,028	
Fried potatoes (produced).....	7 bushels.....	.20	1.40		
Bacon and gravy.....	185 pounds.....	.08	14.80		
Bread.....	233½ pounds.....	.01-	2.85		
Butter.....	41 pounds.....	.21	8.61		
Syrup.....	2½ gallons.....	.17	.40		
Coffee.....	39 pounds.....	.10-	4.00		
Sugar.....	72 pounds.....	.05-	3.87		
Dinner—					
Beef potpie.....	220 pounds.....	.06-	14.28	1,028	
Mashed potatoes (produced).....	7 bushels.....	.20	1.40		
Boiled hominy.....	80 pounds.....	.01-	1.20		
Boiled squash (produced).....	10 dozen.....	.30	3.00		
Bread.....	233½ pounds.....	.01-	2.85		
Syrup.....	2½ gallons.....	.17	.40		
Supper—					
Apple sauce (produced).....	14 bushels.....	.35	4.90	1,028	
Oatmeal mush.....	65 pounds.....	.02-	1.35		
Baked potatoes (produced).....	7 bushels.....	.20	1.40		
Hamburg steak.....	243 pounds.....	.06-	15.75		
Bread.....	233½ pounds.....	.01-	2.85		
Butter.....	41 pounds.....	.21	8.61		
Syrup.....	2½ gallons.....	.17	.40		
Tea.....	5½ pounds.....	.28	1.54		
Milk (produced).....	80 gallons.....	.15	12.00		
Sugar.....	72 pounds.....	.05-	3.87		
WEDNESDAY, OCTOBER 25TH.					
Breakfast—					
Corn meal mush.....	64 pounds.....	.009	.57	1,028	
Boiled potatoes (produced).....	7 bushels.....	.20	1.40		
Beef steak and gravy.....	274 pounds.....	.06-	17.75		
Bread.....	233½ pounds.....	.01-	2.85		
Butter.....	41 pounds.....	.21	8.61		
Syrup.....	2½ gallons.....	.17	.40		
Coffee.....	39 pounds.....	.10-	4.00		
Sugar.....	51 pounds.....	.05-	2.74		



Dietary used at Mt. Pleasant hospital for the week ending October 29, 1899  
—Continued.

ARTICLE.	Amount.	Item cost.	Total value.	Number fed
WEDNESDAY, NOVEMBER 25TH—CONTINUED.				
Dinner—				
Soup—barley.....	37 pounds.....	.02	.92	1,028
Roast beef.....	429 pounds.....	.06	27.80	
Boiled potatoes (produced).....	7 bushels.....	.20	1.40	
Boiled beans.....	85 pounds.....	.02	2.02	
Pickled beets (produced).....	8 bushels.....	.20	1.60	
Pie, dried apple.....	75 pounds.....	.09	7.12	
Lard.....	25 pounds.....	.06	1.50	
Flour.....	98 pounds.....	.01	1.79	
Bread.....	233½ pounds.....	.01	2.85	
Syrup.....	2½ gallons.....	.17	.40	
Supper—				
Meat stew.....	185 pounds.....	\$ .06	\$11.99	1,028
Escaloped potatoes (produced).....	7 bushels.....	.20	1.40	
Peach sauce.....	90 pounds.....	.09	8.10	
Corn bread.....	105 pounds.....	.069	.85	
Lard.....	32 pounds.....	.06	1.92	
Butter.....	41 pounds.....	.21	8.61	
Syrup.....	2½ gallons.....	.17	.40	
Tea.....	5½ gallons.....	.28	1.54	
Milk (produced).....	80 gallons.....	.15	12.00	
Sugar.....	51 pounds.....	.05	2.74	
THURSDAY, OCTOBER 26TH.				
Breakfast—				
Oatmeal mush.....	65 pounds.....	.02	1.35	1,028
Fried sausage and gravy.....	268 pounds.....	.05	14.41	
Fried potatoes (produced).....	7 bushels.....	.20	1.40	
Bread.....	233½ pounds.....	.01	2.85	
Butter.....	41 pounds.....	.21	8.61	
Syrup.....	2½ gallons.....	.17	.40	
Coffee.....	41 pounds.....	.10	4.20	
Sugar.....	54 pounds.....	.05	2.90	
Dinner—				
Roast mutton.....	429 pounds.....	.03	17.07	1,028
Mashed potatoes (produced).....	7 bushels.....	.20	1.40	
Boiled hominy.....	80 pounds.....	.01	1.20	
Salisbury (produced).....	15 bushels.....	.20	3.00	
Bread.....	233½ pounds.....	.01	2.85	
Syrup.....	2½ gallons.....	.17	.40	
Supper—				
Apple sauce.....	80 pounds.....	.09	7.60	1,028
Baked beans.....	96 pounds.....	.02	2.04	
Mutton.....	200 pounds.....	.03	7.96	
Currie of rice.....	30 pounds.....	.05	1.65	
Bread.....	233½ pounds.....	.01	2.85	
Butter.....	41 pounds.....	.21	8.61	
Syrup.....	2½ gallons.....	.17	.40	
Tea.....	5½ gallons.....	.28	1.54	
Milk (produced).....	80 gallons.....	.15	12.00	
Sugar.....	54 pounds.....	.05	2.90	
FRIDAY, OCTOBER 27TH.				
Breakfast—				
Graham mush.....	64 gallons.....	.01	1.02	1,028
Bacon and gravy.....	185 pounds.....	.03	14.80	
Boiled potatoes (produced).....	7 bushels.....	.20	1.40	
Bread.....	233½ pounds.....	.01	2.85	
Butter.....	41 pounds.....	.21	8.61	
Syrup.....	2½ gallons.....	.17	.40	
Coffee.....	39 pounds.....	.10	4.00	
Sugar.....	52 pounds.....	.05	2.82	
Dinner—				
Roast beef.....	429 pounds.....	.06	27.80	1,028
Boiled potatoes (produced).....	7 bushels.....	.20	1.40	
Canned tomatoes.....	126 cans.....	.07	9.45	
Canned corn.....	174 cans.....	.06	11.24	
Boiled peas.....	94 pounds.....	.08	1.88	
Bread.....	233½ pounds.....	.01	2.85	
Syrup.....	2½ gallons.....	.17	.40	
Supper—				
Peaches.....	90 pounds.....	.09	8.10	1,028
Creamed potatoes (produced).....	7 bushels.....	.20	1.40	
Cake, flour.....	40 pounds.....	.01	.73	
Lard.....	25 pounds.....	.06	1.50	
Molasses.....	7 gallons.....	.26	1.42	
Bread.....	233½ pounds.....	.01	2.85	
Butter.....	41 pounds.....	.21	8.61	
Syrup.....	2½ gallons.....	.17	.40	
Tea.....	5½ gallons.....	.28	1.54	
Milk (produced).....	80 gallons.....	.15	12.00	
Sugar.....	52 pounds.....	.05	2.80	

Dietary used at Mt. Pleasant hospital for the week ending October 29, 1899  
—Continued.

ARTICLE.	Amount.	Item cost.	Total cost.	Number fed
FRIDAY, OCTOBER 27TH—CONTINUED.				
Supper—				
Peach sauce.....	95 pounds.....	\$ .09	\$ 8.55	1,028
Baked potatoes (produced).....	7 bushels.....	.20	1.40	
Cheese.....	48 pounds.....	.13	6.00	
Bacon gravy.....	10 pounds.....	.08	.80	
Bread.....	233½ pounds.....	.01	2.85	
Butter.....	41 pounds.....	.21	8.61	
Syrup.....	2½ gallons.....	.17	.40	
Tea.....	5½ gallons.....	.28	1.54	
Milk.....	80 gallons.....	.15	12.00	
Sugar.....	52½ pounds.....	.05	2.82	
SATURDAY, OCTOBER 28TH.				
Breakfast—				
Oatmeal mush.....	70 pounds.....	.02	1.46	1,028
Steamed sausage.....	288 pounds.....	.05	14.41	
Fried potatoes (produced).....	7 bushels.....	.20	1.40	
Bread.....	233½ pounds.....	.01	2.85	
Butter.....	41 pounds.....	.21	8.61	
Syrup.....	2½ gallons.....	.17	.40	
Coffee.....	41 pounds.....	.10	4.20	
Sugar.....	54 pounds.....	.05	2.92	
Dinner—				
Mutton.....	220 pounds.....	.03	8.75	1,028
Dumplings, flour.....	40 pounds.....	.01	.73	
Mashed potatoes (produced).....	7 bushels.....	.20	1.40	
Baked squash (produced).....	10 dozen.....	.30	3.00	
Succotash, beans.....	48 pounds.....	.05	2.40	
Corn.....	89 cans.....	.06	5.73	
Bread.....	233½ pounds.....	.01	2.85	
Syrup.....	2½ gallons.....	.17	.40	
Supper—				
Apple sauce.....	78 pounds.....	.09	7.41	1,028
Bread, graham.....	233½ pounds.....	.01	2.85	
Escaloped potatoes (produced).....	7 bushels.....	.20	1.40	
Sliced onions (produced).....	8 bushels.....	.30	2.40	
Bread.....	233½ pounds.....	.01	2.85	
Butter.....	41 pounds.....	.21	8.61	
Syrup.....	2½ gallons.....	.17	.40	
Tea.....	5½ gallons.....	.28	1.54	
Milk.....	80 gallons.....	.15	12.00	
Sugar.....	54½ pounds.....	.05	2.92	
SUNDAY, OCTOBER 29TH.				
Breakfast—				
Graham mush.....	63 pounds.....	.01	1.00	1,028
Boiled potatoes (produced).....	7 bushels.....	.20	1.40	
Bacon.....	185 pounds.....	.08	14.80	
Bread.....	233½ pounds.....	.01	2.85	
Butter.....	41 pounds.....	.21	8.61	
Syrup.....	2½ gallons.....	.17	.40	
Coffee.....	39 pounds.....	.10	4.00	
Sugar.....	52 pounds.....	.05	2.80	
Dinner—				
Roast beef.....	429 pounds.....	.06	27.80	1,028
Boiled potatoes (produced).....	7 bushels.....	.20	1.40	
Canned tomatoes.....	126 cans.....	.07	9.45	
Canned corn.....	174 cans.....	.06	11.24	
Boiled peas.....	94 pounds.....	.08	1.88	
Bread.....	233½ pounds.....	.01	2.85	
Syrup.....	2½ gallons.....	.17	.40	
Supper—				
Peaches.....	90 pounds.....	.09	8.10	1,028
Creamed potatoes (produced).....	7 bushels.....	.20	1.40	
Cake, flour.....	40 pounds.....	.01	.73	
Lard.....	25 pounds.....	.06	1.50	
Molasses.....	7 gallons.....	.26	1.42	
Bread.....	233½ pounds.....	.01	2.85	
Butter.....	41 pounds.....	.21	8.61	
Syrup.....	2½ gallons.....	.17	.40	
Tea.....	5½ gallons.....	.28	1.54	
Milk (produced).....	80 gallons.....	.15	12.00	
Sugar.....	52 pounds.....	.05	2.80	



Dietary used at Mt. Pleasant hospital for the week ending October 29, 1899—  
Continued.

ARTICLE.	Amount.	Item cost.	Total cost.	Number fed.
USED FOR THE SICK AND COOKING PURPOSES.				
<i>Monday—</i>				
Eggs.....	5 dozen.....	\$ .14	\$ .73	
Crackers.....	5 pounds.....	.05	.26	
Tomatoes.....	4 cans.....	.07	.30	
Corn.....	4 cans.....	.06	.26	
Rice.....	5 pounds.....	.05	.27	
Peaches.....	3 cans.....	.15	.47	
<i>Tuesday—</i>				
Eggs.....	4 dozen.....	.14	.58	
Apricots.....	3 cans.....	.13	.42	
Tomatoes.....	4 cans.....	.07	.30	
Corn.....	4 cans.....	.06	.26	
Plums.....	5 cans.....	.09	.46	
<i>Wednesday—</i>				
Eggs.....	9½ dozen.....	.14	1.38	
Tomatoes.....	4 cans.....	.07	.30	
Oysters.....	4 cans.....	.13	.55	
Peaches.....	3 cans.....	.15	.47	
<i>Thursday—</i>				
Eggs.....	5½ dozen.....	.14	.80	
Tomatoes.....	4 cans.....	.07	.30	
Corn.....	4 cans.....	.06	.26	
Crackers.....	5 pounds.....	.05	.26	
Apricots.....	3 cans.....	.13	.42	
Apples.....	1½ bushels.....	.35	.53	
<i>Friday—</i>				
Eggs.....	6 dozen.....	.14	.87	
Peaches.....	3 cans.....	.15	.47	
Currants.....	2 pounds.....	.06	.13	
Crackers.....	5 pounds.....	.05	.26	
<i>Saturday—</i>				
Eggs.....	10 dozen.....	.14	1.45	
Cheese.....	1 pound.....	.12	.13	
Chocolate.....	¼ pound.....	.40	.20	
Tomatoes.....	4 cans.....	.07	.30	
Peaches.....	5 cans.....	.15	.78	
Powdered sugar.....	2 pounds.....	.06	.13	
Apricots.....	3 cans.....	.13	.42	
Currants.....	8 pounds.....	.08	.53	
<i>Sunday—</i>				
Eggs.....	7 dozen.....	.14	1.02	
Peaches.....	8 cans.....	.15	1.25	
Crackers.....	8 pounds.....	.05	.47	
Tapioca.....	4 pounds.....	.04	.16	

Total cost of this dietary one week..... \$ 854.70  
Average number of persons fed..... 1,028  
Average cost per person per week..... \$ .83142  
Average cost per person per day..... .11877  
Average cost per person per meal..... .03959

Dietary used at officers' kitchen, Industrial School for Girls, Mitchellville, for  
the week ending September 30, 1899.

ARTICLE.	Amount.	Item cost.	Total cost.	Number fed.
SUNDAY SEPTEMBER 24TH.				
<i>Breakfast—</i>				
Breakfast food.....				17
Potatoes.....				
Ham.....	1½ pounds.....	\$ .09	.13	
Griddle cakes.....				
Syrup.....				
Bread.....	1½ pounds.....	.04	.06	
Butter.....	½ gallon.....	.12	.06	
Milk.....				
Coffee.....				
Total.....			\$ .25	
<i>Dinner—</i>				
Beef steak.....	3½ pounds.....	.06	.30	17
Potatoes.....				
Sweet potatoes.....	½ head.....	.05	.08	
Cabbage.....	1 quart.....	.10	.10	
Gooseberries.....	¼ pound.....	.05	.02	
Rice pudding, rice.....	2 loaves.....	.04	.08	
Butter.....				
Milk.....	3 quarts.....	.12	.09	
Total.....			\$ .62	
<i>Supper—</i>				
Salmon.....	1 can.....			17
Toast.....				
Strawberries.....	1 quart.....	.10	.10	
Cookies.....	1 dozen.....	.10	.10	
Bread.....				
Butter.....				
Tea.....				
Milk.....	3 quarts.....	.12	.09	
Total.....			\$ .29	
MONDAY, SEPTEMBER 25TH.				
<i>Breakfast—</i>				
Breakfast food.....				16
Steak.....	2 pounds.....	.06	.13	
Potatoes.....				
Plum butter.....	1 pint.....	.10	.05	
Bread.....				
Butter.....				
Coffee.....				
Milk.....	½ gallon.....	.12	.06	
Total.....			\$ .24	
<i>Dinner—</i>				
Ham.....	2 pounds.....	.09	.18	13
Potatoes.....				
Sweet potatoes.....				
Fried apples.....				
Cabbage.....	1 head.....	.05	.05	
Corn meal.....	1 pound.....	.04-5	.01	
Water melon.....	1 half.....	.05	.03	
Bread.....	2 pounds.....	.04	.08	
Butter.....				
Milk.....	½ gallon.....	.12	.06	
Total.....			\$ .41	
<i>Supper—</i>				
Potatoes.....				13
Stewed tomatoes.....				
Dried pears.....	¾ pound.....	.08	.06	
Cookies.....	1 dozen.....	.10	.10	
Bread.....	2 pounds.....	.04	.08	
Butter.....				
Tea.....				
Milk.....	½ gallon.....	.12	.06	
Total.....			\$ .30	



Dietary used at officers' kitchen, Industrial School for Girls, Mitchellville, for week ending September 30, 1899—Continued.

ARTICLE.	Amount.	Item cost.	Total cost.	Number fed.
<b>TUESDAY, SEPTEMBER 26TH.</b>				
<i>Breakfast—</i>				
Oatmeal	1 can			12
Sausage				
Potatoes				
Toast				
Orab sauce	1 pint	\$ .10	\$ .05	
Bread	2 pounds	.04	.08	
Butter				
Coffee				
Milk	½ gallon	.12	.06	
Total			\$ .19	
<i>Dinner—</i>				
Ham	1½ pounds	.09	.14	13
Potatoes				
Cabbage	½ head	.05	.03	
Squash	½	.10	.05	
Plums	1 quart	.10	.10	
Bread	2½ pounds	.04	.10	
Butter				
Milk	½ gallon	.12	.06	
Total			\$ .48	
<i>Supper—</i>				
Potatoes				14
Corn	1 can	.10	.10	
Cherries	1 quart	.10	.10	
Ginger bread	½ loaf	.10	.05	
Bread	2½ pounds	.04	.10	
Butter				
Tea				
Milk	3 quarts	.12	.09	
Total			.44	
<b>WEDNESDAY, SEPTEMBER 27TH.</b>				
<i>Breakfast—</i>				
Breakfast food				11
Potatoes				
Toast				
Jam	1 pint	.10	.05	
Butter				
Bread	2 pounds	.04	.08	
Coffee				
Milk	½ gallon	.12	.06	
Total			.18	
<i>Dinner—</i>				
Fried chicken	2			12
Potatoes				
Sweet potatoes				
Potatoes				
Melon	½	.05	.02	
Bread	2 pounds	.04	.08	
Butter				
Milk	½ gallon	.12	.06	
Total			.16	
<i>Supper—</i>				
Fried potatoes				12
Corn	1 can	.10	.10	
Strawberries	1 quart	.10	.10	
Cookies	1 dozen	.10	.10	
Bread	2 pounds	.04	.08	
Butter				
Tea				
Milk	3 quarts	.12	.09	
Total			.47	

Dietary used at officers' kitchen, Industrial School for Girls, Mitchellville, for the week ending September 30, 1899—Continued.

ARTICLES.	Amount.	Item cost.	Total cost.	Number fed.
<b>THURSDAY, SEPTEMBER 28TH.</b>				
<i>Breakfast—</i>				
Oatmeal				12
Coff. e.				
Beef steak	2 pounds	.06	.13	
Potatoes				
Jam	1 pint	.10	.05	
Bread	2 pounds	.04	.08	
Butter				
Milk	½ gallon	.12	.06	
Total			\$ .32	
<i>Dinner—</i>				
Roast beef	4½ pounds	.06	.30	14
Potatoes				
Stewed onions	1 dozen			
Apples				
Pies	2 only	.05	.10	
Bread	2½ pounds	.04	.10	
Butter				
Milk	½ gallon	.12	.06	
Total			\$ .56	
<i>Supper—</i>				
Cold meat				15
Potatoes				
Prunes	2 pounds	.06	.12	
Cookies	1 dozen	.10	.10	
Jelly	1 glass	.05	.05	
Bread	2½ pounds	.04	.10	
Butter				
Tea				
Milk	½ gallon	.12	.06	
Total			\$ .43	
<b>FRIDAY, SEPTEMBER 29TH.</b>				
<i>Breakfast—</i>				
Breakfast food				12
Steak	2 pounds	.06	.13	
Potatoes				
Griddle cakes				
Syrup	1 pint	.22	.03	
Bread	1 pound	.01	.04	
Butter				
Coffee				
Milk	½ gallon	.12	.06	
Total			\$ .26	
<i>Dinner—</i>				
Boiled beef	4½ pounds	.06	.30	14
Potatoes				
Sweet potatoes				
Cabbage	½ head	.05	.02	
Melon	½ melon	.05	.03	
Bread	2 pounds	.04	.08	
Butter				
Milk	½ gallon	.04	.06	
Total			\$ .49	
<i>Supper—</i>				
Potatoes				14
Rice	½ pound	.05	.03	
Cheese				
Cherries	1 quart	.10	.10	
Pickles	½ doz			
Bread	2 pounds	.04	.08	
Butter				
Milk	½ gallon	.12	.06	
Tea				
Total			\$ .27	



Dietary at officers' kitchen, Industrial School for Girls, Mitchellville, for the week ending September 30, 1899—Continued.

ARTICLE.	Amount.	Item cost.	Total cost.	Number fed
SATURDAY, SEPTEMBER 30TH.				
Breakfast—				
Oatmeal.....				12
Ham.....	1 pound.....	\$ .09	\$ .09	
Potatoes.....				
Toast.....				
Fried apples.....				
Bread.....	2 pounds.....	.04	.08	
Coffee.....				
Butter.....				
Milk.....	½ gallon.....	.12	.06	
Total.....			\$ .23	
Dinner—				13
Beef.....	2½ pounds.....	.06	.19	
Potatoes.....	½ only.....	.10	.05	
Squash.....	1 head.....	.05	.05	
Cabbage.....				
Bread pudding.....				
Raisins.....	½ pound.....	.05	.01	
Milk.....	3 quarts.....	.12	.09	
Bread.....	2½ pounds.....	.04	.10	
Butter.....				
Total.....			\$ .49	
Supper—				12
Potatoes.....				
Meat stew.....				
Plums.....	1 can.....	.10	.10	
Bread.....	2½ pounds.....	.04	.10	
Butter.....				
Tea.....				
Milk.....	½ gallon.....	.12	.06	
Total.....			\$ .26	
THE FOLLOWING ARE ARTICLES USED NOT ACCOUNTED FOR ELSEWHERE.				
Sugar.....	10 pounds.....	\$ .05	\$ .57	
Coffee.....	1½ pounds.....	.14	.21	
Tea.....	¾ pound.....	.36	.09	
Pepper.....	1 ounce.....	.14	.01	
Salt.....	1½ pounds.....	.01	.01	
Potatoes.....	1 bushel.....	.35	.35	
Sweet potatoes.....	3 pecks.....	.60	.45	
Oatmeal.....	1 pound.....	.01	.01	
Breakfast food.....	½ package.....	.10	.05	
Vegetole.....	1½ pounds.....	.04	.06	
Butter.....	11 pounds.....	.22	.45	
Flour.....	2 pounds.....	.02	.04	
Vinegar.....	½ gallon.....	.08	.04	
Eggs.....	13 only.....	.13	.14	
Total.....			\$ 2.48	

Total cost of this dietary one week.....\$0.82  
 Average number of persons fed.....13  
 Average cost per person per week.....\$ .755  
 Average cost per person per day......107  
 Average cost per person per meal......035

Dietary used at Main B kitchen, Industrial School for Girls, Mitchellville, for the week ending September 30, 1899.

ARTICLE.	Amount.	Item cost.	Total cost.	Number fed
SUNDAY, SEPTEMBER 24TH.				
Breakfast—				
Oatmeal.....	5 pounds.....	.01	.10	91
Tomatoes.....	¼ bushel.....	.25	.13	
Cold beef.....	12 pounds.....	.06	.78	
Bread.....	4 pounds.....	.04	.68	
Butter.....	1 pound.....	.14	.14	
Coffee.....	5 pounds.....	.05	.35	
Sugar.....	5 gallons.....	.12	.60	
Milk.....				
Total.....			\$ 3.69	
Dinner—				91
Beef.....	25 pounds.....	.06	1.63	
Gravy, flour.....	2 pounds.....	.02	.04	
Sweet potatoes.....	1 bushel.....	.60	.60	
Cucumbers.....	¼ bushel.....	.50	.25	
Vinegar.....	2 quarts.....	.08	.04	
Bread.....	18 pounds.....	.04	.72	
Apples.....	4 pounds.....	.04	.18	
Eggs.....	1 dozen.....	.18	.18	
Milk.....	4 gallons.....	.12	.48	
Sugar.....	4 pounds.....	.05	.23	
Flour.....				
Total.....			\$ 4.29	
Supper—				91
Bread.....	18 pounds.....	.04	.72	
Butter.....	4 pounds.....	.22	.91	
Peaches.....	3 cans.....	.32	.97	
Loaves.....	10.....	.10	.40	
Tea.....	5 ounces.....	.35	.08	
Sugar.....	1½ pounds.....	.05	.10	
Milk.....	2 gallons.....	.12	.24	
Total.....			\$ 3.40	
MONDAY, SEPTEMBER 25TH.				
Breakfast—				91
Hash.....	¼ bushel.....	.35	.18	
Potatoes.....	17 pounds.....	.04	.68	
Bread.....	4 pounds.....	.22	.91	
Syrup.....	1 gallon.....	.29	.22	
Coffee.....	1 pound.....	.14	.14	
Sugar.....	1½ pounds.....	.05	.10	
Milk.....	2 gallons.....	.12	.24	
Total.....			\$ 2.47	
Dinner—				91
Beef.....	18 pounds.....	.06	1.17	
Potatoes.....	¾ bushel.....	.35	.27	
Onions.....	7 peck.....	.08	.35	
Cabbage.....	7 heads.....	.08	.35	
Beet pickles.....	3 quarts.....	.04	.72	
Bread.....	18 pounds.....	.04	.72	
Tomatoes.....	¾ bushel.....	.25	.18	
Water melon.....	12 melons.....	.05	.60	
Total.....			\$ 3.29	
Supper—				91
Potatoes.....	¾ bushel.....	.35	.27	
Gravy, flour.....	2 pounds.....	.01	.04	
Milk.....	9 gallons.....	.12	1.08	
Onions.....	¼ bushel.....	.04	.72	
Bread.....	18 pounds.....	.22	.91	
Butter.....	4 pounds.....	.40	.60	
Apples.....	1½ bushels.....	.40	.40	
Sugar.....	3 pounds.....	.05	.17	
Total.....			\$ 3.79	



Dietary used at Main B. kitchen, Industrial School for Girls, Mitchellville, for the week ending September 30, 1899—Continued.

ARTICLE.	Amount.	Item cost.	Total cost.	Number fed
<b>TUESDAY, SEPTEMBER 26TH.</b>				
<i>Breakfast—</i>				
Potatoes.....	¼ bushel.....	\$ .35	\$ .18	91
Giddle cakes (sour milk).....	2¾ gallons.....	.02	.05	
Flour.....	6 pounds.....	.02	.12	
Meal.....	5 pounds.....	.01-	.12	
Eggs.....	1 dozen.....	.13	.13	
Bread.....	8 pounds.....	.04	.32	
Butter.....	4 pounds.....	.228	.91	
Syrup.....	1 gallon.....	.225	.23	
Coffee.....	1 pound.....	.14	.14	
Sugar.....	1½ pounds.....	.057	.10	
Milk.....	2 gallons.....	.12	.24	
Total.....			\$ 2.54	
<i>Dinner—</i>				
Ham.....	16½ pounds.....	.09-	1.48	91
Gravy (flour).....	2 pounds.....	.02	.04	
Potatoes.....	¾ bushel.....	.35	.27	
Squash.....	4.....	.08-	.34	
Butter.....	1 pound.....	.225	.22	
Beet pickles.....	3 quarts.....	.13	.13	
Corn bread (eggs).....	1 dozen.....	.02	.03	
Sour milk.....	1½ gallons.....	.02	.14	
Meal.....	8 pounds.....	.01-	.08	
Flour.....	4 pounds.....	.02	.08	
Bread.....	12 pounds.....	.04	.48	
Butter.....	4 pounds.....	.225	.90	
Total.....			\$ 4.11	
<i>Supper—</i>				
Bread.....	18 pounds.....	.04	.72	91
Butter.....	4 pounds.....	.225	.91	
Raisins.....	8 pounds.....	.05-	.48	
Tomatoes.....	1 bushel.....	.25	.25	
Sugar.....	7 pounds.....	.057	.40	
Gingerbread.....	6 loaves.....	.10	.60	
Milk.....	7 gallons.....	.12	.84	
Total.....			\$ 4.18	
<b>WEDNESDAY, SEPTEMBER 27TH.</b>				
<i>Breakfast—</i>				
Hominy.....	5 pounds.....	.01-	.07	91
Bread.....	22 pounds.....	.04	.88	
Butter.....	4 pounds.....	.225	.90	
Milk.....	4 gallons.....	.12	.48	
Syrup.....	3 quarts.....	.225	.16	
Coffee.....	1 pound.....	.14	.14	
Eggs.....	2½ dozen.....	.13	.33	
Sugar.....	6½ pounds.....	.057	.33	
Total.....			\$ 3.29	
<i>Dinner—</i>				
Chickens.....	16.....			91
Gravy (flour).....	2 pounds.....	.02	.04	
Sweet potatoes.....	1½ bushels.....	.60	.75	
Cucumbers.....	¾ bushel.....	.50	.25	
Vinegar.....	2 quarts.....	.08	.04	
Bread.....	18 pounds.....	.04	.72	
Bread pudding.....				
Raisins.....	3 pounds.....	.05-	.17	
Total.....			\$ 1.97	

Dietary used at Main B. kitchen, Industrial School for Girls, Mitchellville, for the week ending September 30, 1899—Continued.

ARTICLE.	Amount.	Item cost.	Total value.	Number fed
<b>WEDNESDAY, SEPTEMBER 27TH—CONTINUED.</b>				
<i>Supper—</i>				
Bread.....	24 pounds.....	.04	.96	91
Butter.....	5 pounds.....	.225	1.13	
Cherries.....	3 gallons.....	.37-	1.12	
Onions.....	¼ bushel.....			
Cheese.....	9 pounds.....	.10	.90	
Milk.....	2 gallons.....	.12	.24	
Sugar.....	1½ pounds.....	.05	.08	
Flour.....	2 pounds.....	.02	.04	
Tea.....	5 ounces.....	.35	.08	
Total.....			\$ 4.53	
<b>THURSDAY, SEPTEMBER 28TH.</b>				
<i>Breakfast—</i>				
Bacon.....	4 pounds.....	\$ .0798	\$ .32	91
Potatoes.....	¼ bushel.....	.35	.18	
Bread.....	18 pounds.....	.04	.72	
Butter.....	4 pounds.....	.225	.91	
Syrup.....	3 quarts.....	.225	.16	
Coffee.....	1 pound.....	.14	.14	
Sugar.....	1½ pounds.....	.057	.09	
Milk.....	2 gallons.....	.12	.24	
Total.....			\$ 2.76	
<i>Dinner—</i>				
Beans.....	12 pounds.....	.02-	.30	91
Mess pork.....	6 pounds.....	.0598	.36	
Crackers.....	9½ pounds.....	.05	.48	
Beet pickles.....	3 quarts.....	.15	.15	
Tomatoes.....	¼ bushel.....	.25	.12	
Bread.....	10 pounds.....	.04	.40	
Pies.....	15 1-8.....	.05	.76	
Vegetole.....	5 pounds.....	.04	.20	
Total.....			\$ 2.77	
<i>Supper—</i>				
Rice.....	5 pounds.....	.05-	.23	91
Bread.....	18 pounds.....	.04	.72	
Butter.....	4 pounds.....	.22	.91	
Prunes.....	10 pounds.....	.06	.60	
Sugar.....	8 pounds.....	.057	.46	
Onions.....	¼ bushel.....			
Milk.....	7 gallons.....	.12	.84	
Total.....			\$ 3.81	
<b>FRIDAY, SEPTEMBER 29TH.</b>				
<i>Breakfast—</i>				
Ham.....	13 pounds.....	.09-	1.18	91
Potatoes.....	¼ bushel.....	.35	.18	
Bread.....	18 pounds.....	.04	.72	
Butter.....	4 pounds.....	.225	.91	
Syrup.....	1 gallon.....	.225	.23	
Coffee.....	1 pound.....	.14	.14	
Sugar.....	1½ pounds.....	.057	.08	
Milk.....	2 gallons.....	.12	.24	
Total.....			\$ 3.68	
<i>Dinner—</i>				
Beef.....	24 pounds.....	.0648	1.56	91
Sweet potatoes.....	1 bushel.....	.60	.60	
Gravy (flour).....	2 pounds.....	.02	.04	
Cabbage.....	6 heads.....	.05	.30	
Bread.....	18 pounds.....	.04	.72	
Beet pickles.....	3 quarts.....	.15	.15	
Cottage pudding (eggs).....	1½ dozen.....	.13	.19	
Flour.....	7 pounds.....	.02	.14	
Milk.....	3 gallons.....	.12	.36	
Sugar.....	4 pounds.....	.057	.23	
Butter.....	1 pound.....	.225	.22	
Total.....			\$ 4.51	



Dietary used at Main B. kitchen, Industrial School for Girls, Mitchellville, for the week ending September 30, 1899—Continued.

ARTICLE.	Amount.	Item cost.	Total cost.	Number fed
FRIDAY, SEPTEMBER 29TH—CONTINUED.				
Supper—				
Beef.....	12 pounds..	.0648	.78	91
Bread.....	18 pounds..	.04	.72	
Butter.....	4 pounds..	.25	.90	
Raisins.....	7 pounds..	.05	.30	
Sugar.....	6 pounds..	.057	.34	
Tea.....	5 ounces..	.35	.06	
Milk.....	2 gallons..	.12	.24	
Onions.....	½ bushel..			
Total.....			\$ 3.34	
SATURDAY, SEPTEMBER 30TH.				
Breakfast—				
Potatoes.....	¼ bushel..	\$ .35	\$ .18	91
Bread.....	18 pounds..	.04	.72	
Butter.....	4 pounds..	.22	.90	
Syrup.....	1 gallon..	.22	.23	
Coffee.....	1 pound..	.14	.14	
Sugar.....	1½ pounds..	.05	.08	
Milk.....	2 gallons..	.12	.24	
Total.....			\$2.49	
Dinner—				
Beef.....	24 pounds..	.06	1.56	91
Gravy (flour).....	2 pounds..	.02	.04	
Potatoes.....	¼ bushel..	.35	.27	
Butter.....	1 pound..	.22	.23	
Cucumbers.....	¼ bushel..	.50	.25	
Vinegar.....	2 quarts..	.04	.08	
Bread.....	18 pounds..	.04	.72	
Tallow.....	18 pounds..		1.17	
Total.....			\$4.28	
Supper—				
Corn meal.....	7 pounds..	.01	.13	91
Bread.....	19 pounds..	.04	.76	
Butter.....	4 pounds..	.22	.90	
Raisins.....	5 pounds..	.05	.20	
Sugar.....	8 pounds..	.05	.45	
Cheese.....	9 pounds..	.10	.90	
Onions.....	¼ bushel..			
Milk.....	7 gallons..	.12	.84	
Total.....			\$4.27	

Total cost of this dietary one week.....\$73.40  
 Average number of persons fed.....91  
 Average cost per person per week.....\$ .80  
 Average cost per person per day......111  
 Average cost per person per meal......037

Dietary used at No. 2 kitchen, Industrial School for Girls, Mitchellville, for the week ending September 30, 1899.

ARTICLE.	Amount.	Item cost.	Total cost.	Number fed
SUNDAY, SEPTEMBER 24TH.				
Breakfast—				
Cold beef.....				80
Potatoes.....				
Gravy.....				
Bread.....				
Bu tar.....	14 pounds..	\$ .04	\$ .56	
Syrup.....	3 pounds..	.22	.68	
Coffee.....	½ gallon..	.32	.11	
Milk.....	¾ pound..	.14	.10	
Sugar.....	2 gallons..	.12	.24	
Graham mush.....				
Steak.....				
Total.....			\$1.69	
Dinner—				
Roast beef.....	16 pounds..	.06	1.04	80
Sweet potatoes.....	¼ bushel..	.60	.80	
Gravy.....				
Flour.....				
Butter.....	2 pounds..	.04	.09	
Taploca.....	2 pounds..	.04	.08	
Bread.....	12 pounds..	.04	.48	
Milk.....	1½ gallons..	.12	.18	
Sugar.....				
Total.....			\$2.54	
Supper—				
Beef.....	14 pounds..	.04	.56	80
Cake.....	2½ pounds..	.22	.36	
Cold beef.....	2 loaves..	.10	.30	
Peaches.....				
Tea.....	2 gallons..	.32	.65	
Milk.....	1 pound..	.35	.05	
Sugar.....	1 gallon..	.12	.12	
Total.....			\$1.94	
MONDAY, SEPTEMBER 25TH.				
Breakfast—				
Bacon.....	11 pounds..	.07	.89	80
Bread.....	12 pounds..	.04	.48	
Butter.....	2 pounds..	.22	.45	
Coffee.....	¾ pound..	.14	.11	
Syrup.....	½ gallon..	.22	.11	
Eggs.....				
Breakfast food.....	2 packages..	.10	.21	
Doughnuts.....	13.....	.10	.13	
Milk.....	2 gallons..	.12	.24	
Sugar.....				
Total.....			\$3.61	
Dinner—				
Bread.....	10 pounds..	.04	.40	80
Beef.....	11 pounds..	.05	.72	
Potatoes.....	¼ bushel..	.35	.18	
Cabbage.....	4 heads..	.05	.20	
Cucumbers.....	1 peck..	.50	.12	
Vinegar.....	¼ peck..		.16	
Sugar.....	2 gallons..	.05	1.58	
Whole spice.....	2½ pounds..	.12	.31	
Total.....			\$3.67	



Dietary used at No. 2 kitchen, Industrial School for Girls, Mitchellville, for the week ending September 30, 1899—Continued.

ARTICLE.	Amount.	Item cost.	Total cost.	Number fed
MONDAY, SEPTEMBER 25TH—CONTINUED.				
Supper—				
Bread.....	14 pounds....	.04	.56	59
Butter.....	3 pounds.....	.23	.68	
Sweet potatoes.....	1/4 bushel.....	.60	.80	
Tomatoes.....	1/4 peck.....	.25	.03	
Apple sauce.....				
Apples.....	1/4 bushel.....	.40	.30	
Milk.....	3 gallons.....	.12	.36	
Sugar.....				
Total.....			\$2.13	
TUESDAY, SEPTEMBER 26TH.				
Breakfast—				
Bread.....	10 pounds....	.04	.40	60
Butter.....	3 pounds.....	.23	.68	
Potatoes.....				
Tomatoes.....	1 peck.....	.25	.66	
Coffee.....	1/4 pound.....	.14	.10	
Syrup.....	1/4 gallon.....	.22	.11	
Sugar.....	2 gallons.....	.12	.24	
Milk.....				
Total.....			\$1.59	
Dinner—				
Ham.....	14 pounds....	.09	1.27	60
Potatoes.....	1/2 bushel.....	.35	.15	
Gravy.....				
Beets.....	1 peck.....	.05	.65	
Pie.....	1 only.....	.05	.40	
Bread.....	10 pounds....	.04	.40	
Salt.....				
Total.....			\$1.90	
Supper—				
Bread.....	12 pounds....	.04	.48	60
Butter.....	2 pounds.....	.22	.45	
Raisins.....	7 pounds.....	.05	.40	
Squash.....	1/4 dozen.....	1.00	.30	
Milk.....	3 gallons.....	.12	.36	
Egg plums.....	11 cans.....	.11	.11	
Ginger bread.....	8 loaves.....	.10	.60	
Sugar.....				
Total.....			\$2.90	
WEDNESDAY, SEPTEMBER 27TH.				
Breakfast—				
Bread.....	12 pounds....	.04	.48	60
Fried bread.....	1/4 gallon.....	.22	.11	
Syrup.....	1/4 pound.....	.14	.11	
Coffee.....	3 pounds.....	.22	.68	
Breakfast food.....				
Milk.....	2 gallons.....	.12	.24	
Sugar.....				
Total.....			\$1.62	
Dinner—				
Bread.....	10 pounds....	.04	.40	60
Chicken.....	9 pounds.....			
Gravy.....				
Flour.....				
Salt.....				
Bread pudding.....				
Eggs.....	3 dozen.....	.13	.39	
Milk.....	4 gallons.....	.12	.48	
Nutmeg.....				
Sugar.....	50 pounds....	.05	2.85	
Total.....			\$4.12	

Dietary used at No. 2 kitchen, Industrial School for Girls, Mitchellville, for the week ending September 30, 1899—Continued.

ARTICLE.	Amount.	Item cost.	Total cost.	Number fed
WEDNESDAY, SEPTEMBER 27TH—CONTINUED.				
Supper—				
Bread.....	14 pounds....	.04	.56	60
Butter.....	2 pounds.....	.22	.45	
Cheese.....	9 pounds.....	.10	.90	
Cherries.....	2 gallons.....	.37	.75	
Tea.....	1-6 pound.....	.35	.06	
Milk.....	2 gallons.....	.12	.24	
Tomatoes.....	1/2 bushel.....	.35	.12	
Cookies.....	19 pounds....	.10	.16	
Ginger.....	1/2 pound.....	.13	.06	
Sugar.....				
Total.....			\$3.30	
THURSDAY, SEPTEMBER 28TH.				
Breakfast—				
Bread.....	12 pounds....	\$ .04	\$ .48	60
Butter.....	3 pounds.....	.22	.68	
Sweet potatoes.....	1/4 bushel.....	.60	.30	
Coffee.....	1/4 gallon.....	.14	.10	
Syrup.....				
Graham mush.....				
Cookies.....				
Sugar.....				
Total.....			\$1.67	
Dinner—				
Bread.....	6 pounds.....	.04	.24	60
Butter.....	1 pound.....	.22	.23	
Mess pork.....	5 pounds.....	.05	.30	
Beans.....	8 pounds.....	.02	.15	
Crackers.....	6 pounds.....	.05	.30	
Pie.....	9 only.....	.05	.45	
Beets.....				
Flour.....	68 pounds....	.02	1.36	
Vegetable.....	34 pounds....	.04	1.36	
Total.....			\$4.99	
Supper—				
Bread.....	12 pounds....	.04	.48	60
Butter.....	2 pounds.....	.22	.45	
Cheese.....				
Raisins.....	9 pounds.....	.05	.52	
Crabapple sauce.....	1 quart.....	.10	.10	
Milk.....	3 gallons.....	.12	.36	
Crackers.....				
Fried potatoes.....				
Total.....			\$1.91	
FRIDAY, SEPTEMBER 29TH.				
Breakfast—				
Bread.....	10 pounds....	.04	.40	59
Butter.....	2 pounds.....	.22	.45	
Ham.....	14 pounds....	.09	1.27	
Coffee.....	1/4 pounds.....	.14	.11	
Syrup.....	1/4 gallon.....	.22	.11	
Milk.....	2 gallons.....	.12	.24	
Sugar.....				
Graham mush.....				
Salt.....				
Eggs.....	3 dozen.....	.13	.39	
Total.....			\$2.97	



Dietary used at No. 2 kitchen, Industrial School for Girls, Mitchellville, for the week ending September 30, 1899—Continued.

ARTICLE.	Amount.	Item cost.	Total cost.	Number fed
<b>FRIDAY, SEPTEMBER 29TH—CONTINUED.</b>				
<i>Dinner—</i>				
Bread	10 pounds	.04	.40	59
Beef	22 pounds	.06	1.43	
Potatoes	¼ bushel	.35	.18	
Onions	¼ bushel			
Cottage pudding				
Milk	3½ gallons	.12	.42	
Eggs				
Sugar				
Nutmeg				
Salt				
Total			\$ 2.43	
<i>Supper—</i>				
Bread	14 pounds	.04	.56	59
Butter	3 pounds	.22	.68	
Apples	2 gallons	.20	.40	
Tomatoes	1 peck	.25	.06	
Sugar				
Milk	2 gallons	.12	.24	
Cake			.10	
Chocolate	1 cake	.01	.19	
Meal	11 pounds	.85	.05	
Tea	1-6 pound			
Total			\$ 2.28	
<b>SATURDAY, SEPTEMBER 30TH.</b>				
<i>Breakfast—</i>				
Bread	12 pounds	.04	.48	59
Butter	2 pounds	.22	.45	
Hash				
Gravy				
Coffee	¾ pound	.14	.11	
Syrup	½ gallon	.22	.11	
Graham mush				
Toast				
Sugar				
Milk	2 gallons	.12	.24	
Total			\$ 1.39	
<i>Dinner—</i>				
Bread	10 pounds	.04	.40	60
Beef	22 pounds	.06	1.43	
Potatoes	¼ bushel	.35	.18	
Cabbage	4 heads	.05	.20	
Pie	1 pie	.05	.05	
Chocolate				
Salt				
Vinegar	2 gallons	.08	.16	
Total			\$ 2.42	
<i>Supper—</i>				
Bread	4 pounds	.04	.16	60
Butter	3 pounds	.22	.68	
Cheese	7 pounds	.10	.70	
Onions	¼ bushel			
Biscuit				
Flour				
Baking powder				
Salt				
Lard				
Milk	2 gallons	.12	.24	
Egg plums	8 cans	.11	.90	
Sugar				
Total			\$ 2.68	

Total cost of this dietary one week ..... \$ 52.75  
 Average number of persons fed ..... 60  
 Average cost per person per week ..... \$ .879  
 Average cost per person per day ..... .125  
 Average cost per person per meal ..... .041

Dietary used at Penitentiary at Anamosa, for week ending November 4, 1899.

ARTICLE.	Amount.	Item cost.	Total cost.	Number fed
<b>SUNDAY, OCTOBER 29TH.</b>				
<i>Breakfast—</i>				
Potato stew (farm)	6 bushels	.25	1.50	495
Bread	127 pounds	.01	1.52	
Coffee	8 pounds	.11	.94	
Sorghum	3 gallons	.28	.84	
Salt and pepper	11 pounds		.23	
Total			\$ 5.03	
<i>Dinner—</i>				
Boiled shoulders	301 pounds	.05	16.56	495
Mashed potatoes (farm)	12 bushels	.25	3.00	
Baked navy beans	171 pounds	.02	4.13	
Bacon with beans	32 pounds	.07	2.24	
Light biscuits:				
Flour	100 pounds	1.70	1.70	
O sugar	20 pounds	4.95	.99	
Eggs	2 dozen	.15	.30	
Lard	10 pounds	.05	.53	
Bread	149 pounds	.02	1.79	
Butter	43 pounds	.22	9.68	
Coffee	8 pounds	.11	.94	
Sorghum	3 gallons	.28	.84	
Cucumber pickles (farm)	¼ barrel	3.00	1.00	
Salt and pepper	11 pounds		.23	
Total			\$13.93	
<i>Extras—</i>				
Sugar, 2d ward	20 pounds	5.72	1.14	
Bacon, early breakfast; Hosp. 2d and 3d wards	22 pounds	.07	1.54	
Coffee, B. R.	3 pounds	.11	.35	
Bacon, B. R.	14 pounds	.07	.98	
Fresh beef, B. R.	5 pounds	.06	.32	
Potatoes, B. R. (farm)	2 bushels	.25	.50	
Tomatoes	2 cans	.85	.14	
Total			\$ 4.97	
Total cost for the day			53.93	
<b>MONDAY, OCTOBER 30TH.</b>				
<i>Breakfast—</i>				
Corn meal mush	80 pounds	\$ .80	\$ .64	495
Boiled potatoes (farm)	5 bushels	.25	1.25	
Bread	62 pounds	.01	.74	
Coffee	8 pounds	.11	.94	
Sorghum	3 gallons	.28	.84	
Salt and pepper	11 pounds		.23	
Total			\$ 4.64	
<i>Dinner—</i>				
Boiled beef	311 pounds	6.48	20.15	495
Stewed onions, farm	5 bushels	.35	1.75	
Bacon	14 bushels	.07	.98	
Boiled potatoes, farm	5 bushels	.25	1.25	
Bread	105 pounds	.01	1.26	
Sorghum	3 gallons	.28	.84	
Salt and pepper	11 pounds		.23	
Total			\$26.46	
<i>Supper—</i>				
Stewed prunes	150 pounds	.04	7.31	495
O sugar	24 pounds	4.95	1.18	
Bread	194 pounds	.02	2.33	
Butter	39 pounds	.22	8.78	
Coffee	8 pounds	.11	.94	
Sorghum	3 gallons	.28	.84	
Salt and pepper	11 pounds		.23	
Total			\$21.61	



Dietary used at Penitentiary at Anamosa, for the week ending November 4, 1899.

ARTICLE.	Amount.	Item cost.	Total value.	Number fed
MONDAY, OCTOBER 30TH—CONTINUED.				
<i>Extras—</i>				
Sugar, hospital.....	15 pounds....	.05-	.86	
Coffee, hospital.....	10 pounds....	.11-	1.18	
Mess pork, B. R.....	8 pounds....	.04-	.33	
Bacon, B. R.....	10 pounds....	.07-	.85	
Pork sausage, B. R.....	10 pounds....	.05-	.85	
Sugar.....	20 pounds....	.05-	1.14	
Canned tomatoes.....	6 cans.....	.21-	.43	
Vinegar.....	1½ gallons....	.08-	.12	
Bread, quarry.....	10 pounds....	.01-	.23	
Beef.....	20 pounds....	.06-	2.33	
Coffee.....	3 pounds....	.11-	.35	
Potatoes (farm).....	3 bushels....	.25-	.50	
Total.....			\$ 8.85	
Total cost for the day.....			\$21.56	
TUESDAY, OCTOBER 31ST.				
<i>Breakfast—</i>				
Fried bacon.....	156 pounds....	.07	10.92	495
Boiled potatoes (farm).....	5 bushels....	.25	1.25	
Bread.....	129 pounds....	.01-	1.55	
Coffee.....	3 pounds....	.11-	.91	
Sorghum.....	3 gallons....	.28	.84	
Salt and pepper.....	11 pounds....	.23	.23	
Total.....			\$15.73	
<i>Dinner—</i>				
Boiled mess pork.....	245 pounds....	.04-	10.10	495
Sauerkraut (farm).....	2 barrels....	.02-	5.60	
Stewed lima beans.....	76 pounds....	.04-	3.52	
Bacon with beans.....	14 pounds....	.04-	.56	
Bread.....	121 pounds....	.01-	1.45	
Sorghum.....	3 gallons....	.28	.84	
Salt and pepper.....	11 pounds....	.23	.23	
Total.....			\$22.72	
<i>Supper—</i>				
Bologna sausage.....	116 pounds....	.01-	5.49	495
Bread.....	190 pounds....	.01-	2.28	
Butter.....	4½ pounds....	.25	9.68	
Tea.....	4½ pounds....	.28	1.26	
Sorghum.....	3 gallons....	.28	.84	
Salt and pepper.....	11 pounds....	.23	.23	
Total.....			\$19.78	
<i>Extras—</i>				
Coffee, second ward.....	10 pounds....	.11-	1.18	
Tea, second ward.....	8 pounds....	.28	.84	
Bologna sausage, B. R.....	4 pounds....	.04-	.39	
Beef, B. R.....	7 pounds....	.06-	.45	
Liver, B. R.....	8 pounds....	.02-	.21	
Bacon, B. R.....	7 pounds....	.07-	.49	
Cabbage, B. R. (farm).....	4 heads.....	.03-	.14	
Tea, B. R.....	3 pounds....	.28	.84	
Coffee, B. R.....	3 pounds....	.11-	.35	
Lard, bakery.....	2½ pounds....	.05-	1.16	
Bread, quarry.....	18 pounds....	.01-	.22	
Mess pork, quarry.....	35 pounds....	.04-	1.36	
Cabbage (farm) quarry.....	12 heads....	.03-	.42	
Onions (farm) quarry.....	3 pounds....	.11-	.35	
Onions (farm).....	1 bushel....	.35	.35	
Total.....			\$ 8.45	
Total cost for the day.....			\$99.68	

Dietary used at Penitentiary at Anamosa, for the week ending November 4, 1899—Continued.

ARTICLE.	Amount.	Item cost.	Total value.	Number fed
WEDNESDAY, NOVEMBER 1ST.				
<i>Breakfast—</i>				
Fried liver.....	140 pounds....	\$ .02-	\$ 3.71	495
Onions (farm).....	1 bushel....	.35	.35	
Boiled potatoes (farm).....	6 bushels....	.25	1.50	
Bread.....	6 bushels....	.25	1.50	
Coffee.....	8 pounds....	.11-	.91	
Sorghum.....	3 gallons....	.28	.84	
Salt and pepper.....	11 pounds....	.23	.23	
Total.....			\$ 8.81	
<i>Dinner—</i>				
Roast beef.....	394 pounds....	.06-	19.70	495
Navy bean soup.....	76 pounds....	.02-	1.81	
Boiled potatoes (farm).....	6 bushels....	.25	1.50	
Bread.....	185 pounds....	.01-	1.90	
Sorghum.....	3 gallons....	.28	.84	
Salt and pepper.....	11 pounds....	.23	.23	
Total.....			\$25.68	
<i>Supper—</i>				
Baked potatoes (farm).....	8 bushels....	.25	2.00	495
Bread.....	163 pounds....	.01-	1.98	
Butter.....	44 pounds....	.25	9.00	
Coffee.....	8 pounds....	.11-	.94	
Sorghum.....	3 gallons....	.28	.84	
Salt and pepper.....	11 pounds....	.23	.23	
Total.....			\$15.89	
<i>Extras—</i>				
Butter, hospital.....	2 pounds....	.23-	.45	
Rice, second ward and hospital.....	5 pounds....	.03-	.18	
Pork butts, B. R.....	9 pounds....	.07-	.63	
Shoulders.....	10 pounds....	.07-	1.05	
Potatoes (farm).....	2 bushels....	.25	.60	
Cabbage (farm).....	4 heads....	.04-	.14	
Onions (farm).....	½ bushel....	.35	.35	
Bread, quarry.....	7 pounds....	.01-	.08	
Fresh beef.....	35 pounds....	.06-	2.57	
Vinegar.....	1 gallon....	.08	.08	
Potatoes (farm).....	2 bushels....	.25	.60	
Coffee.....	3 pounds....	.11-	.35	
Total.....			\$ 6.47	
Total cost for the day.....			\$66.88	
THURSDAY, NOVEMBER 2D.				
<i>Breakfast—</i>				
Fried onions (farm).....	8 bushels....	.35	2.80	495
Boiled potatoes (farm).....	6 bushels....	.25	1.25	
Bread.....	116 pounds....	.01-	1.39	
Coffee.....	8 pounds....	.11-	.94	
Sorghum.....	3 gallons....	.28	.84	
Salt and pepper.....	11 pounds....	.23	.23	
Total.....			\$ 7.42	
<i>Dinner—</i>				
Roast pork.....	273½ pounds....	.07-	20.87	495
Mashed potatoes (farm).....	10 bushels....	.25	2.50	
Bread.....	104 pounds....	.01-	1.23	
Sorghum.....	3 gallons....	.28	.84	
Salt and pepper.....	11 pounds....	.23	.23	
Total.....			\$25.69	
<i>Supper—</i>				
Baked navy beans.....	174 pounds....	.02-	4.21	495
Bacon with beans.....	35 pounds....	.07-	2.31	
Bread.....	170 pounds....	.01-	2.04	
Butter.....	41 pounds....	.25-	9.25	
Tea.....	4½ pounds....	.28	1.26	
Sorghum.....	3 gallons....	.28	.84	
Salt and pepper.....	11 pounds....	.23	.23	
Total.....			\$20.12	



Dietary used at Penitentiary at Anamosa, for the week ending November 4,  
1899—Continued.

ARTICLE.	Amount.	Item cost.	Total cost.	Number fed
THURSDAY, NOVEMBER 2D—CONTINUED.				
<i>Extras—</i>				
Flour, hospital	14 pounds	.01-	.24	
Lard, hospital and second ward	8 pounds	.05-	.42	
Lard, kitchen	22 pounds	.05-	1.15	
Mutton, B. R.	5 pounds	.03-	.29	
Beef, B. R.	7 pounds	.06-	.45	
Lard, B. R.	10 pounds	.05-	.53	
Bacon, B. R.	8½ pounds	.07-	.60	
Coffee, B. R.	3 pounds	.11-	.35	
Fresh pork, quarry	37½ pounds	.07-	2.86	
Coffee	3 pounds	.11-	.35	
Potatoes (farm)	2 bushels	.25-	.50	
Bread	21 pounds	.01-	.25	
Total			\$ 7.90	
Total cost for the day			61.13	
FRIDAY, NOVEMBER 3D.				
<i>Breakfast—</i>				
Mutton stew	142 pounds	3.97	5.64	495
Potatoes (farm)	6 bushels	.25	1.50	
Bread	110 pounds	.01-	1.32	
Coffee	8 pounds	.11-	.94	
Sorghum	3 gallons	.28	.84	
Salt and pepper	11 pounds		.23	
Total			\$10.47	
<i>Dinner—</i>				
Boiled beef	308 pounds	6.48	19.96	495
Vegetable soup:				
Potatoes (farm)	2 bushels	.25	.50	
Onions (farm)	¼ bushel	.35	.13	
Cabbage (farm)	12 heads	.03	.36	
Boiled potatoes (farm)	5 bushels	.25	1.25	
Bread	153 bushels	.01-	1.84	
Sorghum	3 gallons	.28	.84	
Salt and pepper	11 pounds		.23	
Total			\$25.16	
<i>Supper—</i>				
Corn meal mush	67 pounds	.80	.54	495
Milk	55 gallons	.11	6.05	
Bread	185 pounds	.01-	2.22	
Butter	39 pounds	.22-	8.88	
Coffee	8 pounds	.11-	.94	
Sorghum	3 gallons	.28	.84	
Salt and pepper	11 pounds		.23	
Total			\$19.60	
<i>Extras—</i>				
Coffee, hospital	10 pounds	.11-	1.18	
Bacon, B. R.	13 pounds	.07	.91	
Bread, quarry	24 pounds	.01-	.29	
Beef, quarry	35 pounds	6.48	2.27	
Coffee, quarry	3 pounds	.11-	.35	
Total			\$ 5.00	
Total cost for the day			60.23	
SATURDAY, NOVEMBER 4TH.				
<i>Breakfast—</i>				
Fried bacon	155 pounds	.07	10.85	495
Oatmeal	½ barrel	3.38	1.69	
Milk	10 gallons	.11	1.10	
Bread	122 pounds	.01-	1.46	
Coffee	8 pounds	.11-	.94	
Sorghum	3 gallons	.28	.84	
Salt and pepper	11 pounds		.23	
Total			\$17.11	

Dietary used at Penitentiary at Anamosa, for the week ending November 4,  
1899—Continued.

ARTICLE.	Amount.	Item cost.	Total cost.	Number fed
SATURDAY, NOVEMBER 4TH—CONTINUED.				
<i>Dinner—</i>				
Boiled shoulders	269 pounds	.05-	14.80	495
Boiled cabbage (farm)	180 head	.03	5.40	
Mess pork	54 pounds	.04-	2.23	
Potatoes (farm)	6 bushels	.25	1.50	
Bread	120 pounds	.01-	1.44	
Sorghum	3 gallons	.28	.84	
Salt and pepper	11 pounds		.23	
Total			\$26.44	
<i>Supper—</i>				
Stewed dried peas	110 pounds	.02	2.20	495
Mess pork with peas	31 pounds	.04-	1.28	
Bread	168 pounds	.01-	2.02	
Butter	42 pounds	.22-	9.45	
Coffee	8 pounds	.11-	.94	
Sorghum	3 gallons	.28	.84	
Salt and pepper	11 pounds		.23	
Total			\$16.96	
<i>Extras—</i>				
Prunes, hospital and second ward	7 pounds	.04-	.34	
Coffee, second ward	10 pounds	.11-	1.18	
Bread, quarry	10 pounds	.01-	.12	
Shoulders, quarry	33 pounds	.05-	1.82	
Potatoes (farm), quarry	2 bushels	.25-	.50	
Coffee, quarry	3 pounds	.11-	.35	
Sugar	7½ pounds	4.95	.37	
Shoulders, B. R.	23 pounds	.05-	1.27	
Bacon, B. R.	8 pounds	.07	.56	
Potatoes (farm) B. R.	2 bushels	.25	.50	
Coffee, B. R.	3 pounds	.11-	.35	
Total			\$ 7.38	
Total cost for the day			67.87	

Total cost of this dietary one week ..... \$428.28  
Average number of persons fed ..... 495  
Average cost per person per week ..... .8652  
Average cost per person per day ..... .1236  
Average cost per person per meal ..... .0412



## CHAPTER VI.

## SALARIES AND WAGES.

The act creating the Board of Control made it mandatory upon the Board to fix, with the written approval of the governor, the salaries and wages of all officers and employes in the several institutions, except such as are fixed by the general assembly. It is also provided that the Board should classify the officers and employes into grades, and the salaries and wages to be paid in each grade should be uniform in similar institutions in the state. That the Board might be able to discharge the duty devolving upon it, in an intelligent manner, the chief executive officers of the several state institutions under its control were, soon after the organization of the Board, requested to forward, at as early a date as possible, a duly certified copy of the pay-roll. On the receipt of the pay-rolls it was found there was a great inequality existing in amounts paid at the different institutions for like services; a steward at one institution receiving \$1,800 per annum and maintenance, while at another and larger institution, where the duties of the position were greater, the steward received \$1,200 per annum. The same disparity existed in a large number of cases in the several institutions, and to properly classify into grades, and to adjust the salaries and wages, in a fair and equitable manner, required the best thought, and much valuable time of the Board, from the date of its organization until the submission of the schedules to the governor for his approval, in the latter part of June, 1898.

The fact that the legislature had made, at its last session, material reductions in the appropriations for the support of the state institutions placed under the control of this Board, aggregating on actual population the sum of \$97,416 from July 1, 1898, to June 30, 1899, made it necessary to make a material reduction in expense, to meet the changed conditions.

reduction in support could be effected by limiting, in any manner, the food allowance, as we were convinced that there should be, at many of the institutions, a substantial improvement in the quantity, quality and variety of the food being furnished, which, instead of reducing expenses, would increase expenditure materially. Clothing was next considered, and here again there was no opportunity for reduction, for, in food, there was an imperative necessity for substantial improvement, and we promptly dismissed all thought of making a part of the saving, necessary by the reduced income of nearly \$100,000, by decreasing the supply of either food or clothing.

In fixed expenses, such as fuel, light, water, etc., little opportunity was afforded for a reduction, without impairing efficiency, so that here, again, it was found impossible to make any part of the saving of \$100,000 annually which the new law made imperative by reducing the appropriation for support.

With these conditions confronting the Board it was necessary to examine closely the pay-rolls of the several state institutions and ascertain if reductions in salaries could be made without impairing efficiency in the service. The Board was soon convinced that, in a great many instances, the salaries paid were far in excess of the value of the services rendered, and that at a number of institutions, for reasons which it is unnecessary to state, positions had been created, and salaries increased, until a considerable part of the revenue was absorbed in this manner, with no benefit to the institution, or the people of the state.

This was especially true in regard to those receiving the highest salaries, and when it was known that the Board was engaged in revising and fixing a salary schedule to take effect on July 1, 1898, a few of the officers receiving large salaries at the institutions found no difficulty in sparing the time from their duties to visit the capitol and urge the Board to make a reduction in their salaries, while suggesting that others receiving smaller salaries, and whose time was so fully occupied by their duties as to prevent them from appearing before the Board, could have a reduction made. Friends of some of the highest salaried officers also appeared before the Board to plead their cause and insist that the reduction which it



the inmates would be much more satisfactory, and create less antagonism to the Board, than would a reduction of salaries. The Board proceeded to perform the duty, with which it was charged by law, without favor to any, and wherever it appeared that salaries were higher than like services were commanding outside of state institutions, a fair and equitable reduction was made. And in not a single instance has the state suffered by the reduction, or has the quality of the service been lowered; but, instead, there has been a great improvement in the character of the work performed, and efficiency is now the rule.

At a number of the institutions it was found that women performing the same service as men, were receiving from \$5 to \$10 per month less than the men, evidently for no other reason than that they were women. This condition was especially noticeable in some of the hospitals, where male supervisors and attendants on patients were much better paid than females performing like work. As the wages paid attendants in no case exceeded \$30 per month and board, and as the hours of duty are from 5 A. M. to 10 P. M. week days and Sundays, no opportunity was afforded these people, had they been so disposed, to appear before the Board and plead their case, and as no friends appeared in their behalf it became the duty of the Board to espouse their cause and protect their interests.

No reduction whatever in wages was made on this class of service, but, instead, a material advance in many of the grades, and it was ordered that there should be no difference in salaries paid on account of sex, and like service by women should receive the same compensation as that allowed to men.

In other grades of service where the wages paid were \$35 per month or less, there has been in many instances a substantial increase, and the salary schedules provide for an advance of from \$5 to \$15 per month for farmers, farm hands, cooks and other employes, efficiency in the discharge of duty being the sole requirement to secure the increase in wages.

While by a wise provision in the law the Board is required to fix salaries and wages, in all instances, except those fixed by the general assembly, the Board has no voice in the appointment of any one whose salary it fixes, and, in consequence, the salary or wages is fixed for the position, and not for the individual. With this condition existing, no charge of favoritism to individuals can be truthfully made against the Board, and it is free to give due consideration to every factor that has any bearing upon

the question of salaries and wages, and with due regard to conditions existing outside of state institutions.

From the foregoing, it is evident that the work of the Board was more of an equalizing nature, in regard to salaries and wages, than for the purpose of making wholesale reductions, and in many instances the advance made in the wages of those receiving small amounts, equaled, or exceeded, the decrease in the salaries of those who had been better provided for.

The saving in the amount paid for salaries and wages did not, after the readjustment and equalization, aid materially in providing for the reduction in the appropriation for support, and other means, which are explained in the chapter regarding purchase of supplies, proved much more efficient in securing the desired results, and placing the balance on the right side of the ledger.

The conditions existing at the School for the Deaf at Council Bluffs were far from being satisfactory, and while the management of that institution had incurred an indebtedness, with the former liberal appropriations, the Board on assuming control found the appropriations for officers' and teachers' salaries reduced by the last general assembly from \$21,000 to \$18,000 and the per capita, which was formerly paid for four quarters each year, had been reduced to three quarters, being a net reduction of 25 per cent, which in the aggregate on actual attendance for the year reduced the support \$9,641, making the total reduction for the year \$12,641 from what it had been during a portion of the previous biennial period.

With these conditions confronting the Board, it became necessary to adjust the salaries in such a manner that the total amount expended would not exceed the income, and an examination of the pay-roll proved that this could be done without injury to the school, for, in many instances, extravagant amounts were being paid officers and teachers. The principal of the school was receiving \$1,700 for nine months' service, another teacher \$1,300, one teacher \$1,200, two teachers \$1,100 each, one teacher \$1,000, one \$800, and three teachers \$600 each. A number of these teachers had, in addition to these salaries, board and lodging; all the others had dinner, and horses stabled and fed, during the day, at the expense of the state.

Notwithstanding the liberal salaries paid teachers, the condition of the school, after a thorough examination by the Board,



was found to be in a very unsatisfactory condition, and the investigation and evidence secured, of which a full report was made, proved conclusively that the Iowa School for the Deaf was falling far short of the high standard the people of the state had a right to expect.

The principal of the school, instead of superintending the work of the other teachers, was satisfied to confine himself to a room with fourteen or fifteen pupils, and rarely, if ever, gave any attention to the work of other teachers. No teachers' meetings were held, this being, in the opinion of the principal, unnecessary; and, as a result, the most antiquated methods in teaching the deaf were in vogue, the sign manual being used to a great extent by both teachers and pupils. Being thus allowed to make signs as a means of communication, and not required to either spell with the hand or write, except in a limited manner, the pupils proved to be very deficient in the use of English words, and found great difficulty in answering the simplest questions by written language.

A radical change from old methods has been made, salaries were fixed to come within the limit of the appropriation, new and progressive teachers have been secured in place of those who had proved incompetent, teachers' meetings are held, and the latest and most approved methods of teaching the deaf are discussed and introduced in the school. The sign manual has been prohibited, and teachers and pupils now spell every word used by the finger alphabet, by writing, or both, thus securing for the pupils a knowledge of the English language. Lip language is carefully taught, and the progress made in articulate language has been so great that many of the pupils can read in a manner to be perfectly understood by hearing people.

With the great advancement made in the condition of the school, the dietary and the care of the pupils largely increased, the improvement of the grounds and buildings during the year, which have added largely to the expense, it is particularly gratifying to be able to report that on July 1, 1899, notwithstanding the reduced appropriation of \$12,641 for the year, and the advance in price of nearly every article required, there was in the state treasury a balance to the credit of the School for the Deaf of \$5,228.52.

A material reduction in the appropriation for the support of the College for the Blind at Vinton had also been made by the last general assembly. Heretofore, this institution received

\$40 per quarter for each resident pupil while the college was in session, and while there was practically only three-quarters, or nine months' school, during the year, the school term was so arranged as to include all the quarters of the year, beginning the first Wednesday of September, and closing on the second Wednesday of June following.

By arranging the school term in this manner, four quarters were paid for by the state, in each year, although school was in session practically only three quarters, and the amount received was at \$40 per quarter, \$160 annually for each resident pupil. In addition to the foregoing, all pupils entered during the term were carried upon the books as present, until the close of the year, even when they remained in the school but a short time, and their per capita allowance credited to the college the same as if present.

The last legislature having reduced the per capita allowance from \$40 to \$35 per quarter, and the attorney-general having decided that this allowance could only be drawn on the basis of actual attendance, a record being kept each day, instead of receiving support for four quarters at \$40 per quarter, the appropriation was reduced to \$35 per quarter for three quarters, or \$105 for the year, a loss of \$55 on each pupil. The actual decrease in support received by the college for the past year has been, on the reduction of \$35 per capita \$2,345, and the omission of one quarter \$6,240, making a total reduction for the year of \$8,585 in funds received from the state.

In addition to the per capita allowance there is an annual appropriation of \$10,000 for the payment of salaries, etc., but heretofore these funds were not kept separate, and the amount paid annually exceeded \$16,000, over \$6,000 of the support fund being used each year in the payment of salaries and wages. Not desiring to place the Board above the lawmaking power of the state, and arrogate powers that belong to the legislature, although requested to take this course by one who volunteered advice in the matter, the Board referred the subject to the attorney-general, for his opinion in regard to the use of the support fund in payment of salaries and wages. He held that no part of the support fund could be legally used in the payment of salaries and wages, as the legislature had provided a specific appropriation for that purpose.

It then became the imperative duty of the Board to so adjust the salary and wage schedule that the amount expended would



be within the limit of the appropriation of \$10,000. An examination of the pay-roll showed that very liberal methods had been practiced at the College for the Blind, in the matter of the number employed and the salaries paid. The steward and book-keeper for this institution, with an attendance nine months in the year of less than 170 pupils, was receiving the same salary, \$1,200 per year and board, as the steward of a hospital, where there were over 1,200 people, with a large farm to manage in addition. An assistant steward was also found necessary at \$45 per month and board, and teachers were paid for full ten months' work, while the school year was practically only nine months, thus receiving pay for several weeks that they rendered no service.

There were on the pay-roll fifty names, and as the attendance ranged from 150 to 170, it is seen that there was almost one person employed for every three pupils. About one-third of the pupils are totally blind, the others seeing to a more or less extent, and some have their vision very slightly impaired, which enables them to assist other pupils less fortunate. Not wishing to impair in the least the efficiency of the work being done at the College for the Blind, but rather improve it, the Board found great difficulty in fixing a salary schedule that was satisfactory, and at length decided to send for Superintendent McCune, that it might have the benefit of his knowledge of the conditions existing. The situation was fully presented to the superintendent, and the necessity of preparing a schedule of salaries and wages that would not exceed the annual appropriation of \$10,000 was duly explained. After a full discussion of the subject by the Board and the superintendent, the latter stated that if given the necessary time he would endeavor to prepare a schedule, within the limit, that would be entirely satisfactory.

The new schedule was submitted with the number of positions reduced from fifty to thirty-seven, and a salary list aggregating, for the year, \$9,842.50, and the Board was assured that no interest of the college would suffer, and that efficiency would be promoted. The schedule as prepared by the superintendent was adopted with but a single addition, the position of steward, which Mr. McCune proposed to fill himself. As this would have taken his valuable services in a large measure from the educational work, and as there was a small balance of the fund for ordinary expenses in the state treasury, to the credit of the

college, the Board added the position of steward at a salary of \$60 per month, making the total number of positions thirty-eight, and the annual pay-roll \$10,562.50, thus keeping within the limits of the income. A night-watchman has since been added.

No interest of the college has suffered by the discharge of a large number of supernumeraries, who were entirely unnecessary, except to draw salaries, or the fixing of the salaries at a fair and equitable amount, and Superintendent McCune states the condition mildly when he says that the change has proved highly beneficial, and that the school work was never better performed and the students never more energetic and progressive than during the past year.

Those who lost positions, as also their friends, were, of course, sorely grieved that they could no longer prey upon the taxpayers of the state, and criticism and misrepresentation were to be expected, but as the cause was well known the fault finding has not been noticed by the Board.

In the preparation of the salary schedules, the Board has endeavored to be fair and just, but in spending the money of others it could not be as generous as interested parties desired. It has often been said, by those receiving salaries from the state, that Iowa is rich and could well afford to be liberal, but to quote the language of the eminent jurist, "government can not at one and the same time be a fountain of generosity and of justice. Government cannot create anything. Now, if the government cannot create anything, it has nothing of its own to bestow. If it undertakes to enrich one individual, the thing it gives to him it must take from another. A government cannot be just and generous at the same time, for if it be generous to one, it must be oppressive to another.

"The most that you can expect to make of a perfect government is a just one, that is to say, an impartial government. A government is always just and always beneficent when it is absolutely impartial. The agencies that it empowers to discharge functions essentially public, must be impartial in that service, to every human being within the limits of the state."

In the spirit of the foregoing, the Board has discharged its duties without fear, favor, or affection, and endeavored by every means in its power to eliminate, from the services of the state, all political or other influence, and to make efficiency in the discharge of duty the chief requirement. The salaries paid



in the state institutions are at least equal to those usually paid for like services, and, with board, lodging, laundry work, and medical attendance added, the value of which is not generally considered, it is readily seen that no injustice is being done to any one.

Another point generally overlooked by those who, without knowledge of the conditions as they existed, criticise the action of the Board in this matter, is the fact that appropriations for support are limited, and additional expenditures for salaries and wages necessitate a reduction in either the food or clothing supplies, or perhaps both of these, furnished the inmates, and the Board has no apologies to offer for protecting the interests of these helpless people entrusted to its care.

With a reduced income, and prices rapidly advancing, a serious problem confronted the Board on assuming control of the state institutions.

As but a trifling surplus had accumulated to the credit of the institutions during a period of much larger appropriations and extremely low prices, we had grave doubts in regard to our ability to so discharge the duty devolving upon us that no interest of any institution would suffer. An experience of a year, and the excellent results obtained by the methods inaugurated by the Board having demonstrated beyond all doubt that notwithstanding the reduced appropriations and the advance in prices, the funds at our disposal were ample for all legitimate purposes; and with a good surplus to the credit of nearly every institution, the Board determined to secure more efficient service than had been formerly obtained in a number of important places, and, with this end in view, increased the maximum to be paid on the salary and wage schedule wherever it was thought efficiency in the service would be promoted. Strange as it may seem, the increase does not affect the salaries of those whose friends complained the most when a reduction was made, but instead the advance is largely for positions, in regard to which no complaint was made, but where increased efficiency in the discharge of duty was desirable.

A number of new positions have also been created, which, together with those where an increase has been made, will be found in the following table:

# CHANGES IN SALARIES MADE JUNE 28, 1899, FROM SCHEDULE OF 1898.

ANAMOSA.	Increase per month.	Increase per year.
Steward (kitchen) from \$40 to \$50.....	\$ 10.00	
Increase per annum.....		\$ 120.00
FT. MADISON.		
No change.		
MITCHELLVILLE.		
One family manager, No. 3, from \$30 to \$35.....	\$ 5.00	
Three kitchen managers, from \$18 to \$20.....	6.00	
Principal of school, \$25 to \$30.....	5.00	
One music teacher, \$40 (new).....	40.00	
Cook for officers' kitchen and manager of dairy, from \$18 to \$20.....	2.00	
Bakery and poultry manager, from \$15 to \$20.....	2.00	
Increase per annum.....		\$ 720.00
ELDORA.		
Physician, from \$25 to \$30.....	\$ 5.00	
Storekeeper, from \$35 to \$40.....	5.00	
Family manager and music director, from \$45 to \$50.....	5.00	
Relief man, from \$30 to \$35.....	5.00	
Night watchman, from \$30 to \$35.....	5.00	
Farmer, from \$35 to \$50 (conditional on results secured).....	15.00	
Head cook, from \$25 to \$30.....	5.00	
Assistant cook, from \$15 to \$20.....	5.00	
Laundry manager, from \$25 to \$30.....	5.00	
Increase per annum.....		\$ 660.00
CLARINDA.		
Storekeeper, from \$40 to \$50.....	\$ 10.00	
Night watchman advanced \$5.....	5.00	
Foreman industrial building, from \$35 to \$40.....	5.00	
Foreman shoe shop increased \$2.30.....	2.50	
Tailor, from \$35 to \$45.....	10.00	
Four seamstresses, from \$12 to \$15.....	12.00	
Farmer, from \$40 to \$50 (conditional on results secured).....	10.00	
Four farm laborers, from \$30 to \$35.....	20.00	
Head cook, from \$25 to \$35.....	10.00	
First assistant cook, from \$15 to \$25.....	10.00	
Six other assistant cooks, from \$15 to \$18.....	18.00	
Assistant baker, from \$15 to \$25.....	10.00	
Laundry manager, from \$25 to \$30.....	5.00	
Six assistants, laundry, from \$12 to \$15.....	18.00	
Increase per annum.....		\$ 1,748.00
Hospitals at Independence and Mt. Pleasant, same schedule as Clarinda.		
VINTON.		
Night fireman, 3 months, \$35 (new).....	\$ 105.00	
Baker, 10 months, \$30 (new).....	300.00	
Visiting oculist, \$50 per annum (new).....	50.00	
Increase per annum.....		\$ 455.00



## DAVENPORT.

	Increase per month.	Increase per year.
Steward, from \$35 to \$50.....	\$ 15.00	
Carpenter, from \$35 to \$40.....	5.00	
Farmer, from \$25 to \$30.....	5.00	
Engineer, from \$60 to \$70.....	10.00	
Cook, from \$25 to \$30.....	5.00	
Assistant cook \$30 (new).....	20.00	
Increase per annum.....		\$ 720.09

## COUNCIL BLUFFS.

Steward, from \$30 to \$70 (12 months).....	\$ 20.00	
Stenographer, from \$25 to \$30 (12 months).....	5.00	
Girls' night watch, from \$12 to \$15 (9 months).....	3.00	
Increase in salary of principal and 17 teachers, per month (9 months).....	205.89	
Drawing teacher, \$25 (9 months) (new).....	25.00	
Carpenter, from \$30 to \$60 (12 months).....	10.00	
Shoemaker, from \$42.50 to \$50 (9 months).....	7.50	
Farm hands, from \$30 to \$35 (12 months).....	5.00	
Chief cook, from \$35 to \$35 (9 months).....	10.00	
Assistant cook, from \$15 to \$20 (12 months).....	5.00	
Assistant laundress, from \$12 to \$15 (12 months).....	3.00	
Increase per annum.....		\$ 2,838.51

## MARSHALLTOWN.

Stenographer, member, from \$13 to \$35, civilian.....	\$ 22.00	
One extra ward sergeant, member, \$5 (new).....	5.00	
Six guards, members, \$6 (new).....	36.00	
Night watch, member, from \$8 to \$10.....	2.00	
Head nurse, civilian, from \$35 to \$40.....	5.00	
One extra male nurse, member, \$12 (new).....	12.00	
One assistant carpenter, member, \$10 (new).....	10.00	
Florist, member, from \$10 to \$15.....	5.00	
Gardener, civilian, from \$35 to \$37.50.....	2.50	
Engineer, civilian, from \$75 to \$80.....	5.00	
Second assistant engineer, civilian, from \$30 to \$35.....	5.00	
Head cook, civilian, from \$25 to \$35.....	10.00	
First assistant cook, civilian, from \$10 to \$35.....	15.00	
Second assistant cook, civilian, from \$8 to \$20.....	12.00	
Special diet cook, civilian, from \$20 to \$25.....	5.00	
Assistant cook, hospital, civilian, \$20 (new).....	20.00	
Three cleaners, members, from \$4 to \$5.....	3.00	
Increase per annum.....		\$ 2,094.0

## GLENWOOD.

Dentist (new).....	\$ 120.00	
Storekeeper, from \$40 to \$50.....	\$ 10.00	
Five farm hands, from \$20 to \$25.....	25.00	
Head cook, from \$35 to \$35.....	10.00	
Cook, custodial division, from \$22 to \$25.....	3.00	
Assistant cook, from \$15 to \$18.....	3.00	
Assistant laundry, from \$12 to \$15.....	3.00	
Head ironer, from \$15 to \$20.....	5.00	
Additional for musicians.....	9.00	
Carpenter, from \$35 to \$45.....	10.00	

## GLENWOOD—CONTINUED.

	Increase per month.	Increase per year.
Four domestics, from \$12 to \$15.....	12.00	
Painter and upholsterer (new).....	35.00	
Assistant seamstress (new).....	15.00	

Increase per annum..... \$ 1,800.00

## KNOXVILLE.

Clerk and storekeeper, from \$30 to \$35.....	\$ 5.00
Laundress, from \$15 to \$16.....	1.00
Farmer, from \$30 to \$25.....	5.00

Increase per annum..... \$ 132.00



## CHAPTER VII.

## PRINTING AND BINDING.

One of the first duties devolving upon the Board, was to require the chief executive officer of each institution under its charge to make a complete, minute and accurate inventory of the stock and supplies on hand, the amount and value thereof, the inventory to be properly classified under appropriate heads. In making a classification that would be specific, and at the same time keep the several kinds of property separate and distinct, it was found that forty-three heads would be required, the necessary subdivision of the first head named in the act creating the Board, section 32, viz: Live stock, being of necessity divided into sub-heads, horses, mules, milch cows, other cattle, swine, etc.

Copies of the blanks required were submitted to the state printer, with the request that an estimate of the price for the work be made, and in compliance therewith, we were informed that, under the law, the cost would be \$137.60, the state to furnish the paper. In connection therewith, our attention was called to paragraph 3, section 138, chapter 5, title 2, of the code which reads as follows: "On paper smaller than folio post, for blanks or circulars, including composition and press work, \$2 for the first one hundred impressions; for the next four hundred impressions, 30 cents for each hundred." As there were forty-three forms required, and we considered it necessary to have five hundred copies of each blank, it is readily seen that \$2 for the first hundred blanks, and for the next four hundred impressions 30 cents for each hundred, the total cost of each blank would be \$3.20, and the forty-three forms would aggregate as stated \$137.60, exclusive of paper, which was to be furnished by the state.

Believing that one of the objects desired by the framers of the act creating the Board of Control was to secure sound business principles in the management of our state insti-

tutions, and to place them entirely outside of partisan politics, and to conduct them as a successful corporation, business firm, or private individual does, with strict economy and a personal accountability for every expenditure, we felt that it was our duty to secure for the state the best possible terms in every purchase, and guard to the best of our ability the interests of the taxpayers of our state.

While the printing of these blanks for the use of the respective state institutions in making their inventory might not be classed as state work, we had some doubt in regard to our power in the matter, and as there would of necessity be a large amount of printing and binding required, we asked the attorney-general for his opinion as to whether, under the law, we had the authority to ask for competitive bids on printing and books that might be found necessary, and to award the contract to the lowest responsible bidder, in the same manner as the law requires in purchasing other supplies for the several state institutions.

In the opinion submitted by the attorney-general, the subject was discussed at length from a legal standpoint, but it is only necessary in this connection to quote the closing paragraphs:

"Section 46 gives to the Board of Control authority to make its own rules for the proper execution of its power. Without such provision the Board would have power under the common law."

"Without at this time undertaking to determine what books or blanks the Board is authorized to purchase, I will say that it is my opinion, that any books or blanks which the Board is under the law authorized to purchase, may in its discretion be purchased under competitive bids, or by letting the contract for supplying the same to the lowest responsible bidder."

On the receipt of the foregoing opinion by the attorney-general, we submitted copies of the forty-three inventory blanks that were required, to all printing houses that desired an opportunity to bid, or who had the facilities to do the work in the limited time allowed by law. Our specifications stipulated the name, quality and weight of the paper to be used, the size of the blank, and all particulars in regard to the work, that competitors might bid intelligently, and with a full knowledge of all the requirements. Bids were asked, first, on presswork



and composition, the paper to be furnished by the state; and second, on the blanks, including the paper.

Eight bids were received on presswork and composition, the highest bid being \$137.60, the amount allowed by law, and the lowest \$21.

For the blanks complete, ten bids were received, the highest being \$140, the lowest \$65, and the contract was awarded to the lowest bidder, the work proving entirely satisfactory.

The act creating the Board of Control requires that it shall keep at its office a complete system of books and accounts with each institution, which shall show every expenditure authorized and made thereat, and that the Board shall establish as uniform a system as possible, compelling similar institutions to keep similar books in the financial operations of such institutions. A perfected system of accounts and requisitions is also required, and with the statistical and other records, a large number of expensive books and blanks were necessary, for the purpose of holding each person who handled the property of the state to a strict accountability, and furnishing such information as might be desired. After the forms for the books and blanks had been determined upon, specifications were prepared, giving the number and size of the books required, the name, weight and quality of the paper, a full description of the binding, and the quality of the materials to be used, together with a stipulation that everything used in the making of the blanks or books, including the workmanship, must be first class in every respect.

A total of 218 books were required at that time, many of them of large size, and specifications with requests for bids were sent to printers and bookbinders in Des Moines, Sioux City, Dubuque Waterloo, Cedar Rapids, Burlington, Davenport and other points in the state. A large number of bids were received, and there was a wide range in prices quoted, the highest bid received for books and blanks being \$2,132.50, and the lowest bid \$1,185.

The contract was duly awarded to the lowest bidder, and the books, during their manufacture, were seen in all stages of the work by a member of the Board, and it is scarcely necessary to say that both books and blanks complied in every particular with the specifications, and in use have proved first class in every respect.

With the knowledge gained and favorable prices secured by requiring competitive bids, and the wide range in prices submitted, we are convinced that we made no mistake in allowing full and fair competition in the printing and binding of all the books and blanks required under the new law for the use of this Board and the several state institutions under our control. In adopting this method in all our requirements for printing or binding, we have simply followed the practice of successful business men, and when full and fair competition is allowed, no charge of favoritism to any individual or firm can be truthfully made, and the saving to the taxpayers of the state, when purchases are made in this manner, is no small amount, while at the same time there is an incentive to furnish good work, thereby insuring future contracts.



## CHAPTER VIII.

## LEGISLATION RECOMMENDED.

In accordance with the requirement contained in section 16 of chapter 118, of the acts of the Twenty-seventh General Assembly; that this "Board shall incorporate in its report to the legislature suggestions respecting legislation for the benefit of the several institutions, or for the dependent, defective or criminal classes of the state," we submit the following suggestions as to amendments to, and changes in, existing laws, as well as for additional legislation which we deem necessary to carry out the intent of the legislature, and which, in our judgment, is required for the proper care of the several classes above mentioned.

## SOLDIERS' ORPHANS' HOME.

*First.*—Repeal section 2683 of the code, and enact in lieu of it a section providing that no person shall be admitted as an inmate of the institution until application therefor has been made to; and approved by, the Board of Control of State Institutions, and empowering said Board to prescribe the form of said application.

*Second.*—Strike out of section 2689 of the code, in fourth line from top, the words "Trustees and."

*Third.*—Amend section 2690 of the code, providing for the adoption of children in the home, subject to the approval of the superintendent and the Board of Control, and without the consent of the parents or guardians, where such parents or guardians are of dissolute or immoral habits, and unfit to have charge of and to rear said children.

*Fourth.*—Amend section 2691 of the code, by inserting after the word "home" in the third line from the bottom of the page on which the section is found, the words "which expense of transmission shall be;" also strike out all of said section after the word "therefor" in the last line on the page.

Except as otherwise herein stated these proposed changes and amendments are for the purpose of conforming the law to subsequent legislation.

Number 3, above, we regard as a very necessary provision, for as the law now is, children on arriving at the proper age, and who may have parents, no matter how dissolute, immoral or criminal they may be, are taken possession of by such parents, because the state is powerless to cause them to be adopted against the will of such parents.

## IOWA SOLDIERS' HOME.

*First.*—Amend section 2601 of the code, so as to make it conform to the later law, under which the institution is now controlled.

*Second.*—Strike out section 2603 of the code, and insert in lieu thereof a provision requiring the commandant to make full reports to the Board when so requested.

*Third.*—Amend section 2606 of the code, by striking out the words "Board of Trustees" in the first line of said section, and inserting in lieu thereof the words "Commandant and Board of Control of State Institutions." Also amend said section so as to embrace within its provisions any honorably discharged soldiers and sailors.

*Fourth.*—In section 2607 of the code, strike out the words "Trustee or" in first line of the section.

*Fifth.*—Strike out all of section 2608 of the code, after the word "quarter" in fourth line from the bottom of the page.

Provide by legislation what shall be done with the surplus pension fund, and when and for what purpose it may be used.

All of these recommendations are made in order to conform the law to the act creating the Board of Control.

## INSTITUTION FOR FEEBLE-MINDED CHILDREN.

*First.*—Strike out of section 2693 of the code, all after the word "children" in the fourth line from the beginning of the section.

*Second.*—Strike out all of section 2694 of the code, and insert in lieu thereof a section providing that the superintendent shall have charge of the institution subject to the direction of this Board.

*Third.*—Amend section 2695 of the code, so as not to limit admissions to the age of 21 years.



*Fourth.*—Add to section 2696 the words “said application shall be in the form provided by the Board of Control of State Institutions.”

*Fifth.*—Amend section 2698 of the code, by striking out the words “of Trustees” in the second line from the beginning of said section, and inserting in lieu thereof the words “of Board of Control of State Institutions.”

*Sixth.*—Repeal section 2701 of the code.

#### INDUSTRIAL SCHOOLS.

*First.*—Repeal section 2702 and section 2703 of the code, they being obsolete.

*Second.*—Amend section 2704 of the code, by striking out the word “it” in the fourth line from the beginning of the section, and inserting in lieu of it the words “the Board of Control of State Institutions.”

*Third.*—Strike out all of section 2705 of the code, and insert in lieu thereof a section providing for reports to be made by the superintendents to this Board when requested.

*Fourth.*—In section 2707 of the code strike out the words “the board of trustees” and insert in lieu thereof the words “as he;” also strike out, beginning with the word “the” in the third line from the top to and including the word “office,” in the eighth line from the top; also strike out, beginning with the word “shall” in the seventh line from the top of the page, the remainder of the section.

*Fifth.*—Amend section 2708 of the code so as to prohibit the commitment to the girls’ school of married women, or of any girl who is pregnant, or who is a prostitute.

*Sixth.*—Amend section 2709 of the code by inserting the provision that children committed to said institution must be over the age of 7 years, and under the age of 16 years.

*Seventh.*—In code section 2710 strike out the words “convicted of a crime and,” in the first line of the section; also strike out the word “trustee” in the fourth line from the beginning of the section, and insert the words “Board of Control of State Institutions.”

*Eighth.*—In code section 2711 strike out the words “the board of trustees” and insert the words “said Board.”

*Ninth.*—In code section 2713 strike out all of the section after the word “same” in second line from the bottom of said section.

*Tenth.*—Repeal chapter 80 of the laws of the Twenty-seventh General Assembly and restore the law limiting the age to 18 years.

*Eleventh.*—Amend the law so as to allow for support \$11 per month per capita at the Girls’ Industrial School at Mitchellville.

*Twelfth.*—Amend said chapter by authorizing the Board, when it may deem best so to do, to transfer inmates of said girls’ school to the female department of the penitentiary at Anamosa, or to a female reformatory if one be established.

Nearly all of these recommendations are for the purpose of conforming the law to the letter and spirit of the Board of Control act, and to better enable the Board to discharge the duties enjoined upon it by said act.

The amendment proposed to section 2709 of the code is for the purpose of making it conform as to the age of admission and discharge of inmates to the provision found in section 2708 of the code, touching the inmates who are guilty of a crime, and are sent or committed by courts. We see no good reason why the present distinction should exist in the law which permits parents to institute proceedings voluntarily, to send their children of any age to this institution, whereas, if they are sent involuntarily, they must be over the age of seven and under sixteen.

The amendment suggested to section 2710 of the code, is for the purpose of enabling the institution to rid itself of such inmates as are not amenable to the rules and regulations, and at the same time are a constant source of annoyance and danger to other inmates. As the law now is, only those convicted of a crime may be sent away from the institution, while those not convicted of crime must be kept, although they may be more troublesome and more dangerous to other inmates than the former class.

We regard number 10, above, as very important, as we are satisfied that the recent trouble at the Girls’ Industrial School was chiefly caused by girls who were over eighteen and under twenty-one years of age, and whom we had no power to discharge or remove from the institution.



## COLLEGE FOR THE BLIND.

*First.*—Repeal section 2714 of the code.

*Second.*—Repeal section 2717 of the code, and insert in lieu thereof a provision requiring the superintendent to make reports to the Board of Control when requested.

*Third.*—Repeal section 2718 of the code, and insert in lieu thereof a section providing for the appropriation of a certain per capita sum per month for the entire support of the institution. The object of this is to do away with the two funds existing under the present law. The line of demarkation between the use of these two funds is so dim and uncertain that it is hardly probable that any two persons would agree in some cases as to what should be paid out of one fund, and what out of the other. It serves no useful purpose to pay teachers' salaries and certain other expenses out of one fund, and to pay for other matters of support out of another fund, and it will tend to certainty and make a less number of accounts to have the one fund. We deem it a very desirable change to be made.

## INDUSTRIAL HOME FOR THE BLIND.

*First.*—Repeal sections 2720 and 2722 of the code, as obsolete.

*Second.*—Repeal section 2721 of the code, and enact in lieu of it a section requiring the Board of Control of State Institutions to approve all such by-laws, rules and regulations as they may deem expedient, and authorizing said Board to fix the compensation to be allowed inmates for labor they may perform, and to determine the amount such inmates shall pay for their board and maintenance, and to prescribe the terms and conditions of admission into the home and of discharge therefrom.

If deemed best, make some provision for supplying needy inmates clothing when they are unable to purchase it themselves.

## SCHOOL FOR THE DEAF.

*First.*—Repeal section 2723 of the code, and enact in lieu of it a section authorizing the superintendent under the direction of this Board to utilize the labor of pupils.

*Second.*—Repeal section 2725 of the code, and insert in lieu of it a section requiring the superintendent to report to this Board when requested to do so.

*Third.*—Repeal section 2727 of the code, and enact in lieu of it a section providing a certain fixed per capita monthly allow-

ance to be appropriated for the support of the institution, thereby doing away with the two funds as they now exist. It will be observed that this institution and the College for the Blind are the only ones where two such separate funds are provided. We deem it very desirable that in this respect the law should be as nearly uniform as practicable at all of the institutions.

The other suggested changes need no explanation.

## STATE HOSPITALS.

*First.*—Amend section 2253 of the code by striking out of said section the words "Hospital for the Insane" wherever they occur, except in the first line of the section, and insert in lieu thereof the words "State Hospital."

The purpose of this is to eliminate from the name of the institution the word "insane." This has been done in all the progressive institutions of a similar character; it is eminently just and humane. There is no reason why the inmates of these institutions should constantly have held before them the fact that they are in institutions for the care of the insane. Those who are intimately associated with them in an official capacity know how sensitive such patients are to being spoken of as being in an insane hospital. There is no necessity for the use of the word "insane;" it serves no useful purpose, and in our judgment the law ought to be amended as suggested.

*Second.*—Repeal all of sections 2254, 2255 and 2256 of the code, as obsolete.

*Third.*—Repeal section 2257 of the code and enact in lieu thereof a section providing that the per capita monthly sum to be drawn from the treasury for the support of patients in any of the hospitals shall not exceed \$12 for each public patient.

We make this recommendation because of our conviction that there is no necessity for allowing a larger sum per capita per month at the hospital at Clarinda than at other hospitals.

*Fourth.*—Amend section 2258 of the code by striking out the word "six" in the fourth line from the top and inserting the word "four" in lieu thereof; also insert after the word "same" in the second line from the top of page 789 of the code, a provision requiring such account to be kept in the manner prescribed by this Board.

*Fifth.*—Repeal section 2259 of the code.



*Sixth.*—Repeal section 2275 of the code, and enact in lieu thereof a section prescribing that the application for admission shall embrace such questions and answers thereto as may be prescribed by this Board, which must accompany the physician's certificate.

*Seventh.*—Amend section 2276 of the code by inserting in the proper place a provision requiring the approval of this Board.

*Eighth.*—Amend section 2283 of the code by striking out in the fifth line from the bottom of said section, the words "trustees of any asylum," and substitute in lieu thereof "the Board of Control of State Institutions." Also strike out the word "trustee" in second line from the bottom of section and insert the words "Board of Control of State Institutions." Also strike out the words "appended to each voucher" found in said section.

*Ninth.*—Amend section 2288 of the code by striking out all of said section after the word "board" in the first line at the top of page 796, and inserting the words "of Control of State Institutions."

*Tenth.*—Strike out of section 2289 of the code the words "of trustees" in the first line of said section, and insert in lieu thereof the words "of Control of State Institutions."

Also strike out, beginning with the word "in" in the third line from the top of said section, all of the balance of said section.

*Eleventh.*—Amend chapter 54 of the laws of the Twenty-seventh General Assembly, by striking out in the fourth line of said section the words "trustees of the hospitals for the insane," and inserting in lieu thereof "Board of Control of State Institutions."

Also amend the same chapter and section by striking out, beginning with the word "for" in the sixth line from the top, to and including the word "dollars" in the eighth line from the beginning of said section, and insert in lieu thereof the words "shall not exceed \$12 at each of said hospitals."

*Twelfth.*—Amend section 2295 of the code by striking out the words "trustees of the hospital" in the first line of the section, and insert in lieu thereof "Board of Control of State Institutions."

*Thirteenth.*—Amend section 2296 of the code by striking out the following: beginning with the word "superintendents" in the first line of the section, to and including the word "state"

in the second line of the section and insert in lieu thereof "Board of Control of State Institutions."

*Fourteenth.*—Amend chapter 2 of title 12 of the code as follows: By placing all private and county institutions for the care of the insane under the supervision of the Board of Control of State Institutions, and charging it with the duty of examining said institutions at least twice a year, requiring the first examination to be made as soon as practicable after the passage of the act, permitting said examination to be made by one or more members of the Board, or by its secretary, or by some one appointed by it for the purpose, and in case a person is so appointed, fixing the compensation and providing for the payment of said compensation and for his expenses.

Also providing for procuring the attendance of witnesses; the production of evidence and for the fees of witnesses; administering the oath to them, and the production of testimony.

Also fixing the power of the Board as to the scope and extent of such investigation and examination, embracing among other things the capacity of the institution for patients; the arrangement of its buildings; the method of their construction; their condition as to ventilation, sewerage, care of patients, dietary, clothing, medical attendance and treatment, number and character of nurses and attendants, cost of care for patients, which in all cases is to be separate and distinct from the cost for the care of paupers, and providing for the gathering of any and all other facts which may show the true condition of said institutions, and of their ability under the circumstances to properly and humanely care for insane patients.

Also requiring such private and county institutions caring for insane patients to make reports to the Board of any matters that it may call for, and whenever called for, and providing that the Board shall furnish blank forms so far as practicable therefor.

Also requiring this Board in its biennial report to the legislature to publish the rules and regulations it may prescribe for keeping insane patients in such institutions, the names and locations of said institutions complying with said rules, the number of male and female patients kept in each of them, the duration of insanity in each case, and such other facts as it may deem proper.



Also requiring said Board to report the name and location of any such institution which may have refused or neglected to comply with said rules and requirements, touching the keeping of insane patients, and stating the action of the Board in reference thereto.

Make it unlawful for any county which has not heretofore established, erected and operated an institution for the care of insane persons, to regularly keep and maintain in said county any insane person, and directing that all such persons in said county who may be adjudged insane shall be committed to the state hospital for care and treatment whenever the Board of Control shall so order.

Also providing that only counties which, at the time of the passage of this act, have an asylum in operation for the care of insane persons, shall be permitted to keep insane patients (who may be by this Board deemed harmless, and in all other respects proper to be kept in such institutions), provided, such counties shall within a time fixed by the said Board comply with the rules and regulations which it may prescribe, relating to the custody, maintenance and care of such insane persons.

Also providing that in case any such institution for the care of the insane shall, after a reasonable time, neglect or refuse to comply with the rules and regulations prescribed by this Board for the care of insane patients, that it shall be its duty to remove any insane patients which may be in the care and keeping of said institution to the proper hospital as soon as they can be received therein, and requiring that the expenses attending such transfer shall be charged to the county or counties of which said patient or patients are residents, collected in the same manner as charges for the care of the insane patients in the state hospitals are now collected.

Make it a crime to incarcerate any person in a private institution for the care of the insane, which has not in all respects complied with such requirements as may be made by the Board of Control of State Institutions.

*Fifteenth.*—Also provide for the parole of patients in state hospitals who are not in a condition to be finally discharged as cured, but who may, by the Board, be considered safe to be temporarily placed in the custody of friends with a reasonable hope that such temporary change may prove beneficial to the health of the patient. Such parole law should also contain a provision that the patient paroled should be received by the

friend, kept by him, and at the termination of the parole, or at the termination of any time to which it may be extended, should be returned to the hospital free of all expense to the state or county.

*Sixteenth.*—Also a further amendment providing that no patient in any state hospital, who has not recovered, shall be discharged by anyone without the approval of the Board of Control of State Institutions.

Provide for a per capita allowance for patients at Cherokee hospital.

#### PENITENTIARIES.

Amend section 5861 of the code, by striking out all after the word "governor" in the third line from the beginning of said section up to and including the word "election" in the fifth line from the beginning of said section.

Repeal sections 5664 and 5665 of the code, as obsolete, and enact in lieu thereof a section requiring the wardens to report to this Board when requested so to do.

Repeal sections 5678, 5679, 5680, 5697, 5698, 5699, 5700, 5712 and 5715 of the code, they having been superseded by the provisions of Chapter 118, acts of the Twenty-seventh General Assembly.

Amend code section 5682 providing for an absolute indeterminate sentence law.

Amend section 5702 of the code, by striking out the words "executive council" in the second line of said section, and insert in lieu thereof the words "Board of Control of State Institutions." Strike out the words "Penitentiary of the State at Fort Madison" and insert in lieu of them the words "at the penitentiaries."

Also amend said section by striking out the word "council" in the fourth line from the beginning of said section, and insert in lieu thereof the word "Board."

Also amend said section by striking out the words "executive council" in the fifth line from the beginning of said section, and insert in lieu thereof the words "said Board."

Amend section 5709 of the code, by striking out the word "governor" in the sixth line from the beginning of said section, and insert in lieu thereof the words "Board of Control of State Institutions."



Amend section 5710 of the code, by striking out the word "governor" in the sixth line from the beginning of said section and insert in lieu thereof the words "Board of Control of State Institutions."

Amend section 5711 of the code, by striking out the words "with the approval of the governor" in the second line from the beginning of said section; also strike out the word "governor" in the fifth line of said section, and insert in lieu thereof the word "Board."

Repeal all of section 5716 of the code, after the word "dollars" in the tenth line from the beginning of said page.

Repeal all of section 5717 of the code, after the word "allowances" in the third line from the beginning of said section.

Amend section 5718 of the code, so as to provide for the payment of \$9 per month for each convict at each penitentiary.

Also repeal all of said section after the word "month" in the sixth line from the beginning of said section.

#### GENERAL AMENDMENTS.

Section 16 of the act providing for this Board, requires it to incorporate in its report "suggestions respecting legislation for the benefit of the dependent, defective and criminal classes of the state."

It is a deplorable fact that seventy-six children are inmates of the poorhouses of this state. In our judgment the blind and deaf and dumb children should be educated in the schools provided by the state for that purpose; if of suitable age, the blind, in certain cases, might be sent to the Industrial Home for the Blind. Other children, not blind or deaf, might be sent to the Soldiers' Orphans' Home.

*First.*—The law should, under all circumstances, prohibit the keeping of children in county poorhouses, and should make suitable provision for them elsewhere. To permit these children to grow up amidst such surroundings is little less than a crime. We commend this matter to the legislature as demanding immediate consideration.

*Second.*—Amend Chapter 118, acts of the Twenty-seventh General Assembly, in the following respects:

Provide for a sale of the surplus products or articles raised or made at any institution to any other institution needing them, at a price to be fixed by this Board, and in such cases, relieving the purchasing institution from inviting bids. Under existing

laws the institution having such articles for sale cannot sell directly to another state institution; the provision of the law as to competitive bids applies. This should be changed to facilitate the interchange of surplus products of institutions.

*Third.*—Amend said act so as to make it a misdemeanor and punishable by a fine or imprisonment, for any railroad or express company or any other common carrier of goods, to refuse to receive and transport goods tendered them by any institution under the control of this Board, or to refuse to deliver goods to any such institution which may have been shipped to it over their line, without the charges for transportation are first paid.

*Fourth.*—Making it a misdemeanor for any telephone company to refuse to permit any officer of any institution under the control of this Board to use its lines for conveying or receiving any information connected with the business of any such institution, without first paying for the use of said lines.

*Fifth.*—Making it a misdemeanor for any telegraph company to refuse to receive, transmit or deliver any message given to its operator by any officer of such an institution, relating to its business, until the charge therefor has been paid.

The superintendents of institutions are constantly annoyed by railway companies and express companies refusing to deliver goods consigned to the institutions, for their use, unless said superintendents will pay or become responsible for the charges of carriage.

The same condition exists as to telephone and telegraph charges. Under the law, as we understand it, all of these companies are bound to render the services and take their pay in the same manner as all other persons or corporations dealing with the institutions.

This, some of them refuse to do; they defy the law and we recommend that their violation of it be made a crime, and a punishment be provided therefor. We know of no reason why a transportation company, or a telephone or telegraph company, should not obey this law as well as a merchant.

*Sixth.*—Amend section 35 of Chapter 118 of the Twenty-seventh General Assembly, by adding after the word "control," in the second line from the top of said section, the words, "or its secretary or architect, or any of its employees."

Also further amend said section by making the soliciting of money for political purposes of any member of this Board, or



its secretary, architect, or of any of its employes, or from any officer or employe of a state institution, a misdemeanor and punishable as such.

The original section does not embrace the persons stated in the proposed amendment, and they should be within its provisions. Now the person who gives for political purposes in response to a solicitation is deprived of his place, but the one who induced him to violate the law goes free. We think the one soliciting should be punished so that this practice so demoralizing to the public service may be entirely suppressed.

Repeated attempts have been made to collect political assessments from members of this Board, its employes and from the chief executive officers and employes of institutions by political organizations. We believe the legislature and the people desire to keep the management of our state institutions free from politics, and the proposed amendments, if incorporated into the law, would tend greatly to that end.

*Seventh.*—Chapter 118 of the acts of the Twenty-seventh General Assembly should also be amended so as to authorize this Board to appoint an assistant secretary, who should possess the same power as the secretary is clothed with. As it is now, in case of the absence, sickness or disability of the secretary, no one has authority to act for him, and as no abstract can be certified by any one save the secretary, it is impossible to pay a bill in case the secretary is absent, sick or disabled.

Section 42 of said act should also be amended so as to require all abstracts to bear the approval of at least one member of this Board, in addition to the name of the secretary.

*Eighth.*—Section 26 of said act should be amended so as to give this Board power to transfer inmates of institutions (other than hospitals and penitentiaries), so that when it is found that one has been sent to an institution where he does not properly belong, he may be transferred to the proper institution.

*Ninth.*—Section 43 should be amended so as to permit postage and stamped envelopes to be purchased from this fund; also to permit the cost of transportation of patients (except in case of the penitentiaries), to be paid out of it.

It is impossible to obtain postage stamps and stamped envelopes without paying in advance therefor, nor can a superintendent always know what inmates will be in a condition to be discharged within a given time in the future.

It becomes necessary for this Board to arrange for the purchase of uniform material for the officers and employes of the several institutions, and it is desirable that such material should be the same at all of the institutions to which it is furnished. So the duty is enjoined upon this Board of furnishing blank, financial, statistical, store and other books and blanks to the several institutions. It is also provided that these shall be uniform so far as practicable. To accomplish these ends it becomes necessary to make such purchases through the office of this Board.

The law should be amended as to the duty of the steward and clerk, so as to conform the monthly statement and affidavit and certificate to voucher to these facts.

#### AN EPILEPTIC COLONY.

Superintendent Powell, in an able paper read at a conference of the superintendents with this Board on December 13, 1898, states, that from a careful investigation made, he is led to the belief that there are over 3,300 epileptics in the state of Iowa. Of these, about 200 are in our Institution for Feeble-Minded Children, about fifty in each of our hospitals, 143 in county poor-houses and asylums, and the balance are not cared for in any state or county institution. Those in the hospitals are a source of constant danger to the other patients. It is impossible to entirely separate them from patients not thus afflicted, and their convulsions, which come without warning, have a depressing effect upon others, especially those who are recovering from their malady.

The same may be said of their presence in the Institution for the Feeble-Minded. Children who are mentally impaired ought not to be thrown into the companionship of these unfortunate epileptics. The epileptic needs a special diet, he needs to be employed so far as possible out of doors, and in other respects needs special attention. This diet, employment and attention it is not, at all times, possible to give him in our Institution for the Feeble Minded, and in our hospitals.

Within the last ten years, epileptic colonies or villages have been established in Ohio, New York, Pennsylvania, Massachusetts and New Jersey, and legislation has been enacted looking to their establishment in Connecticut, Illinois and in other states.



We present this matter for your consideration, feeling assured that the colony plan is the best yet devised for caring for this class of unfortunates.

#### A REFORMATORY.

The need of an institution to care for the criminal who is from 16 to 30 years of age; to separate first offenders from association with hardened criminals; to afford the best and most modern means of reforming the young offender, has long been felt in our state.

As it is, if the criminal is too old to be sent to the Industrial School, he must go to the penitentiary, where he is thrown into constant association with those who have made crime their avocation.

It is the duty of the state to reclaim from paths of vice the multitude of young persons who, from various causes, have been led astray, many of whom can be saved to become useful citizens by the proper effort.

The reformatory is now conceded by all penologists to be an absolute essential to proper and effective work in rescuing from criminal lives the youthful violators of the law. Here they are taught the literary branches, moral ethics, trades and proper physical development. When they leave the institution they are equipped with a trade, by means of which they can earn a living. Those who have had most experience in reformatory work say that over 80 per cent of the inmates, after they are discharged, live correct lives and become useful citizens.

Surely the state could not make an investment which would produce better returns. Such a reformatory in Iowa should have a capacity for 700 men, and be well equipped in all lines necessary. We regard the establishment of an epileptic colony and of a reformatory as very desirable. We can, if desired, furnish estimates of cost for the establishment of each institution. We think it is practicable to convert one of the penitentiaries into a reformatory, and use the other as a penitentiary. We recommend the enactment of such legislation as may be necessary to accomplish this end. This has been done in the state of Indiana, as we understand.

#### SALARIES.

After careful consideration of the duties devolving on the several superintendents, we recommend that the salary of the superintendent of the Institution for Feeble-Minded Children be made the same as the salary of the superintendents at the state hospitals.

The population of this institution is now over 800 and is constantly increasing, and the skill and ability required of the superintendent warrants this increase.

We all favor an increase of the salary of the superintendent of the Soldiers' Orphans' Home.

The majority of the Board think it should be fixed at \$1,500 per annum.

Member Kinne recommends that it be fixed at the sum of \$1,800 per annum, the same as that of the superintendent of the Boys' industrial school at Eldora. The majority of the Board are of the opinion that the duties of the superintendent of the Boys' school impose greater responsibility upon him than rests upon the superintendent of the Soldiers' Orphans' Home. Member Kinne, while conceding that the duties are in some respects different, is impressed with the conviction that there is no good reason for not paying the superintendent of the Soldiers' Orphans' Home the same salary as is paid the superintendent of the Boys' school.

There is no good reason why the salaries of the superintendents at Mitchellville, Vinton and Council Bluffs should not be the same.



## CHAPTER IX.

## STATE CARE OF THE INSANE.

The system of county care of the insane in this state, if it can properly be so designated, is the outgrowth of certain conditions for which the counties of the state are not directly responsible.

Under section 2289 of the code, which is the same as section 1425 of the code of 1873, boards of trustees of state hospitals were directed to "discharge or order the removal from the hospital of incurable and harmless patients whenever it is necessary to make room for recent cases."

Some years since, the hospitals becoming crowded, the boards of trustees in accordance with said provision of the law, ordered the discharge of many such patients. This action was taken, in some cases, against the expressed wish of the county authorities. As at that time but few of the counties were prepared to care for the insane, the effect of this discharge of patients from the hospitals, was to compel many counties to erect asylums for their care. According to returns made to this Board by the county officers, more than twenty counties have erected asylum buildings for the care of these unfortunate people.

This policy of discharge and removal of patients from state hospitals was continued up to the time of the completion of the hospital at Clarinda, which furnished more ample accommodations for patients. Since that time the several boards of county insane commissioners have, at their election, ordered the discharge of patients from the hospitals to the custody of county authorities until now, as shown by the reports of county officials to us (table XLIV), the counties are supporting in county asylums 621 insane patients, and at poorhouses 659 insane patients, making a total cared for by counties, on June 30, 1899, of 1,280 patients. Nearly one-half of these are females.

Since the organization of this Board frequent demands have been made upon the superintendents of the hospitals, and of this Board, for the discharge of patients from the hospitals, to be cared for by counties in asylums or poorhouses. When friends and relatives have asked that this be done, and the superintendent has reported the patient as one who might properly and without injury be so discharged, we have ordered him discharged to his friends, and they, we presume, have in many cases placed them in county institutions. In a few cases we have ordered patients discharged direct to the county authorities, when friends have so desired. Our construction of the law has been that no patient could be discharged from a state hospital without the consent of this Board, unless discharged by the superintendent as cured. The authorities of some counties insist that they have the absolute right, at will, to order the discharge of patients from the state hospitals. We regard this as an important matter, and if this Board does not now possess the power to determine in all cases when patients may be discharged from the hospitals, it ought to be clothed with it. The superintendents of the hospitals who come daily in contact with patients, and the members of this Board who monthly, or more frequently, see all patients in hospitals, are far better qualified to properly determine the propriety of discharging them than a county board of insane commissioners can be.

We have, in the absence of any statutory provisions relating to the matter, exercised the power of authorizing the superintendents to parole patients to their friends for a fixed time, to be returned at the end of such period, or at any time to which it might be extended, without expense to the state or county. We have done this in order to, in every way possible, aid in promoting the recovery of patients, and have found that the results have usually been excellent. In order that we might be fully informed of the kind of care the insane are receiving in county houses and county asylums, and that we might be correctly advised as to the necessity for the completion of the Cherokee hospital at an early date, we have visited nineteen of these institutions. Having given this matter much consideration, we are of the opinion that the state should care for all of its resident insane, needing care in a public institution, in the state hospitals. We shall not enter upon an argument of this question. The matter of state *versus* county care has



received much careful consideration in the past, and the states of New York and Ohio, which have tried county care, fully under circumstances and conditions as favorable as exist in our state, have found that the best plan was to care for all insane persons in the state hospitals. We ought to profit by their experience. There can be no question that the state hospitals can better care for the insane than can any county. The state furnishes every facility for proper care. Medical men who are skilled and trained in the treatment of mental and nervous diseases devote their entire time in attempting to improve the condition of these unfortunates. No such skill and care is provided for patients in county asylums, nor is it possible so to do. The state furnishes skilled and trained nurses and attendants; it is impossible so to do except in the largest county institutions. The diet is carefully supervised in the state hospitals; little or no attention is paid to it in the county institutions. The large number of patients and wards in state hospitals enables their officers to make proper classification of patients, a provision tending to promote their recovery; such action is not possible in any county institution.

The state hospitals are constantly supervised by those charged with that duty—not so in county asylums. Music, games, proper entertainments, religious worship, libraries and abundant reading matter are furnished patients at state hospitals. These means of diversion and entertainment are not, as a rule, practicable at county institutions.

Every possible safeguard is thrown around patients in a state hospital to secure proper and humane treatment; many of these cannot exist elsewhere.

It is said that patients are kept for less cost at the county asylums or poor farms. The cost of keeping patients in county asylums or poorhouses is rarely ever shown, or if attempted to be shown, the figures are not reliable. No account is made of many things which enter into and constitute a considerable part of the expense of keeping these patients. The real cost will, in every case, be found, when properly computed, to be far more than that furnished the public. If, however, cheapness is all that is desired, the so-called harmless and incurable patients can be kept cheaper at the state hospitals than elsewhere. We do not, however, advise lowering the present standard of care in order to accomplish such an end. It is a fact, established by our observations at

county asylums and poor farms, that about all they do for the insane in their care is to clothe and feed them. Some of them are shut up all of the time, and never see the light of day except as they observe the sky over the top of a high board fence surrounding their pen, or may look out through the windows of the room where they are confined. Many are compelled to sleep at night in dirty, dingy cells, without ventilation, without any one to look after them all night, and hundreds of them are constantly in peril of their lives from fire because of want of proper care and protection against it. Women are sometimes at night, and in the daytime when shut up, in charge of a man, and he is supposed to look after them when their condition is such as to need attention.

It is claimed that it is only the harmless and incurable insane that are cared for by the counties. We found many that were claimed to be violent, kept constantly in mechanical restraint or locked up. Why confine them in cells if they are harmless? If incurable, how comes it that some get well, as is claimed by some county authorities?

Who can say that an insane person is incurable? Innumerable cases might be cited showing that such patients supposed to be harmless, have turned out violent, and those classed as incurable have been restored to reason. The word "incurable" as applied to insane patients should be stricken from our statutes.

These unfortunate fellow beings whose minds have become clouded, and whose reason is dethroned, are entitled to the best care that the state can give.

But we must look at the situation as it is. As we have said, the counties were compelled to erect buildings in which to care for the insane. Were it not for this fact we should insist that no county should be permitted to keep its insane, but that all such should be taken to the state hospitals. As, however, the counties are not responsible for conditions which made county care at the time a necessity, and as a law absolutely prohibiting the keeping of insane by counties would as to some of them work a hardship, we have concluded to recommend such legislation as, while giving due consideration to the claim of counties having insane asylums, will under the circumstances best promote the proper care of insane patients. This is set forth in the chapter on "legislation recommended," and may be here summarized as follows:



*First.*—No county not having an insane asylum shall hereafter be permitted to keep insane patients.

*Second.*—All private and county institutions for the care of the insane to be under the supervision of this Board, and no such institution to be permitted to keep insane patients without complying with the requirements of this Board.

*Third.*—This Board to be the judge as to whether in any case a patient is in such condition as to warrant his removal to, or being kept in, a county or private asylum.

*Fourth.*—This Board to have the power to order a transfer of patients from a county asylum to a state hospital, or from the hospital to the county asylum, at the expense of the proper county.

*Fifth.*—No patient to be discharged from a state hospital on the application or order of any person or board unless the same is approved by this Board.

There are in this state four private asylums for the care of the insane; they care for over 400 patients; about one-half of them are private patients and the other half are sent to them by the counties of the state. These institutions are under no legal supervision or control; that they have been fairly well conducted is much to the credit of those managing them. Nothing but the vigilance of the managers of these private institutions prevents the sane citizen from being incarcerated therein for life. Such a condition of affairs, and the possibility of the wrongs that may be committed thereunder, calls loudly for proper supervision of all such institutions by state authority.

We now call attention to some of the conditions found to exist as to the insane in the county institutions visited.

*First.*—In some of them, we found women inmates having no female attendant or night-watch.

*Second.*—In some of them, we found women inmates and no female to look after them day or night, save what attention the wife or daughters of the steward might give.

*Third.*—In some of them, we found women inmates locked up day and night in a building for the care of the insane, and no sane person staying in the building day or night, and the attendant a man, who slept outside, but who cared for them in daytime.

*Fourth.*—At several of them the insane women and pauper men had ample opportunity to be together if they wished.

Such care, or want of care, of insane women is a disgrace to a civilized community. Our law-makers have more than once shown their idea of the care which should be taken of insane women. In the code, section 2266, it is provided, when a woman is adjudged insane, and is taken to the state hospital, she shall not be taken "without the attendance of some other female, or some relative." And in the same section it is provided that during the investigation of the question of insanity of a female, or after she is found insane, and pending commitment to the state hospital, she shall not be "placed in confinement without at least one female attendant remaining in charge of her." And in code 2271 it is provided that in case any insane female cannot, for any reason, be at once admitted to a state hospital, she shall not be confined in a poorhouse or jail "unless at all times under the personal care of a capable female attendant, who shall hold the key of the apartment in which said person is confined."

Notwithstanding such just and humane legislation and such extreme care to protect the insane female, men attendants care for unfortunate female insane patients in some of our county asylums, and carry the keys to their apartments.

*Fifth.*—In many county asylums more than one patient is bathed in the same water; and in some cases four of these people enjoy the luxury of being washed in the same water. In one of the largest of these institutions, as well as one of the best, the steward when talked to about it, expressed himself that it was all right, and that he could see no reason for changing the custom. Such a practice is not only filthy, and disease-breeding, but it is abhorrent to all proper conceptions of decency: If such things are tolerated in the best of these institutions, where they are surrounded by every appliance to make bathing easy and convenient, what may be expected to be the practice in smaller institutions where all water for bathing must be carried a considerable distance?

*Sixth.*—In only one of these institutes is a nurse regularly employed.

*Seventh.*—In none of them is a night attendant employed.

*Eighth.*—In one of them two men were found chained to the wall inside of the building.

*Ninth.*—In one of them three women were shut up in a room too foul and filthy to be described.



*Tenth* —In several of them men and women associate and eat with paupers.

*Eleventh*.—In some of them men and women were kept in dark, ill ventilated, damp and disease-breeding basements.

*Twelfth*.—In none of the counties visited do the patients receive any attention from the time they are locked up at night until morning, unless sick or unless attention is attracted to them by some unusual noise.

*Thirteenth*.—In many cases no sane person sleeps in the same building with the insane.

*Fourteenth*.—In several of them there is no regular medical service.

*Fifteenth*.—In most cases there are no religious services, nor any amusements, and in nearly all cases there is a lack of sufficient exercise for patients. This is due chiefly to the fact that not enough attendants are employed.

## CHAPTER X.

### RESULTS OF TREATMENT OF THE INSANE.

The proper care of the insane is a subject of the utmost importance.

It presents itself in two aspects: First, from the humane point of view, and second, from an economic standpoint.

The latter, while important, sinks into insignificance when we consider the question of affording proper care and relief to those whose minds are clouded, and reason dethroned.

Such an affliction, so appalling, and maybe far-reaching in its results, properly moves the sympathy of everyone and calls for humanity's best efforts in their behalf.

The reports show that during the biennial period just passed almost 500 patients have been restored to their loved ones as cured of their malady. More than 500 more have been discharged in an improved condition.

Who can measure the value of the services of those restored as producers, and who would lower the standard of care, if it would result in preventing a single recovery?

Hundreds more live in state hospitals, surrounded with everything necessary for their comfort, who may never fully recover, but whose burdens are lightened and lives sweetened so far as it is possible to do so.

Modern hospital treatment has made great strides in the right direction by substituting proper and healthful employments in place of mechanical restraints, thus stimulating a return in the patients to normal conditions, and naturally improving the prospect of final recovery. The hospital of to-day is not a prison. It is a place where those skilled in the treatment of mental and nervous diseases continually minister to those afflicted; where health-promoting vocations are encouraged; where books, magazines, music and entertainments contribute to the pleasure and restoration to health of patients.



It is a startling fact that of those who are discharged as recovered nearly one-half of them were received at the hospitals within a month after they were attacked, and most of those thus discharged had been afflicted less than one year prior to their admission.

In view of these facts, it becomes the duty of friends of persons afflicted with insanity to see to it that they are early placed in the hospitals, as in that event, the probabilities of recovery are greatly in their favor.

Music has been found to be exceedingly valuable to hospital patients. We have made an allowance of \$60 per month to each hospital superintendent for the purpose of compensating those employes who play in bands and orchestras. We now have excellent bands and orchestras at each hospital.

Looking at the economic side of this question, we find that the cost of keeping insane patients in the hospitals has been for years decreasing. From 1891 to 1897 the per capita allowance per month was \$16. Afterwards it was reduced to \$14, and since July 1, 1898, it has been \$12 at the hospitals at Mt. Pleasant and Independence, and \$13 at the hospital at Clarinda. Not all of the per capita allowance has been used. Thus at Mt. Pleasant the actual cost per capita per year was \$139.57 as against \$144 allowed. At Independence hospital the actual cost was \$136.60 as against \$144 allowed; and at the Clarinda hospital the actual cost was \$148 while the allowance was \$156.

No further material reduction in the cost of support need be expected, and, indeed, if prices continue to advance, the actual cost may increase.

The Board believe that the people of this state expect that its insane, who are cared for in its hospitals, shall have the best medical skill and attention, and the best care that can be given them; that they shall have pleasant surroundings, and a good dietary. To this end it has constantly labored, and it will always maintain the highest standard of care for these unfortunates.

## CHAPTER XI.

### PART ONE.

#### INDUSTRIES IN STATE INSTITUTIONS.

The matter of the establishment of industries in the institutions under our care is of great importance. This is especially so in view of the object and purpose to be subserved in the different institutions.

Thus we have institutions where mental and manual training and fitting the inmates for their life work after they leave the institution is the chief end to be attained by establishing industries. In such cases the incidental object accomplished in connection with labor, is keeping inmates busy in pursuing a healthful and useful occupation which often proves productive. The institutions embraced within the above class are the Soldiers' Orphans' Home, the College for the Blind, the School for the Deaf and the Institution for Feeble Minded Children. In this class might also be placed the Industrial Schools for Boys and Girls, where the further end to be attained is their reformation and restoration to society as useful men and women.

In this first class, as we will designate it, for convenience of reference, it is the especial duty of the state, while furnishing a good literary education, to so develop and equip the inmates that when they go out from the institution into the world, they may be able to enter upon and pursue some useful and honorable vocation, which will furnish them a livelihood.

At the Soldiers' Orphans' Home we have industrial departments for both sexes. The girls learn to cook, to sew, to make garments and to become tailoresses, and become proficient in all branches of domestic economy. The boys acquire a full knowledge of farm, garden and dairy work, and have a shop in which carpenter work is taught. In this institution we think that a Sloyd department should be established, with perhaps twelve or more benches, where boys, under a skilled teacher,



may become proficient as carpenters and wood workers. In the College for the Blind the equipping of students for the trade of piano tuners, broom, brush, mat, carpet and mattress makers, and chair seaters is perhaps all that can be done in an industrial way for them, except the teaching of Sloyd work. These industries are about all carried on in that institution.

In the School for the Deaf the girls are taught to do all kinds of housework, sewing, dressmaking and cooking, and the boys work in the carpenter shop, shoe shop and printing office, on the farm and in the garden. At this institution, also, a Sloyd department should be established.

At the Boys' Industrial School there should be a Sloyd department with a capacity for the instruction of forty to fifty boys each day. In case suitable clay can be found, brick making should be a regular industry at that institution.

At the Girls' School we think a plant of sewing machines, to be operated by power, should be put in, which would permit, say, twenty or more of the larger girls to work at fine shirt manufacturing or at making husking mittens, either of which industries would keep them from idleness and tend to better equip them for employment after they leave the school. Such a plant would cost, properly installed, \$1,000. Unless, however, the new buildings asked for are constructed, there will be no place in which to put such a plant.

The School for Feeble-Minded Children already has a Sloyd department and a good carpenter shop, and has during the last year had a brick manufacturing plant in successful operation.

The Industrial Home for the Blind constitutes a class of itself, the object of the institution being to furnish a home for its inmates, and a healthful occupation, the prosecution of which will enable them to pay for their support and maintenance, either in whole or in part. The present industries of broom, whisk and net making seem to be about all that can be successfully introduced there.

The members of the Soldiers' Home, who are physically able to do so, should work as a means of promoting health, as well as of producing products of use and value.

In the hospitals for the insane in which patients are not obliged to work, those who are able to do so are urged to labor, as a remedial measure. We think the number of occupations in these institutions may be increased along the lines sug-

gested in the report made by the committee which visited eastern institutions.

We also believe it is best at these institutions, if suitable clay can be found, to establish and operate brick making plants.

If the appropriations asked for by us for the above institutions are allowed, we think we can introduce these and other industries, and prosecute the work without asking for any special appropriations therefor, except in case of the school at Mitchellville and the penitentiaries.

Convicts in the penitentiaries should, if physically able, be required to labor, both on grounds of health and of sound public policy, and such labor should, so far as practicable, be such as will aid in paying the entire cost of their keeping.

Contracts now in existence for convict labor at the Ft. Madison penitentiary utilize the labor of most of the convicts able to work and who are not otherwise employed on institution work. At the penitentiary at Anamosa, a contract has been entered into for the employment of fifty men. Before the expiration of the biennial period there will be a larger number of men in the penitentiary who will be without employment. Whatever industry may be established to give employment to these men, new shop buildings will be necessary, which will, in any event, cost not less than \$9,400. Unless the legislature shall deem it wise to establish a twine plant, we advise that industries be established if possible which will give employment to convicts on the contract or piece price plan as preferable. In such case, as a rule, the state need only furnish buildings, heat and guards, and the income from the labor is fixed and certain. The competition with outside labor is the same in one case as in the other.

If the state enters upon the business of manufacturing on its own account, it must, in addition to the above, invest in machinery, stock, and must have a large fund to be used in operating the business, must hire skilled foremen and expect to meet many other expenses. Besides, there is always the risk of bad debts, failure in making the enterprise pay, new inventions or discoveries which may necessitate an entire change in the business, involving a large expense.

With proper shop rooms at this institution, we feel certain we can, when the time comes, let the surplus labor of convicts at a fair price and avoid involving the state in the hazards



always incident to engaging in the business of manufacturing on public account.

As the matter of establishing a twine plant at this penitentiary has been much discussed, and in order that we might be able to advise you fully touching said industry, all of the members of this Board visited the penitentiary at Stillwater, Minn., and carefully investigated said industry. From personal inspection, from information obtained from the prison books, and from the warden and board of managers we gathered the following facts:

#### COST OF PLANT.

The first appropriation was made in 1891 and was \$150,000 as an operating fund, and an additional \$20,000 for machinery. No new buildings were erected, as buildings theretofore in use were used for the purpose of the plant.

The original plant had a capacity for the manufacture of 10,000 pounds of twine per day. In March, 1893, the legislature transferred a balance from other appropriations in the sum of \$31,067.23, to the credit of this binding twine fund. In September, 1896, the legislature made a further transfer from other appropriations to the credit of this fund in the sum of \$32,755.88, making an aggregate of legislative appropriations to this date of \$233,823.11. Afterwards the plant was enlarged so as to double its original capacity. The earnings were all placed to the credit of this fund until on September 1, 1899, it had to its credit a balance in the state treasury of \$220,090.28

It had on hand in stock.....	29,730.44
In accounts receivable.....	2,060.20
In bills receivable.....	207,997.06

Making a total of.....\$459,877.98

They have now ordered additional machinery which will enable them to turn out 30,000 pounds of twine a day.

We are advised that to start a plant with a capacity of 10,000 pounds of twine per day would require an appropriation of \$150,000 for an operating fund, and \$25,000 for the purchase of machinery. It would also require one building 80x150 and one 50x120, both two stories, and probably other buildings for storage. It would also require a steel oil tank with a capacity for 7,500 gallons of oil. It would require a 200-horse power engine to operate such a plant.

From \$200,000 to \$250,000 would be needed to establish and operate such a plant, including buildings.

#### OPERATION OF THE PLANT.

It requires about fifty convicts to operate a 10,000 pound per day plant. It also requires at least two skilled foremen whose salaries will be \$125 and \$75 per month, respectively, with board. The first few years the plant was in operation they lost money. They began to manufacture twine from a soft fibre, consisting of flax, et cetera. Their twine was poor—did not give satisfaction, and much of it was returned to them. They then abandoned the soft fibre and made twine from hard fibre. After August 1, 1897, they made money but their entire profits from the time the factory started, in August, 1891, to August 1, 1896, were only.....\$ 10,516.32

From August 1, 1896, to August 1, 1898, they made	
a profit of.....	132,889.68
From August 1, 1898, to August 1, 1899, they made	
a profit of.....	68,153.01

Total clear profit in eight years.....\$211,559.01

During this time they have charged against this business the following items:

- Fifty cents per day per convict employed.
- Cost of fuel, oils.
- Repairs of machinery.
- Insurance.
- Cost of all material.

No interest has been charged on the capital invested. No rent for use of buildings, nothing charged for changes or repairs in buildings; no charge for expenses of operation of the power plant except as stated, nor for making purchase of material or sales of finished product.

They have sold their product on an average of about 1½ cents per pound above what it cost them to produce it, regardless of the price of twine on the open market. During the past year they have sold twine at about what the material would cost if it had been purchased during that period. As they had a large stock of raw material on hand which had been purchased at a low price before the beginning of the war, they still made money.



Had they charged the market price for this product during the last year their profits would have been much more. They made between five and six million pounds of twine during the year ending August 1, 1899, but it is to be remembered that during that period they had increased their capacity to 20,000 pounds per day. They work, on the average, nine hours a day the year round. If they run overtime in order to fill orders, they allow the men 10 cents per hour, which is placed to their credit, and also allow them an extra meal and some delicacies. Such labor, of course, is voluntary.

We were advised that in the starting of a new plant the product must, for a year or two, be sold through dealers, until the business is well established. The law of the state of Minnesota provides that up to May 1st, of each year, farmers, exclusively, may order twine. If orders thus received do not take all of the product which will be made before the close of the twine season the balance of the product remaining may be sold to dealers after that date. Last year, farmers had, by April 1st orders in for all the twine which could be made by the plant during the season. Great care is taken not to sell to dealers during the period set apart for exclusive purchases by farmers. Orders in less than carload lots must be paid for in cash when shipped. Carload lots are sold on time, until November 1st of the season of the sale, without interest. If not paid by November 1st interest is charged from said date.

Since they have been in operation they have sold over \$900,000 worth of twine, and have not lost \$1,000 in bad debts. It is proper to state that by law the state of Minnesota is made a preferred creditor.

#### REMARKS.

The twine is made in part from pure manilla hemp, in part from pure sisal, and in part by mixing manilla and sisal. Manilla and sisal have increased in price during the past three years, the price of manilla having nearly doubled during that period. The price of sisal has more than doubled during that period. As all manilla hemp must be procured from the Philippine Islands, it is reasonable to expect that the price will go higher unless the war shall soon terminate.

The increase in the price of sisal relatively keeps pace with the increase in the price of manilla. The number of men employed in this industry is small, considering the large

amount of money required to operate the plant. The policy of the state of Minnesota seems to be to furnish twine to farmers at a price slightly above its cost.

New plants are being established by the state of Kansas and in one of the Dakotas, and several large establishments are being built by private companies. It is not improbable that, with the opening of these and other new plants, the market price of twine will be materially reduced. If it is deemed best to establish a twine plant, it will be necessary to place at the head of this industry an excellent and capable man, and such an one will command a salary much larger than any warden in this state receives. The warden at Stillwater who has charge of the plant receives \$1,000 a year, and is furnished his house, fuel and keep.

It is proper to say that the convicts who work at this industry do not learn any trade of value to them after they leave the prison. The state of Minnesota has been fortunate in having at the head of its prison a man of excellent business ability.

Having placed all the facts touching this industry before you, we leave it for your consideration and action.

Herewith we present the report of a committee appointed by this Board to visit eastern institutions, and especially relating to industries in institutions:

#### REPORT OF COMMITTEE APPOINTED TO VISIT EASTERN INSTITUTIONS.

*To the Honorable Board of Control of State Institutions:*

GENTLEMEN—On the 14th day of March, 1899, your Board unanimously adopted the following resolution, which was on the same day presented to and approved by His Excellency, Governor Leslie M. Shaw.

WHEREAS, One of the most important questions which this Board has to deal with is the proper employment of inmates of the several institutions at labor, which, while remunerative, will also tend the least to enter into competition with labor generally, and which will also, in the case of inmates of our insane hospitals, and the Institution for Feeble-Minded Children, best conduce to promote their recovery, bodily and mentally; and,

WHEREAS, It is apparent that some arrangement must soon be made to employ the inmates of the penitentiary at Anamosa;

Wherefore, It is the judgment of this Board that it is good policy to ascertain, at the earliest practicable date, what industries can best be established and followed at the several institutions to employ those who are inmates, having in mind the end sought to be attained in each case. That to ascertain the facts touching the same, it is, in our judgment, necessary that a committee be appointed from the members of this Board, and at least one chief executive officer of one of the institutions under the con-



trol of this Board, to be selected by the Board, to proceed to visit such leading hospitals for the insane, industrial schools, penitentiaries and reformatories, institutions for the care of feeble-minded, orphans' homes, schools for the blind, deaf and dumb, where, in their judgment, industrial departments are at the highest stage of perfection and development, and that they, with the consent of the governor of the state, make such trip at the expense of the state.

That they be directed to carefully inquire into the several industries followed, the details of the business, the expense attending the installation and operation of the same, and the results obtained, and that they fully report all such facts, and all other facts tending to inform the Board upon the question of proper, economical, health promoting, and most remunerative industries, which may be established and operated at any or all the institutions under its charge.

Subsequently and in pursuance of said resolution, your Board appointed L. G. Kinne, a member of your Board, and M. T. Gass, superintendent of the Soldiers' Orphans' Home at Davenport, as the committee to make said visit.

Your said committee caused to be printed and mailed to every state institution of a character similar to those under the charge of your Board, a paper, of which the following is a copy:

#### IOWA BOARD OF CONTROL OF STATE INSTITUTIONS.

##### *Information Relating to Industries in Public Institutions in the Several States.*

This blank is not intended to cover the usual occupations and industries carried on at state institutions, such as making and mending articles for the institution, raising produce or stock, upholstering, shoemaking and knitting for institutions only. The purpose is to gather statistics as to industries not usually carried on in such institutions.

Please fill out and return in enclosed envelope.

Name and location of institution .....  
 Date of report .....  
 Population at this date: Males..... Females.....  
 Name of industry .....  
 Established when .....  
 Size of buildings.....  
 Plant operated by what kind of power, and number of horse power required?.....  
 Cost of plant, including cost of installation.....  
 Cost of keeping plant in repair.....  
 Cost of operating plant.....  
 Machinery purchased from whom?.....  
 Number of salaried employes, not inmates.....  
 Average wages paid same per month.....  
 Capacity for employment of inmates.....  
 Average number of inmates employed.....  
 How many hours constitute a day's labor?.....

Average cost of raw material, and from whom obtained.....  
 .....  
 Average amount of finished product produced per day, week and month.....  
 .....  
 Average value of product.....  
 When and to whom sold?.....  
 Price on product fixed by whom?.....  
 Sales made by whom?.....  
 Terms of sale.....  
 Is the demand for product good and regular?.....  
 How does the quality of the inmates' work compare with that of the work of laborers in private shops?.....  
 Do workmen learn the work quickly?.....  
 Is there much waste of material?.....  
 Do you have any trouble from labor organizations, or other people, on account of your product entering into competition with theirs?.....  
 .....  
 What objections are there to this industry?.....  
 .....  
 What is the strongest argument in its favor?.....  
 .....  
 What suggestions would you make to one about to establish this industry in an institution in another state?.....  
 .....  
 General remarks.....  
 .....  
 .....

This was accompanied by an explanatory letter, and a postpaid, addressed, return envelope. In response returns were received from about 150 institutions in addition to those personally visited by us. In the tables attached to this report, only such institutions are mentioned as were personally visited by us, and those where the returns are made full enough to be of some value for purposes of suggestion or comparison. Such tables are made up from facts gathered from personal investigation, from reports made by mail and from printed and other matter furnished us by the chief executive officers of the several institutions.

The chief object of our visit, as is indicated by the resolution heretofore referred to, was to investigate the matter of industries, and obtain facts concerning them. After this had been accomplished, we fully investigated and inspected the wards, kitchens, dining rooms, chapels, amusement halls, rooms, dietary, ventilation, heating and lighting systems, barns, manner of disposing of sewage, refrigerating and ice plants, water supply and many other matters, as will more fully appear from this report. We visited the following institutions:



The soldiers' orphans' homes, at Xenia, Ohio, Knightstown, Ind., and Normal, Ill.

The following soldiers' homes: Bath, N. Y., Quincy, Ill., and Lafayette, Ind.

The following schools for the education of the blind: Perkins Institute, South Boston, Mass.; Columbus, Ohio; Indianapolis, Ind.; Jacksonville, Ill., and the Industrial Home for the Blind at Philadelphia, Penn.

The following schools for the deaf and dumb: Rome, N. Y.; New York City, N. Y.; Mt. Airy, Penn.; Columbus, Ohio; Indianapolis, Ind., and Jacksonville, Ill.

The following industrial schools for boys: Westboro, Mass.; Meriden, Conn.; Glenn Mills, Penn.; Lancaster, Ohio; Plainfield, Ind.; Randall's Island, New York city.

The following industrial schools for girls: Lancaster, Mass.; Middletown, Conn.; Delaware, Ohio; Randalls' Island, N. Y.

The following epileptic colonies: Craig Colony, Sonyea, N. Y.; Oakbourne, Penn.; Gallipolis, Ohio.

The following institutions for the feeble-minded: Fort Wayne, Ind.; Columbus, Ohio; Rome, N. Y. (Custodial.)

The following reformatories: Elmira, N. Y.; Concord, Mass.; Pontiac, Ill.; South Framingham, Mass.

The following penitentiaries: Sing Sing, N. Y.; Charlestown, Mass.; Columbus, Ohio.

The following hospitals for the insane: Binghamton, N. Y.; Utica, N. Y.; Manhattan, Wards' Island, N. Y.; Worcester, Mass.; Middletown, Conn.; Norristown, Penn.; Columbus, Ohio; Kankakee, Ill.

Making in all, forty-seven institutions.

Notwithstanding the fact that every effort was made to ascertain all facts relating to industries, still we found it impossible, in some cases, to obtain all of the information desired.

In the table marked "I," and attached hereto, we have set forth all the facts relating to industries which could properly be tabulated; that table embraces all of the institutions visited or heard from, having industries in operation not usually found at such institutions. It is proper to say that of the 200 institutions heard from and visited, nearly all of them have certain industries, such as making and repairing their own clothing, repairing and sometimes making boots and shoes for their own use, and other work, of repairing beds, furniture, etc., and the usual indoor work for women. All these, and kindred occupations followed at state institutions, are not the class of industries we were called upon to investigate. Sloyd work is not considered an industry, but treated as a trade, and will be considered fully further on in this report.

Formerly the contract plan was followed in most of the penitentiaries, the labor of each convict being hired to a contractor in a certain industry at a fixed sum per day. This has been succeeded in several states by what is known as the piece-price plan, where contractors pay for the convict labor at so much for each piece of work done, and in other states by manufacturing done on the account of the state. The contract system, where it is possible to contract the labor at a fair price, is undoubtedly the best one for the state. In such case, the state only furnishes the room, the heat

and the labor. If proper contract labor cannot be had for our penitentiaries, then the piece-price plan is recommended as the best, and if it is not possible to employ the convicts in any other way, then we should resort to proper industries to be carried on, on state account.

All we say, however, regarding industries at penitentiaries must be understood as subject to our opinion, that if possible convict labor should be employed on the contract plan, or piece-price plan, before resorting to manufacturing on state account. We were advised by the wardens that they could have all of the contract or piece-price work they could do if the law allowed it.

The policy in New York state in the prisons is to manufacture on state account, the goods made being largely disposed of at other state institutions. A similar policy is in force in Massachusetts, except that they are limited as to the number of convicts to be worked in certain industries, and certain products may be sold on the open market.

We proceed to take up and briefly speak of every industry seen by us, indicating its desirability, where it might be established, and with what prospect of success; also the difficulties surrounding the prosecution of the work, and other facts pertinent thereto.

#### BASKET MAKING.

While there is not a large profit in this industry, still it can be carried on successfully in our hospitals for the insane, and in any other institution having seeing inmates. It requires little capital, is light work, and needs no extensive supervision. We know that it has for years, to some extent, been carried on in our hospitals. We think it is a work peculiarly adapted to hospitals for the insane, and that with a little effort, to secure a market for the goods, this industry can be much more extensively carried on than heretofore, and largely by female patients.

#### BOLT WORKS.

This is a profitable industry on the contract or piece-price plan for a penitentiary. It earns in the Ohio penitentiary 58 and 3-10 cents per day per man, which is far more than is earned on the average in most other industries.

#### BOOT AND SHOE MANUFACTURING.

To successfully compete with the world in making boots and shoes, one must have ample shop room, an investment in machinery, etc. of about \$15,000, and a further sum tied up in stock of many thousand dollars. Such an industry, to be self supporting, must be conducted on a large scale, requiring a large number of men who can learn the trade, and who may be expected to remain in the business for some considerable length of time. It could be established nowhere in Iowa except in one of our penitentiaries. It would do on contract labor, or on the piece-price plan. In either event, the state furnishing only room, heat and men, and the contractor the machinery, etc.

We could not advise the establishment of this industry on state account for the following reasons: First, expensiveness of the plant; second, large sum required to be invested in material; third, small margin of profit.



At one place they were making 1,000 pairs of shoes a day, and they were getting 1 cent a pair profit.

In another prison they were making about the same number of pairs and were getting  $\frac{1}{2}$  cent a pair profit. With such investments of money, such small profits and the great liability of waste of material in cutting, etc., it occurs to us it is not an industry to be established on state account under any circumstances.

#### BRUSH MAKING.

The business of making a few of the common kind of brushes for local use has been carried on for some time at several of our state institutions.

It is everywhere conceded to be a good industry if a proper market can be got for the product. We should not expect to make money out of this industry, but hope to furnish an occupation to the patients in hospitals for the insane which might tend to contribute to their recovery and still cost the state little or nothing to prosecute it.

#### BOX MAKING.

If one can secure a demand for the product this is an excellent industry. It costs but little to start and operate it. It is light work and easily done by women. It is a good industry on contract or piece-price plan, and good as an industry on state account in hospitals for the insane, and the Institution for the Feeble-Minded.

#### BROOM MAKING.

This industry is especially adapted to the blind. In our judgment the Industrial Home for the Blind should make all the brooms for all other state institutions, and the law should be so changed as to permit said institution to make sales of brooms direct to other state, county or city institutions, at a price to be fixed by the Board of Control.

#### BRICKMAKING.

Brickmaking is now being prosecuted at our Institution for the Feeble-Minded. In our judgment it should be prosecuted there every year, also at our state penitentiaries, hospitals for the insane, and Boys' Industrial School, if proper clay can be found on land owned by the state, or which can be leased for that purpose.

With a little skilled help, 1,000,000 brick can be made at each of these places each year. By a little care and diligence contracts can be made in advance for the disposition of some of it at a profitable price. Much brick is apt to be required at all of these institutions each year for local use.

At Craig Colony, N. Y., the epileptic patients, with the aid of a little skilled help and machinery, make a large quantity of brick, which costs \$2.30 per 1,000, and sell it to the contractors who are erecting their buildings at \$6.50 per 1,000. In any event, good brick are salable, besides they can be used to build subways at some institutions as is hereafter suggested.

#### CANING CHAIRS.

This industry can be followed at any of our state institutions. It is especially appropriate at the Institution for the Education of the Blind, and the Institution for Feeble-Minded Children, and at the Boys' Industrial School for those not otherwise employed. At most of the institutions

where we found this industry in operation we were assured that chair manufacturers were always ready to furnish chair bottoms and cane in abundance, and that it was impossible to do all of such work that was offered them. At the Boys' Industrial School in Connecticut chair seats and cane were sent them from the states of Massachusetts and Ohio. From the table attached hereto it will be seen that the price obtained for the work varies from 2 to 8 cents a chair bottom when the contractor furnishes bottoms and cane, depending upon the size and kind of the bottom.

We think plenty of chair manufacturers can be found who will furnish the seats and cane at any of our institutions, where it is considered desirable to establish this industry, and we consider it a desirable piece-price industry. It will furnish a light employment for inmates, which can be resorted to as needed. It requires practically no capital, and very little skilled labor. For local purposes this work has been prosecuted in some of our institutions in a small way, and at Ft. Madison it is now operated as a regular industry, and our judgment is it might be greatly extended, and promote the health of the inmates and add to the revenue of the state.

It is an excellent industry for hospitals for the insane, and would furnish occupation for inmates which would be desirable from a remedial point of view, whether it was profitable or not.

#### CIGAR MAKING.

But one institution was found where this industry was in operation. As we understand, it is an unhealthy occupation, and hence we do not recommend its introduction in any of our institutions.

#### CHAIR MANUFACTURING.

We are now making chairs by contract labor at Ft. Madison. It is a good contract industry. At Nashville, Tenn., penitentiary, convicts make 45 cents per day at it, and at Columbus, Ohio, penitentiary, as high as 51 cents per day. We hesitate, however, to recommend it as a proper industry to be established on state account unless more desirable industries could not be found. It would in any event be proper only in the penitentiaries. It requires much room, and quite an expense for supervision.

#### COMB AND BUTTON MAKING.

The state hospital at Utica, N. Y., is the only place where we found this industry in operation, and they furnish combs and buttons to other state hospitals only. They make common hair combs out of bone and rubber. It is a small industry and gives employment to only nine inmates. The machinery is not very expensive.

If the product could be furnished to all of our state institutions, or for the trade, it might do to establish it at one of the hospitals on state account, thereby giving employment to a larger number of inmates. We think it would be self sustaining after being established.

#### COFFEE ROASTING AND GRINDING AND SPICE GRINDING.

The only plant of this kind was found at the hospital at Utica, N. Y. The plant consists of two roasting machines costing \$1,680, one (1) combined cooler and stoner, one (1) spice cracker, one (1) set, four (4) mustard pounders, one (1) eight-hole mustard sieve, shafting, belting, etc.; one (1) coffee



polishing, separating and grading machine, costing \$160; three bins, capacity of one ton, etc., \$65. One (1) spice mill complete, costing \$275; elevators, etc., \$72; other machinery, making the entire plant cost \$4,922.58. It will be observed that this plant gives employment to only three inmates. The work done is excellent. They had 200 tons of green coffee in stock, which had been imported from Brazil, costing 8½ cents. It was furnished other state hospitals at 11 cents a pound. It was Santos coffee.

Under the circumstances, each of our institutions now having its own roaster, we do not recommend this industry as proper to be established.

#### MANUFACTURING FARMING TOOLS.

This industry has for many years been carried on at Fort Madison penitentiary by contract labor, and it is a good industry as such.

We cannot recommend it on state account, as it involves a large expenditure of money for machinery, much expense for supervision, and would require a large investment of capital to run it with profit. In Ohio it earns 58 3-10 cents a day for each convict employed at it.

#### FURNITURE MAKING.

But one such plant was found in operation, and that at the Pontiac, Ill. reformatory. They make mostly cheap sofas and lounges for the southern market. They furnish room, heat, labor, etc., and get a certain sum per hour for each workman. On this, or the contract, or piece-price plan, it might do, but we would not advise it as an industry on state account, unless more desirable and paying industries could not be obtained. In any event it could only be operated at the penitentiaries. The sum earned, 2½ to 2½ cents per hour, shows it is not as profitable an industry as many others herein mentioned. The warden at Sing Sing, N. Y., prison, is just putting in a plant to make desks, which he thinks will be a profitable industry. The machinery will cost \$2,800.

#### GLOVE MAKING.

Did not find this industry operated on state account. It is in operation at the Ohio penitentiary on the contract plan, and the men too weak or infirm to do heavier work are worked here at 25 cents per day, each. It is a good industry, for this class, on the contract plan.

#### GRANITE CUTTING, LETTERING, ETC.

This work is extensively carried on at the Pontiac, Ill., reformatory. It is appropriate only for our penitentiaries. The pay is per piece, or letter, in accordance with a certain schedule. It was claimed to be fairly profitable, though we were unable to learn enough about it to recommend it. It would be all right on piece-price plan if the pay is sufficient. The granite is all furnished and shipped them by contractors, who furnish all machinery.

#### HARNESS MAKING.

From all we could learn, the manufacturing of harness in an insane hospital is all right, providing a high class of hand-made goods is made, and a demand found for them. Large capital is not required, and fifty men are

worked on state account in this industry at the Massachusetts state prison. In the absence of piece-price or contract work, it would be worth a trial.

#### HOLLOW-WARE MANUFACTURING.

This is a good contract industry for a penitentiary, and also on piece-price plan. At Columbus the men earn 53½ cents a day, each.

#### PRINTING AND BINDING.

This industry we found the best developed at the state hospital at Utica, N. Y. While in our judgment it would be advisable to install a small printing plant, costing say not over \$2,000, at Mt. Pleasant, Glenwood, Davenport, and, perhaps, at Marshalltown, we do not think that an expensive plant should be installed at but one place, and this should be so equipped as to be able to do all finer work of printing and blank book work and binding for all of the state institutions, and the printing and book work for the Board of Control. Such an establishment could undoubtedly earn some money for the state and furnish occupation to quite a number of inmates.

It should be established, either at one of the hospitals, or one of the penitentiaries. It could not be expected that it would be a money-making industry unless the opportunities to furnish work extended beyond furnishing it for the state institutions.

#### KNITTING STOCKINGS.

This industry can be prosecuted successfully at any state institution where there are seeing inmates. From ninety-nine inmates at the Nashville, Tenn., penitentiary, \$1,000 or more a month is realized on contract work. If thought desirable, it could be introduced at Mitchellville or Eldora, if even only to supply all other state institutions.

#### MANUFACTURE OF WOOLEN AND COTTON CLOTHS.

An investment of \$35,000 at a single institution employing 150 inmates indicates that there must be an investment in plant, material and manufactured product of at least \$50,000. At Concord, Mass., reformatory, these goods are made for other state institutions on state account. The product seemed to be good, although at another Massachusetts institution they claimed that the coarser grades of goods made at Concord were inferior to goods bought in the open market at a less price. It was said, however, that their higher grades of goods were excellent. We should not advise installing this industry in any of our institutions on state account so long as other desirable industries can be had on the contract or piece-price plan.

#### MANUFACTURE OF CLOTHING.

In Massachusetts at the prison they make all clothing (men's) for other state institutions, and in New York the prisons make it for the other state, county and city institutions.

As the law provides no penalty for county and city institutions failing to so purchase, the law is to that extent a dead letter. We think that under some plan all the clothing for males and females in state institutions



should be made by the state in one or more of such institutions. Much of it has been so made in some of our institutions for their own inmates for several years past. It seems to us it would be the better plan to have certain institutions, such as the Boys' Industrial School and the penitentiaries, make all clothing for men and boys for all the state institutions, except at Davenport. This ought to result in greater proficiency in the making. It may be the plan we suggest is not feasible, but it is certain we should, under some plan, make all institution clothing in the institutions.

#### MATTRESS MAKING.

We feel sure this industry cannot be successfully carried on to a greater extent than to make all mattresses used in all state institutions. Whether it is best for each institution to do this to supply its local needs, as is now done in some of them, or whether the entire work should be concentrated in one or two of them, is a matter we submit for discussion at the next quarterly conference.

#### SADDLERY.

At Pontiac, Ill., they have recently introduced this industry, and make saddles and bridles for contractors, who furnish all material and pay 2½ cents per hour for shop room, heat and labor. The pay seems small, but it appears to be a successful industry. It could be introduced on contract in the penitentiaries, or in the Boys' Industrial School, if deemed desirable.

#### SADDLERY HARDWARE.

As a contract or piece-price industry this is desirable. It earns per man per day at Columbus, Ohio, 60 cents, and at the Nashville, Tenn., prison from 60 cents to 70 cents per day. It could only be operated at a penitentiary.

#### SEWING.

Or more properly speaking, dressmaking, for ladies in the town or city where the institution is located, is followed with success at the deaf and dumb institution at Columbus, Ohio. They do the work for less than is charged by outside people for the purpose of giving the girls practical instruction in an industry which they may follow after they leave the institution. We think an attempt in this direction might be made in our institution at Council Bluffs.

#### SHIRT MAKING.

We saw at the women's reformatory at South Framingham, Mass., as good fine white shirts being made as one can get anywhere. They are sold to jobbers at \$3.25 a dozen, and a good profit is made at that price.

Doubtless more would have to be charged here, owing to freights on material. This is, in our judgment, an industry which should be introduced in the Girls Industrial School at Mitchellville. About all the investment required is for material and machinery, and one skilled woman can direct the work.

The manufacture of muslin curtains is also successfully prosecuted. Either or both of these industries would be appropriate for larger girls at Mitchellville, and while teaching them a useful trade, could be made remunerative to the state.

It will be observed that at Ions, Mich., they get, on contract, 35 cents a day for each inmate at this work.

#### MANUFACTURING STOVES.

All we know of this industry is on the piece-price plan or contract plan. At Columbus, Ohio, it is earning per day, per inmate, 65 cents, and would certainly be a desirable industry to put in one of our penitentiaries, on either of the above plans.

#### TRUNK MAKING.

They make trunks in the prison at Charlestown, Mass. They gave us no figures about this industry, but advised against its establishment. Said competition was too great, and profit so small that there was nothing in it.

#### UPHOLSTERING.

We do not think this is a desirable industry except in so far as it can be made useful in supplying the needs of each institution.

#### RECOMMENDATIONS.

In making the foregoing recommendations, it is not assumed that all of the industries recommended as suitable for each institution, can or should be established therein. Our object is to show what industries may best be established in the several institutions, and as occasion may arise such of them may be installed as may under all of the circumstances be deemed best.

We recognize the fact that what industry shall be established at any institution will depend upon the character of the institution and the object sought to be accomplished. Thus, in the Soldiers' Orphans' Home, the College for the Blind, the Institution for the Deaf, and perhaps some others, where the primary object is to educate and fit for good citizenship, and equip with such practical knowledge as will enable the inmates to follow some useful and paying occupation after they go out into the world, it is clear that so far as is practicable, only such industries should be operated as will tend best to promote such ends. In the Hospitals for the Insane, and to a certain extent in the Institution for the Feeble-Minded, industries should be sought for which, while furnishing an occupation, will promote the health of the inmates, and best assist them in being restored to a normal condition. While at the penitentiaries, the industries should be such as will not only give employment, but may be expected to produce a revenue to the state.

In making the above recommendations, we are not unmindful of the fact that the product of any industry in a state institution may to a greater or less degree enter into competition with outside labor, still inasmuch as the inmates of all our state institutions are in some manner supported by the people of the state, every good citizen is interested in seeing that all



such inmates are furnished something useful to do, and that something should be what is under all of the circumstances, the best adapted to promote the proper end to be attained. Whatever competition is brought about by prosecuting such industries in our state institutions is inevitable, so long as we have dependent, defective or criminal classes to care for.

The conditions are not of our making. They exist, and must be met, and the inmates of state institutions, both on grounds of their health and of sound public policy, ought not to be maintained in idleness. We especially disclaim any desire to make industries in the Hospitals for the Insane paying, regardless of the condition or health of the patients. Patients in the hospitals are not required to work. They are advised to engage themselves in some useful occupation, because it is the best means of restoring them to a normal condition, and all labor in such institutions should always have that end in view as the chief thing to be accomplished. Many other interesting facts in connection with industries might be referred to, did the limits of this branch of the report permit.

## PART TWO.

Your Board also directed this committee to make an examination of the various systems of keeping financial accounts, the system of keeping store-room books and accounts, and requested us to ascertain the system of accounting for supplies after they are drawn from the store room and receipted for by the party securing them.

In addition to all of these duties, which we endeavored to faithfully discharge, we devoted much time to an examination and inspection of the plan and structure of buildings, embracing kitchens, dining-rooms, wards, schoolhouses and rooms, chapels, amusement halls, hospital buildings and appliances, congregate and other dormitories, cottages, sewage, ventilation, water supply, refrigerating and ice manufacturing plants, electric light plants, cow barns, root cellars, piggeries, and to other matters touching which we might secure information of value to the Board and to the officers of our institutions.

We also devoted some time to the question of salaries, the cost of ice, butter, milk, fuel and meats.

Inasmuch as the matter of establishing a reformatory for juvenile criminals, and a colony for epileptics, has been discussed in our state, we visited the leading reformatories and epileptic colonies, and obtained all the facts we could throwing light upon the necessity for such institutions, their plan, the cost of the same, and the work being done in them.

We now proceed to speak of all matters, other than industries, which impressed us as of sufficient importance to justify specific mention.

### EPILEPTIC COLONIES.

The Ohio Hospital for Epileptics is located at Gallipolis, Ohio. It is the oldest institution of its kind in this country, having been established in 1890. It now has a population of 495 males and 475 females. No unusual

industry is carried on here except basket making; the facts concerning it are given in Table I, attached to this report.

The location of the institution is unfortunate; the state has 285 acres of land here, very little of which is tillable. It is, in the main, very hilly, and filled with stone. Thus far the plant has cost five hundred and seventy-five thousand dollars (\$575,000). The buildings are all of stone, which was procured on the place; they are substantially built. It differs from other like institutions in that it is more on the congregate plan. They have cottages for 50 patients, for 200 patients, and 86 patients each. They have a separate building for the insane epileptics, which is complete with dormitories, sitting rooms, dining-room, kitchen, etc., and it contains 200 patients. In speaking of the merits of the two systems, Dr. Rutter, the superintendent, advised that such a colony should be inaugurated more on the village system. He would have more cottages, and build them of wood, plain and inexpensive, and thus get double the capacity for the same amount invested. This plan, he says, will permit a better classification of patients than is possible with larger buildings. He suggests at least three classifications. First, male and female; second, youth and adult; third, sane and insane, and says the social conditions of the parties and the frequency of the attacks suggest still further classifications as desirable.

The Ohio law provides for the reception of patients aged 6 years and over, and also provides that anyone having epilepsy may be sent to the institution.

He suggested a doubt as to the constitutionality of such a law, but said the question had never been determined. While those committed are, if not cured, kept against their will, they are not so kept when their friends wish them released.

Commitment of patients is made by the judges of probate courts. Sometimes they attempt to escape, and whether they try to bring them back depends somewhat upon the character of their disease, as to being helpless.

Patients are required to work, if able, as a measure necessary for their improvement. If they refuse to work they are deprived of privileges. No corporal punishment is ever inflicted. Some who have always used tobacco are given a ration of it to induce them to work. There is no system of money rewards for labor. They count a patient recovered when he has been free from attacks for two years. Have discharged eighty-six patients as recovered, of whom ten had subsequent attacks. Twelve per cent recover.

They have dining rooms in three cottages, and five congregate dining rooms. He favors smaller dining rooms, and thinks such an institution should have 1,000 acres of land. Insists that the best thing for patients is to get them out at work on the farm. Dinners are served in courses from printed bills of fare. They spend an hour in eating.

The sexes are not permitted to mingle except at amusements, dances and at church. Attendants are required to dance with patients. They make all clothing for female patients, their boots and shoes, and repair furniture, and make some for the institution. They have a good carpenter shop, and a printing office in which they do their own printing. They expect to make clothing for male patients, and brooms and brushes as soon as they have shop room.



The per capita cost, including all salaries, is \$140, and when based upon those absent as well as those present it is \$118. They have two schools, one for males and one for females. Have a separate school building. Teachers receive \$30 per month and board and washing. They expect to establish trades schools.

A feature found here, and nowhere else, is a laundry cottage. It embraces in one building, a laundry, sitting room, dormitories, etc., for all patients working in the laundry. We were not favorably impressed with this arrangement. It seemed to us that when a patient was through work in the laundry she would prefer to go to a home in a building entirely separate from the laundry building.

They have an excellent pathological laboratory, well equipped, and in charge of a skilled man. Have no cows, and spend \$600 per month in the purchase of milk. The institution has an orchestra and brass band. The sewage is disposed of in filter beds like those described hereafter. We were impressed with the conviction that not enough work was provided for the patients; it is, however, proper to add that the persons who located this institution are responsible for this condition of affairs, and not the superintendent.

#### CRAIG COLONY FOR EPILEPTICS.

This institution is at Sonyea, N. Y. It was opened for patients in 1895. It is in process of development. It now has 170 males, and 196 female patients. The plant consists of 1,895 acres of land, much of which lies in a fertile river valley. It is delightfully situated, and in all respects well adapted to the needs of the institution.

The land cost sixty-five dollars (\$65) per acre. The colony is planned to accommodate 1,800 patients, when the buildings are all erected. It is established on the theory that there should be an acre of land for each patient. Many buildings are completed and occupied, and many more are in the course of construction. Six hundred and forty acres of land is forest and ornamental grounds, and fifty acres in gardens. Some of the buildings are heated by steam and others by hot water. All woodwork in buildings is rounded, and all stairs are broken by landings. Each inmate has a closet. They are now building eleven cottages, costing three hundred and eighty-seven dollars and fifty-nine cents (\$337.59) per capita. Have thirty cottages in all now. All cottages are two stories high. Expect to receive 258 patients this fall, and in 1900 will be able to accommodate 850 in all.

Two cottages are now operated at an expense of eighty-six dollars (\$86) per year per capita, and there is but one paid employe in each; she acts as attendant and cook, assisted by trained patients. There is a railroad station on the grounds, and another near by.

At present they do not receive all classes of epileptics, as the accommodations will not admit of their doing so. When the proposed buildings are all erected, all classes of epileptics will be received except the insane.

The superintendent, Dr. Sprattling, is of the opinion that insane epileptics should not be sent to such an institution. Patients are committed by superintendents of the poor. A physician must certify to the fact that they are epileptics. The application must be approved by a board of com-

missioners. Before a patient can go to the institution, the agent of the colony must examine the case and approve of the finding.

If inmates escape they are brought back. Such attempts are rare. No pay patients are received, as they cannot now accommodate them.

It is the superintendent's opinion that if such a colony be established in Iowa, it should be on the theory of providing for 1,000 patients, ultimately. He favors legislation compelling epileptics to be sent here. He says 60 per cent of his patients have epilepsy because of the use of alcohol, or it is hereditary. His ratio of recovery is 7 per cent of the total number treated. Seventeen patients are making brick; they have a steam plant; last year they made 458,000 brick by patient labor, enough to pay for the plant. Costs \$2.30 per thousand to make them, and they sell the brick to the contractors of their buildings for \$3.50 per thousand. Eighty-five per cent of their patients are said to be employed at some labor. Females are employed on the lawns, and at gardening, making clothing, working in the dining-rooms, and as cooks, etc. They now can their own tomatoes, corn and peas, at the village cannery. They expect to erect a canning factory, and put up these articles for other state institutions. They make baskets, mattresses, and propose starting the rug-weaving industry for women. The superintendent thinks it might be well to pay certain patients for their work. He expects to so develop the farm as to be able to supply other institutions with farm and garden products, and is doing so now in a limited way. Says he has not bought a vegetable nor any milk since the colony was started. Says when he has 1,000 patients he can support them for \$100 per capita, in addition to what is produced on the farm. It cost 10 cents per day per capita last year to feed the patients.

Employees are all appointed by the superintendent. Ratio of physicians to patients, one to 100. Have an excellent water supply from springs and a stream. Cottages, he says, should contain not over thirty patients. Their cottages are all complete with sitting-rooms, dining-rooms, kitchens, dormitories, etc. Sleeping rooms mostly for single patients, and in all cases each patient has a separate bed. Have one employee to fifteen patients.

Patients are employed on farm and in garden and houses, also at carpentry, blacksmithing, painting, upholstering, printing, tailoring and shoemaking. Have kindergarten work for young patients, and also manual training department and Sloyd work.

#### PENNSYLVANIA EPILEPTIC HOSPITAL AND COLONY FARM.

This institution is located at Oakbourne, Pa., and is operated by a private corporation. It has \$50,000 invested in buildings, the gift of one man. The institution was opened in 1894, and now has twenty male patients and twenty female patients. Two men presented the institution with its farm of 110 acres, and costing \$20,000. The gentleman who gave the \$50,000 for buildings has just given the sum of \$5,000 for an industrial building.

In 1895 the legislature of the state of Pennsylvania gave the institution \$5,000, and in 1899 \$2,500. They have two cottages, one for males and one for females; both are substantial stone and brick structures. Also have a good stone administration building. Each cottage is complete in itself, having kitchen, dining-room, reception rooms, baths, closets, store-rooms and



dormitories. The land is good. They receive adult patients from Pennsylvania and other states. People, able to do so, pay from 90 cents a week upwards for support. Some pay \$10 per week. They do not take violent patients, as they have no means of caring for them. These are not permitted to associate together, except at amusements. They have sixteen employes, including the superintendent. Have an abundant water supply from artesian wells. The institution is on the cottage plan; the superintendent advocates compulsory attendance of all epileptics, either until they are cured, or until their longer stay would not subserve any useful purpose. Such restraint is an act of public safety, until all danger of propagation is past. He says from 6 to 10 per cent of all patients under proper medical care can be cured, and excellent results are produced in most all cases by the regular habits, good diet and work on the farm. It is expected to start broom, brush and mattress making. Beds in dormitories stand about six inches from the floor to avoid accidents when patients fall out of bed.

After a careful consideration of the question, we are of the opinion that the plan mapped out and so far prosecuted at the Craig Colony is the ideal one for the treatment and cure of epileptics, and that the segregating this afflicted class in this manner is not only advantageous to them, but of inestimable benefit to the community and to the state at large. This colony at Sonyea is planned for the years to come, and it is the best way to serve the ends sought to be accomplished.

#### INDUSTRIAL REFORMATORIES.

*New York State Reformatory.*—This is the oldest institution of its kind in the United States. It now has 1,500 convicts. Its work has excited great interest all over the civilized world. The buildings are ample and all good. As the laws of the state of New York do not permit them to manufacture articles for sale on the general market, this institution has become more than ever a great trades school. Thirty-six industries are taught here. Mental, physical and industrial training and development, including education in the school of letters, constitute the principal work of the institution. They have a large number of literary schools taught by convicts who have been trained by the superintendent of that department, who is a graduate of Harvard. What trade a convict shall keep up is determined by the superintendent of the institution. The occupation of his friends is considered, also the local surroundings to which he is likely to return, and his opportunities for work there. It was stated that 80 per cent of the 603 convicts discharged in 1898 went directly or indirectly into the trades they had practiced in the reformatory. These trades are: Baking, bricklaying, cooking, barbering, cabinet making, electrical work, bookbinding, carpentry, frescoing, blacksmithing, manufacture of clothing, cutting, hard wood finishing, horse shoeing, machine wood working, house painting, iron forging, machinist, molding, painting, steam fitting, stenography, photography, etching, plastering, plumbing, printing, shoemaking, sign painting, stone cutting, stone masonry, tailoring, telegraphy, tin smithing, upholstering, wood carving. The institution is a very busy place, and every convict was industriously plying his trade in constructing something, not for the market, or to serve some useful purpose, but simply to give him practice and skill, and the work, when completed, is destroyed

and then done over again. The superintendent placed great stress upon the training and skill acquired, and the fact that all of them were kept employed at an occupation which had a tendency to make them better. We were impressed with the conviction that the labor performed here simply as a matter of manual training should be applied to some useful purpose, and that the law should permit articles to be made and sold. We found practically no idleness in the institution; all of the hours except the hours for sleep are occupied in industrial work, school work, physical training or chapel exercises.

They have a carefully prepared system of grading which is carried out. It is an important reformatory measure. A prisoner, when he enters, is placed in the second grade; he may work up to the highest grade, and thus shorten his term, and secure his liberty by good conduct, by obedience to rules, and by proficiency in trades and school work.

The lowest grade are cared for much as the prisoners in a penitentiary; the middle grade fare some better, have tablecloths on their tables, etc., and the best grade are accorded many privileges, such as better food and clothing, and may converse at meals, and may, within certain limits, order their food and pay for it out of their own funds.

The reformatory system is said to rest on three supports: First, indeterminate sentence; second, parole provisions of the law, and, third, the trades and marking system. They have a fine military organization. They have 140 employes. No tobacco is given to convicts. The superintendent advocated an absolute indeterminate sentence, and good conduct alone and actual reform should constitute the basis and hope of obtaining liberty. The gross per capita cost of maintaining prisoners for 1898 was one hundred and fifty-two dollars and fifty-eight cents (\$152.58).

*Massachusetts State Reformatory.*—This institution is located at Concord, Mass. They receive prisoners from 18 to 35 years of age. If found guilty of a crime more than three times, they cannot be sent here.

Training schools are conducted as at Elmira. After they have become proficient in these schools they pass into the industrial department and are employed at various kinds of productive labor. Thus we have a combination of industrial training and productive industrial work. The forenoons are spent in the trades schools, and the afternoons in the shops. Prisoners alternate, so that both shops and industrial training schools are in full operation all of the day. The products of the shops are furnished other state institutions. They have a plant costing \$35,000 for the manufacture of cotton and woolen goods. All weaving is done with hand looms, made at the institution. They also make boots and shoes; 1,000 pairs a day. Further details as to their manufacturing will be found in Table I, attached hereto.

The state gave \$100,000 to start the industries, and the institution uses all money it earns. Do all of their own printing and some for outside parties. The grading system is much like that at Elmira; they have an indeterminate sentence law, and the average time convict's stay is fifteen months. It is possible for a convict to work out in a year, but he may be kept two years if committed for a felony.

Superintendent concurs with Superintendent Brockaway, of Elmira, that the sentence should be absolutely indeterminate in character. Over one-half of the prisoners remain for the full time for which they were com-



mitted. The plan of training and also of operating productive industries followed in this institution, we approve. The institution has 300 acres of land, of which twenty acres is inside of the prison walls.

Convicts go out on good records made in school, shops, etc. If released on parole before the expiration of their sentence, they may be brought back for bad conduct. Over \$1,300,000 have been invested here in the plant. They have 1,022 cells. Have schools and a paid superintendent and teachers, and a school building erected by convict labor. Sloyd work is prominent here.

*Illinois State Reformatory, Pontiac, Ill.*—They have 1,397 inmates. Prisoners may be committed between the ages of 12 and 21 years. Boys under 16 go to school all day. Those over 16, three-fourths of the day. In lieu of trades schools they have productive industries, conducted by outside parties who contract with the prison authorities for pay of convicts at a certain sum per hour, as is shown in Table I attached hereto. Contractors generally furnish everything except room, heat and power. In the knitting shop the state also furnishes the machinery. Prisoners work nine hours a day in summer and seven hours in winter. Superintendent thinks few boys follow the trades learned here after they go out.

Have canned 4,000 gallons each of corn and tomatoes this year. Make all clothing, boots and shoes, for their own use, and do all their own repairing. Do much of their own mason and carpenter work, and teach various industries. Have an indeterminate sentence law and a parole law. The average stay of prisoners is nineteen months, though a few go out in a year. Not much trouble with escapes. Pay \$15 and expenses for the return of an escaped convict, and sometimes pay more. Commitments are made for felons.

First grade prisoners eat in a dining-room, and the other grades in their cells. It is claimed 85 per cent of prisoners going out on parole conduct themselves properly. When on parole the reformatory authorities keep track of them for a year, and if, in the meantime, their conduct has been good they are released, otherwise they are brought back to the institution. They have twenty schools and ten teachers. Convicts alternate in going to school one-half day, and spending one-half day in the shops. Per capita cost in 1898 was \$119. The institution has 416 acres of land. Sustenance costs 7 cents per day, per man. Dining-room seats 580. Chapel seats 1,275, and has an excellent pipe organ in it. They print their own report. Tables in dining-room have table cloths which are changed every other day. They use porcelain and glassware on the table.

*Massachusetts Reformatory for Women.*—This institution is located at South Framingham, Mass. They have 400 acres of land. They have 250 inmates. Superintendent was of the opinion that all of the women should be employed at some work which would help them to an occupation when they left the institution. When they enter the institution they are put upon machine work, and then follow the various kinds of domestic work found in such an institution. The shirt industry was the most important here. Facts touching it will be found in Table I attached hereto. Per capita cost last year, \$202 81.

It will be observed that all the reformatories are conducted with the same general end in view, viz., to give employment, and to so occupy the minds of the convicts as to work a reformation while in confinement, and

to start them in trades or occupations which they will be most likely to follow when released, or in which they will be most likely to find employment. While the central aim is and always should be the reformation of the prisoner, and thus make a good citizen, and furnish him with a trade or occupation, still we think more attention might be given to utilizing his labor in prison so as to make it productive.

In this respect the institutions at Concord and Pontiac come nearer our ideas than any of the others visited. It is not just to the institution, the prisoners in it, or to the taxpayers of the state to work along the line of manual training alone. The using his efforts to the good purpose his work serves is an inspiration, and an incalculable benefit is derived by the prisoner from labor thus performed.

We are much impressed with the great good wrought at these reformatories. They are the most serviceable to the state of any of the penal institutions visited, and we think the state of Iowa could well afford to establish such an institution designed for first offenders and for the purpose of separating younger criminals from those older and more thoroughly schooled in crime.

#### DISPOSAL OF SEWAGE.

An important matter now before this Board is how best to dispose of sewage at some of our institutions. If the state has the legal right to flow sewage from its institutions into small adjacent streams (a point we do not undertake to decide) it certainly has no moral right to do so when the effect is to contaminate the water to the detriment of abutting land owners. It is apparent that it is only a question of a short time when this primitive way of disposing of the sewage from public institutions must give way to more enlightened, healthful and scientific measures.

We gave particular attention to this question, and suggest that there are two plans which do not involve a large expense, by means of which sewage may be disposed of without detriment to anyone.

*First.*—The plan devised by the late George E. Waring, Jr., for the institution at Oakburne, Penn., and

*Second.*—By means of filter beds.

The first plan, as we understand it, provides for conducting the sewage to a tank or cesspool, where the solid matter is taken out and put upon the soil, and the liquid is siphoned out on the ground. The superintendent assured us that no odor accompanied this process. It is a matter of doubt with us as to whether this plan would do for a populous institution, but it seemed to work well in this institution, which has, all told about sixty people. The second plan, which has been tried successfully at Craig colony at Gallipolis, and at some other places, is thus described by Dr. Rutter, of Gallipolis, Ohio, in his annual report:

"The sewage disposal for the cottage for the insane, which, to some extent, was regarded as an experiment in that branch of sanitary science, has been put into operation, and is fulfilling every hope. I regard this as one of the interesting features of the hospital, which, being equipped with all the facilities for biological research, will be able to determine, without any additional expense to the state, several very interesting and much discussed problems concerning the general subject of sewage disposal. The disposal beds consist of ten trenches, four feet deep, three feet wide and



300 feet long, which have been filled with sand and gravel with superior filtering qualities to within eighteen inches of the surface. These trenches are underdrained by means of porous tile, four inches in diameter, intersecting them every eight feet. The trenches are separated from one another by beds ten feet wide, which are intended for the cultivation of vegetables, etc. The sewage is collected into a tank holding 10,000 gallons, which empties itself automatically, discharging its contents through a duct so constructed that each trench may be given an accurate dosage at such times as experience may show to be attended with the best results. The water from the sewage is collected into three four-inch drain tiles, from whence it is carried off into one six inches in diameter, and discharged into a little brook, the tortuous windings of which gives it a flow of about one and one-half miles before it reaches the river. The water from this outlet being fully exposed at the point of exit, can be subjected to biological and chemical analysis at all times, so that experiments may be pushed forward day by day which will determine accurately the destructive qualities of a given amount of surface exposure and filtration upon bacterial life. The bed has been in operation but a few weeks, and under conditions that are not the most favorable for the development of destructive germs, and yet, the colonies obtained from the effluent have diminished more than 500 per cent in numbers, thus giving promise of a perfectly safe disposal system at a very small outlay."

The filter beds at Lancaster, Ohio, cover two and one-half acres of land. At each of the institutions where this plan is in operation it has been found a great success, and large quantities of vegetables are raised on the ground between the trenches. Thus the ground is well utilized. The cost of the filter beds at Gallipolis was \$800.

#### SUBWAYS.

In two of the most recently constructed plants visited they have brick tunnels or subways connecting all of the buildings. These subways are of sufficient size to admit of passing all water and steam pipes through them, also electric light wires, and also to walk through. They are so used in bad weather as a means of going from one institution to another. By placing pipes and wires in such a subway they are always accessible in case of a breakage or accident, and in course of time the subways would pay for themselves in the saving of expenses otherwise incurred in digging up and repairing pipes. We think in all future remodeling of our institutions the work should be done in view of the construction of such subways, and a beginning made at some institutions on their construction as soon as practicable. If we can find suitable clay for making brick at each institution, the work could be done by inmates in many cases, and the cost would be comparatively light.

#### REFRIGERATING AND ICE-MAKING PLANTS.

We examined several refrigerating and ice-making plants—all of them operated successfully. The one at the Institution for the Feeble-Minded at Columbus, Ohio, was made by Frick & Co., of Waynesboro, Pa., and cost \$3,000, in addition to a large amount of labor done and material furnished by the institution. It has a capacity of twenty tons per day. With it three tons of ice can be made each day, and all of the cooling done besides.

The cooling rooms are over 600 feet distant from the plant, and it is demonstrated that the brine for cooling can be carried to a great distance and operated successfully. The liquid ammonia is pumped to the cooling rooms and expanded at that point, and then returned to the condenser at the apparatus station. At Gallipolis, Ohio, the plant was made by Wolf & Co. of Chicago, Ill. The temperature is kept as low as 17 degrees in some of the cooling rooms. The cost of the plant at Binghamton, N. Y., which is of the same kind as that at Columbus, Ohio, was \$4,200. At Lancaster, Ohio, the Frick company's plant is in operation. It is looked after by the engineer and the boys; it has a capacity of seven tons of ice a day; cost, \$6,000.

The plant at Kankakee, Ill., cost \$7,346, and besides furnishing all of their ice and cold storage, they sterilize all the water used in the hospital. This is the Wolf plant. From what we saw we preferred the Wolf plant as equal to any of the others, and as more compact.

#### SLOYD WORK.

This system of teaching youth the use of tools and of carpentry is in operation at some of the reformatories, at most of the industrial schools, and at some of the schools for the blind and deaf and dumb; also at the institutions for the feeble-minded and at the epileptic colonies. In our judgment it ought to be introduced in our Deaf Institution, in the Soldiers' Orphans' Home, the Institution for Feeble-Minded and in the Boys' School at Eldora. The benches can be made at any institution having a carpenter shop, and about the only other expense will be for tools, which will not be large. When a boy has gone through this course, he is a pretty good carpenter, and in a limited way while at the work they can make many articles of use to the institution.

#### CONGREGATE DINING ROOMS.

The tendency in most hospitals for the insane is towards large congregate dining rooms. We have some congregate dining rooms on a small scale. Dr. Paige, at Middletown, Conn., is now about to build a congregate dining room to accommodate 1,500 patients. He has had experience with large dining rooms, and pronounces them a success in every way. Here is what he says about it:

"No food should be placed upon the tables until all the patients are seated, when it should be served in a systematic, orderly manner. The size of the proposed room would present no obstacle to the rapid serving of food, but haste is to be avoided. While in a large dining room a single course could be served to all within five minutes, there should be waits between the courses, and a full hour should be allowed for the serving of dinner, and nearly as much time for breakfast and supper.

"Meantime there should be music from a well drilled orchestra, such as nearly all large institutions maintain by selecting medical attendants. Piece after piece should be given at short intervals throughout the hour, and music of a high grade should be selected, as the best effect will follow the rendering of the finer varieties of music. One can readily understand that good music would be helpful in making an hour in an institution dining room pass quickly and agreeably with the nervous and the insane. But it would accomplish much more than that when used in connection with an attractive and well appointed dining room.



"The combined influence of such a dining room, with flowers and music, would promote self-control and self-respect. The ordinary monotony of institution life would be well-nigh abolished; the privilege of going regularly to meals in the dining room, depending, as it must, upon proper behavior there, would be so appreciated it would have a powerful influence with each individual for good, and thus there would be planted in the mind of each patient a healthful and constantly acting motive to right conduct, which is a great advance upon rules and coercive measures looking to the same end.

"With the present number of patients under treatment and custody here, a large, central, congregate dining room should be erected to perfect the plan of reorganization, to centralize and simplify the distribution of food, to facilitate thorough supervision of both employes and patients, to promote the comfort of the patients and revive in them natural sentiments leading to self-respect and self-control."

As soon as may be practicable we think the large congregate dining room should be inaugurated in our Iowa hospitals.

#### NUMBER OF TEACHERS IN SCHOOLS FOR THE BLIND AND DEAF.

In these institutions in other states more teachers are provided in proportion to the number of scholars than in our schools. We submit this matter for the consideration of your Board, and suggest whether the number of teachers in these institutions should not be increased.

#### VEGETABLE CELLARS.

A comparatively inexpensive vegetable cellar was found at Fort Wayne, and a similar one at Plainfield, Ind. It is constructed as follows: A large brick arch is built, sufficiently wide and high to permit a wagon to drive through it, and to admit of brick bins on each side of the driveway; the ends are closed by proper doors, the bottom paved with brick, and the top covered with dirt, several feet thick. Any capacity can be obtained by enlarging the arch, or by making the structure longer. We were assured that these cellars kept vegetables remarkably well, and there was no trouble from frost.

#### COWS.

We went east in the full belief that the Iowa cows were equal to any in the world, and that at some of our institutions we had herds as good as could be found anywhere. We were compelled to change our minds. Evidently in the east more care is taken to secure and keep good herds of cows than has been taken at our Iowa institutions. We do not forget that we have some excellent herds, still we have none to compare, for instance, with the fine herd at the institution at Glenn Mills, Pa. Here a cow is tested, the milk is weighed from each cow at every milking at the same time it is cooled. A record is kept of the weight, and if a cow does not come up to the standard fixed, she is disposed of and another secured, and so the process of weeding out cows below the standard goes on. It occurs to us that it is poor policy to keep a poor cow. There is neither profit or satisfaction in it, and we urge that hereafter the utmost care be used to raise the standard of our herds so that as milk producers they will not be surpassed.

#### SYSTEMS OF INTERNAL ACCOUNTING FOR ARTICLES AFTER THEY HAVE BEEN RECEIPTED FOR BY THE ONE DRAWING THEM,

In only two or three institutions did we find any system of accountability for articles which had left the storeroom (except clothing and bedding) except in so far as it was had, as was expressed by one superintendent, by "watching the swill barrel."

In many institutions there seemed to be no system even of keeping track of clothing and bedding after it had left the storeroom, and in no case did we find any system of internal accountability equal to that followed at the Mt. Pleasant hospital.

#### REQUISITIONS.

Requisitions were made in some institutions on the storeroom at any time, in others daily, and in others weekly, and in some weekly as to some articles, and monthly as to other articles.

#### STOREKEEPER'S BOOKS AND ACCOUNTS.

In no state except New York did we find a uniform system of keeping accounts in all of the state institutions. In some states, as in Massachusetts, Pennsylvania and Ohio, there was a semblance of uniformity to a certain extent, only as resulted from the fact that certain forms of returns were required to be made to state officers, and books were so kept as to show the facts called for by state forms.

An investigation of the system at Craig Colony, N. Y., showed one book kept for "goods received," and another for "goods disbursed," and separate ledgers for each classified account. In Ohio and in Pennsylvania the storekeeper keeps no account of the value of articles. He simply accounts for articles by weight, measure, etc. In Pennsylvania the storekeeper charges himself with the articles (not cost) by measure or weight, and enters the date of the bill and of whom purchased, and credits himself with disbursements in same manner. He also keeps a stock book, which has a heading of say "butter." At the left are figures down the side of the page for each day of the month. The page is ruled so as to show "date of bill," "pounds received," "pounds disbursed," etc. We found no system of store books as simple and good as our own.

#### FINANCIAL BOOKS.

The system of keeping the financial books at the institutions visited, is, in our judgment, far inferior to that in force in this state. It is often voluminous, and in some states intricate, and often results in keeping duplicate accounts, without accomplishing any useful purpose thereby. It is impossible within the limits in which this report should be confined, to speak in detail of the several systems, but it may be said that your committee after diligent investigation of the methods of keeping financial and store books and accounts in the several states, were unable to find but one respect wherein they thought our system might be improved, and that is to cease to require the storekeeper to charge himself with the cost of goods. It may be, though of this we are not fully assured, that it would be wise to hold the storekeeper only for the goods by weight or measure, and not for



the cost. In all other respects our system of financial and store accounts is far superior to any seen.

#### STOREROOMS.

At Utica, N. Y., we found a model storeroom. And we are impressed with the necessity of concentrating all our stores at each institution in one building and room, or in rooms adjacent and communicating.

In no other way can stores be properly and safely kept, and we recommend that steps be at once taken to concentrate our stores at each institution, as is herein suggested, and that so far as means at your command will permit, this work be done at once.

#### FIRE ESCAPES.

The best fire escapes seen were at the hospital at Middletown, Conn. They consist of iron work built on the end of rear wards. They are about fifteen to eighteen feet wide one way, and the width of the end of the ward the other way. They are four stories high, and all iron except the floors, and cost \$2,200 each. Thus they furnish all the protection which any fire escape can, and at the same time furnish resting places for patients, so that in bad weather they can get the benefit of the open air without exposure to the elements. While the cost is large, it must be borne in mind that they serve a double purpose, and hence are very desirable.

In conclusion, we say we do not deem it proper here to undertake to institute a comparison between Iowa institutions and those in other states. We find some things to condemn and many more to commend. We desire to express our sincere thanks to the several superintendents, wardens, managers, and other officers and employes who extended to us every courtesy and opportunity to investigate matters in connection with their institutions.

We now respectfully submit this report, trusting it may have in it some information which may lead to the betterment of all the institutions under the care of your Board. Any further information gained by us, and not embodied here, will be furnished your Board as it may desire.

Respectfully submitted,

L. G. KINNE,  
M. T. GASS.

Dated, July 29, 1899.

NOTE—So much of the report as refers to dietary, compensation of employes, cost of products and cow barns is not published, as the same refers to many exhibits.



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## CHAPTER XII.

### FIRE PROTECTION AND FIRE ESCAPES.

None of the institutions now in use and under the control of this Board, are fire proof except the State Hospital at Clarinda. All of that building, except the chapel and administration part, is supposed to be fire proof in construction.

By section 30 of Chapter 118, of the Acts of the Twenty-seventh General Assembly, this Board is required to compel the chief executive officers of all institutions under its control, "to provide at each institution adequate and ready means of protection against fire, and to construct proper means of escape for the inmates and attendants where the same are not already constructed, and to establish and enforce rigid rules and regulations by which the danger of fire shall be minimized, and prevent, as far as possible, injury to the persons of the inmates, and the loss or destruction by any cause of the property of the state."

One would think that having enjoined the performance of a duty requiring the expenditure of thousands of dollars, some provision would have been made whereby the money could be had to pay for these extraordinary expenditures. As a rule, however, outside of such small sums as could safely be devoted to such a purpose, from the contingent and repair fund, no provision whatever was made by the legislature to cover such expenditures. We have, however, done all that the limited means at our command would permit, to carry out the legislative injunction. We have purchased a hook and ladder wagon for Independence and a hose cart for Marshalltown. We have purchased for the several institutions nearly 5,500 feet of new hose. We have urged the formation of fire companies, to be regularly drilled at all institutions, where such action was possible. We now have efficient and well drilled companies at all of our hospitals, at Glenwood, and some other institutions.



Soon after this Board assumed full control over the institutions it required a quarterly report of the means of fire protection and fire apparatus to be made to it by each institution.

These reports require to be stated the means of fire protection, the number and location of fire escapes, and whether sufficient or not; the water pressure and how high water could be thrown through a one-inch nozzle on a test made without notice to the party furnishing the water; the same after notice to the party furnishing the water, whether means of protection and fire escapes are adequate; if not, what changes should be made, or apparatus furnished, and an estimate of the cost thereof.

#### REPORT OF ENGINEER AND REMARKS-

The last reports of tests had at the several institutions show as follows:

##### MARSHALLTOWN.

Escapes sufficient; no protection in case of serious fire, because pressure insufficient.

##### VINTON.

Protection adequate.

##### CLARINDA.

Adequate except new water main needed from pump house towards hospital building and extending back of building, also three hydrants, etc., estimated cost of all, \$1,420.

##### MT. PLEASANT.

No test of hose made because of insufficient water supply. No fire escapes; stairways all inside and wood, many so steep that it is difficult in daytime to use them without danger of falling; they are not lighted; no pressure obtainable to reach the higher structures; means of protection wholly inadequate; more water, better pressure, larger mains, more fire hose, fire-proof elevators and dust chutes, and discontinuance of gas for lighting, are necessary. Fire-proof stairways, outside fire escapes, and an increase in size of stand pipes and more hose reels are needed.

All of these improvements, except electrical lighting, are estimated to cost about \$9,000. The building is now connected with the city water works so that said water can be used in case of emergency.

##### GLENWOOD.

New fire alarm system needed. Fire building and equipment, piping, pumps, rewiring; total cost about \$5,000.

##### MITCHELLVILLE.

No fire escapes. Have extension ladders; no pressure; water carried through 1½-inch pipes to each building; they are continued as stand pipes in each building with ½ or 1-inch hose on each floor. Means of protection wholly inadequate. Need an ample supply of water, and then a complete water-works system.

##### COUNCIL BLUFFS.

Fire escapes adequate. Supply of water not sufficient. Hose, nipples, etc., needed—\$397.75.

Since that report was made we are advised that the supply of water now appears to be ample.

##### DAVENPORT.

Ample fire escapes, except in girls' industrial building.

##### ELDORA.

Escapes needed to each building, also ten hand extinguishers; total cost \$500. Pressure not sufficient to throw water over main building.

##### FT. MADISON.

Well protected.

##### INDEPENDENCE.

Well protected. Some outside fire escapes; stone and iron stairway escapes from some wards.

##### KNOXVILLE.

Protection fair; only two-story building.

##### ANAMOSA.

Equipment ample. Water supply is not sufficient, though it is expected with the improvements being made, it soon will be. (We have since been advised that the water supply is ample.)

From the foregoing reports it will be observed that appropriations are asked for fire apparatus and fire protection as follows:

Clarinda .....	\$ 1,420.00
Mt. Pleasant .....	9,000.00
Glenwood .....	5,000.00
Council Bluffs .....	397.75
Eldora .....	500.00
Total .....	\$16,317.75

That at Marshalltown protection cannot be had with the present city water supply, as the pressure is not sufficient.



That at Mitchellville proper protection cannot be furnished until more water is secured, and new and larger pipes laid. Arrangements have been made by which it is hoped to secure an ample water supply.

We think all of these changes and improvements should be made at the earliest date possible, and therefore recommend that said appropriations be made.

## CHAPTER XIII.

### OBSERVATIONS RESPECTING INSTITUTIONS.

#### SOLDIERS' ORPHANS' HOME.

The average number of inmates at this institution in July, 1898, was 444 15-31, and in June, 1899, it was 454 1-5. It will be observed that the increase for the year is but slight.

The health of the pupils has, as a rule, been excellent, though the institution suffered from an epidemic of measles, but no deaths resulted. This institution has for years unloaded its coal from a switch track of the Chicago, Milwaukee & St. Paul railroad, which was situated at the highway crossing near the home. Last summer the railroad company lowered its track at this point about fifteen feet, rendering it impossible to longer unload coal at said place.

This Board having been advised that if the state would furnish a right of way, and grade the ground for the ties, that the railroad company would furnish the ties and iron for a switch from its main line to the institution coal house, concurred in the recommendation of the superintendent that the governor be asked to authorize the commencement of proceedings in the district court of Scott county for the condemnation of a tract of ground adjacent to the institution for said purpose.

In the absence of such a switch, the institution coal would have to be hauled from the city, a distance of over three miles. We regard the putting in of this switch as important, and as a matter of economy for the institution.

The Baxter Whiting fund bequeathed to this institution had very properly been used by our predecessors, the board of trustees, to erect and equip an industrial building for the boys, and this is now in successful operation.

At the last session of the legislature \$2,500 was appropriated for connecting the institution sewer with the sewer system of the city of Davenport. As the city system has not yet been built to the proposed place of connection, this sum has not been



expended. It is expected that this city extension will soon be made, when the expenditure of the sum appropriated will become necessary.

The state owns at this place only 66½ acres of land. Some additional land has been rented each year for the use of the institution, and in our judgment the institution needs 160 acres more land. As it is, there is not enough land for garden, pasture and crops, and none available for purposes of meadow. Options have been obtained on several pieces of land, from which it is apparent that a quarter section will cost the state not less than \$15,000.

This institution has never had a chapel or amusement hall. There is no place, other than the dining room, in which to hold religious services, or to have indoor amusements. We feel that a good sized room, which can be used for such purposes, should be erected at once. The building equipped and furnished will cost \$20,800.

A cow barn seems to be a necessity. The cows are now kept in a damp, ill-ventilated basement; the place is not fit for such use, and is conducive to the origin and spread of tuberculosis. A barn, such as is needed, will cost the sum of \$5,000. The cellar now used for stabling the cows can, we think, be arranged at a small cost, for the storage of vegetables, for which a room is much needed.

The superintendent asks for an appropriation of \$1,100 for raising seven cottages to two stories in height, making them the same as the other eleven. This improvement is desirable, though not indispensable. These seven cottages must soon be reshingled or slated. He also asks for \$1,500 worth of new furniture for the cottages. This is also desirable.

#### IOWA SOLDIERS' HOME.

Prior to the time we took charge of this institution its board of trustees had adopted a plan for the old people's building. The contract called for the erection of the center building, including plumbing and heating and sewer, and one wing and a root cellar, at a cost of \$15,517.50, leaving of the appropriation for erection and furnishing, after paying \$9.50 for advertising, only \$473. The law required this Board to carry out all contracts made by the board of trustees. After the completion and occupation of the building, steam was turned on by some one, and the building damaged to a slight extent.

This damage, on investigation, was found to be the fault of the plumbers, and their bill for extra work of \$39.93 was therefore disallowed. There then remained in the fund to furnish said building, \$473, which was found to be insufficient to properly furnish all of said building. Said balance was all used in furnishing rooms.

This Board was urged to use the excess pension fund to finish furnishing said building, but doubting its right to do so, referred the question to the attorney-general for an opinion. He advised us that inasmuch as the appropriation covered the erection of the building and its furnishing, that we could not so use the excess pension fund.

The demands for admission to the home are so numerous that it seems to be desirable to complete this building by the erection of the other wing, which will cost \$11,000, including furnishing.

To furnish the portion now erected and unfurnished will cost \$1,000. The root cellar authorized by act of the last general assembly has been completed.

It is also necessary to have an elevator in the hospital building, so that the remains of those who die in the hospital may be removed from the building without it being necessary to carry them through the hospital wards. This improvement will cost \$1,500.

During the year ending June 30, 1899, 330,954 pounds of milk have been used in this institution, which cost \$4,132.21. This is a very large sum of money to pay for milk, but was as cheap as it could be obtained on competitive bids. We have had under consideration the propriety of recommending the purchase of 400 acres of land, and 100 cows, so as to furnish milk for the home. The land, it is estimated, would cost \$70 to \$80 an acre, or from \$28,000 to \$32,000. The cows would cost not less than \$10 each, or \$1,000. To this amount should be added the expense, of barns, fences, water supply, etc., probably \$7,000 to \$10,000, making a total investment of from \$43,000 to \$46,000. When we consider that the inmates of this institution are elderly men, and enfeebled by disease, it is probable that the help necessary to operate said farm, and milk and care for said cows, would have to be hired at a large expense. When this is taken into consideration, and a moderate rate of interest is computed on the sum invested, it is a matter of doubt if anything would be



saved. We therefore make no recommendation regarding the purchase of land and cows.

On examination it was found that the steam pipes of the heating system were in an unsafe condition from rust, and required extensive repairs before cold weather set in. We have therefore, had the same thoroughly overhauled and repaired. We found that the cooking facilities of the general kitchen were inadequate, and have purchased and installed an additional range. On the suggestion of the commandant that it was desirable to have a brass band organized from among the inmates, we authorized the purchase of an entire set of band instruments.

The balance of the special excess pension fund which is made up of excess pension money taken from the members of the home, amounted on June 30th last to \$7,503.51. This sum is constantly increasing. There has never been any legislation touching this fund, or authorizing its use for any purpose. We suggest that, if the policy of taking this money is to continue, legislative action should be had directing specifically what shall be done with it.

We have recently approved the purchase of several hundred overcoats, shoes, caps and mittens, which will cost in the aggregate \$7,000 or more. Heretofore overcoats and overshoes were only furnished at the expense of the members.

The commandant desires a new headquarters building; also a new guard-house at the gate. While these improvements would add to the convenience of operating the home, we do not regard them as necessary now and hence do not recommend an appropriation for them.

Application was made to the Board by the officers of the Women's Relief Corps, for permission to furnish that portion of the old people's building yet unfurnished, by reason of our having no funds under our control which could legally be expended for that purpose. While recognizing the proposal as one creditable in every way from a patriotic standpoint on the part of the good women composing the Relief Corps, we felt compelled to refuse their request, as, in our judgment, private individuals or organizations should not be expected or permitted to bear financial burdens properly belonging to the state, and which there is every reason to believe that the legislature will discharge. This same organization desired to add to the monthly salaries of certain employees of the home. This,

we informed them, we could not permit. These employees were receiving as much pay as others rendering a like service in other institutions, and to permit private organizations to add to their salaries would, in a measure, render the recipients independent of the commandant, who has the power to appoint and remove them, and would create dissatisfaction among other employees, and would greatly impair the discipline and efficiency of the service.

#### COLLEGE FOR THE BLIND.

The Twenty-seventh General Assembly appropriated the sum of \$4,000 for the building of water closets and a sewer from the college to the Cedar river. The amount was found to be inadequate, and hence none of it has been used. To build and equip these closets and build this sewer one mile long, to the river, will cost \$8,000.

Such closets could be built and sewerage obtained by filter beds by the expenditure of a less sum of money, but the small amount of land which the institution has is all needed for other purposes. These water closets and this sewerage are absolutely essential to the health and comfort of the inmates of the institution, and we urge that an appropriation ample therefor be made.

There are a number of small balances remaining from former appropriations, which are not needed for the purpose for which the appropriation was made, and which we recommend be covered back to the general funds of the state, viz: a balance of \$59.84 left from the item for "washing machine," appropriated by Chapter 128, section 1, act of the Twenty-second General Assembly.

The following balances unexpended from appropriations by the Twenty-sixth General Assembly, Chapter 146:

Contingent and repair fund.....	\$15.46
Bedding and furniture fund.....	15.70
Library and school apparatus fund.....	91.91

In the chapter on "legislation recommended" we have urged the consolidation of the current expense fund and the ordinary expense fund, and a monthly per capita allowance sufficient to cover everything pertaining to support (except contingent and repair fund and special appropriations), be made. We estimate that the per capita to cover expenditures hereto-



fore made from both of these funds should be \$20 per month for nine months in the year

Lee Wallace Dean, M. D., was on September 28, 1899, appointed as oculist at this institution.

#### INDUSTRIAL HOME FOR THE BLIND.

On July 1, 1898, when this institution came under the control of this Board, one half of the sum appropriated as a manufacturing fund for the biennial period had been expended by our predecessors, the board of trustees. This left but \$2,000 in this fund with which to operate this department of this institution until a new appropriation could be made and become available, a period of more than eighteen months. We were compelled to reduce the scale of wages paid inmates for their labor, in order that the institution might be kept in operation as much of the time as possible. Some of the inmates have not been able to pay their board and properly clothe themselves, as indeed some of them had not been able to do before. Provision should be made by the state to furnish clothing for these inmates in emergencies, and when the counties fail or refuse so to do.

At present we have at this institution three funds: Salary and subsistence, manufacturing, contingent and repair. We recommend that the salary and subsistence fund and the manufacturing fund be consolidated in one fund, to be known as the support fund, and recommend that there be appropriated for the ensuing biennial period for such support fund, \$19,000. We ask for a larger contingent and repair fund so that we may arrange for wiring the buildings for electric light. It will require about \$1,000 to purchase wire to run from plant in the city of Knoxville to the institution, and to properly wire the institution. We are also advised by our architect that an independent plant can be installed in connection with the present boiler in the institution, probably for less than the above sum. We regard this as a matter of safety to the institution and its inmates.

#### SCHOOL FOR THE DEAF.

The Twenty-Seventh General Assembly appropriated the sum of \$5,000 to be used in the payment of the indebtedness of the School for the Deaf on account of its support. After securing a statement of the names and amounts of the several creditors of the institution, we caused each of them to be paid, and

took receipts in each case from the parties to whom payments were made. The amounts paid aggregate \$5,000. The receipted vouchers are on file in the office of this Board.

Soon after we took charge of said institution, complaints were made to us by various parties, touching the superintendent and his care and management of the institution. We proceeded to Council Bluffs and subpoenaed all complainants, and all other parties who were within reach of a subpoena, who were supposed to have knowledge of the matters of which complaint had been made, and made a thorough investigation, examining over forty witnesses. Their testimony was taken in shorthand, was transcribed into longhand and is now on file in this office. We reached the unanimous conclusion that there was no just ground for any of said complaints. They appeared to be the outgrowth of jealousy on the part of certain merchants, untruthful and exaggerated statements by some discharged employes, and a desire on the part of certain persons then engaged on the teaching force of the institution, to oust the superintendent from his position. We became satisfied that the policy theretofore pursued of having two heads to the institution, the principal of the schools, and the superintendent of the institution, each to a certain extent acting independently of the other, was detrimental to the best interests of the institution. We therefore placed the principal of the schools and all teachers and officers of the institution, subordinate to and under the control of the superintendent. We are pleased to say that this new arrangement has removed all friction, and is working satisfactorily.

This institution has, during the last year, had an epidemic of measles, but fortunately no deaths resulted. It has an electric light plant, also a small gas manufacturing plant. The latter is used to manufacture illuminating gas for use in the night, to save the expense of running the dynamos all night. Our belief is that it is poor policy to maintain these two lighting plants, and that the gas plant should not longer be operated. If, however, we abandon the gas plant, and indeed in any event, we must make expenditures for the improvement of the electrical plant. These improvements will cost \$2,500.

There are no water closets in the industrial building. These may be paid for out of the contingent fund.

A small soap house and vats are also necessary, so that the institution may make its own soft soap. This will cost \$500.



The appropriation for contingent and repair fund for the biennial period should be \$3,000. The main building is old, poorly constructed and in constant need of repair.

We have recommended in another chapter that the salary and support funds be consolidated, and a monthly per capita sum appropriated for all purposes now covered by both of said funds. This will require a monthly per capita of \$20 for nine months.

#### INDUSTRIAL SCHOOL FOR BOYS.

The necessity for a new central steam heating plant at this institution is great. At present the plant is in a small brick building attached to the main building, and the boilers are situated in the basement of this building. The boiler room is hot, ill-ventilated and inconvenient, and it should speedily be abolished for decent, safe and healthful quarters. The plant now heats the main building only. One cottage is heated by a separate hot water heater. All other cottages and shops are heated by stoves. The buildings are so situated that all of them can be heated from one plant. This is in every way desirable. The present method is wasteful of fuel, extravagant and unsatisfactory, and a constant source of danger from fire.

This central plant would require a building, boilers, engines, dynamos, coal room, cold storage and tunnel for pipes and laundry, and would cost \$30,000. The present heating station can, at an expense of \$3,000, be changed into a cold storage apartment, which the institution needs. The water tank needs renewal, and it is advised that an additional section be placed on it, and the standpipe to cost \$450.

For the reason stated in the superintendent's report, a new schoolhouse, as per plan and estimate herewith submitted, though not absolutely necessary, would be desirable. It would cost \$16,500.

#### GIRLS' INDUSTRIAL SCHOOL.

The report of the superintendent of this institution shows a considerable increase in population during the biennial period. It is reasonable to expect this increase to continue in the future with the growth in population of the state.

Here are over 176 girls of school age, and only two teachers to instruct them. We recognize the necessity for increasing the teaching force, but have no room in which to operate additional schools. The necessity for additional school facilities is

apparent, and we think may be provided for in the cottage recommended below.

The crowded condition of the institution renders another cottage necessary. This should be provided with kitchen, dining-room, dormitories and schoolroom. We recommend the erection of one suitable as a home for little girls, so that they may, so far as is practicable, be removed from the bad influence of those older and more vicious. This building will cost, furnished, \$12,000. If this home is erected it will render a new steam heating plant necessary, costing \$13,000.

The institution is in great need of a new bake oven, which will cost \$250.

The appropriation for the extension of water works and for building four water closets has not yet been expended, though arrangements have been made to deepen the well with the hope of securing an abundant supply of good water.

Section 2708 provides that when a girl over the age of 7 years and under 16, of sound mind, shall be found guilty of any crime, except murder, the court may order and direct her to be sent to the Industrial School until she arrives at 18 years of age.

Section 2709 provides that any girl habitually vagrant, disorderly or incorrigible, may, on complaint of parent or guardian, and with their consent, be committed to the school for reformation and instruction, until she attains the age of 18 years.

Section 2710 provides if any girl convicted of a crime and committed to the school shall prove unruly and incorrigible, or if her presence shall be manifestly and constantly dangerous or detrimental to the welfare of the school, the Board may order her removal to the county from which she was sent.

Section 2711 provides that no girl shall be committed to the school for a longer term than until she attains the age of 18 years, and the Board may, at any time after one year's service, order her discharge or parole as a reward for good conduct.

Chapter 80, acts of the Twenty-seventh General Assembly, amended the provisions of the code by providing that a girl may be held at the school until she attains the age of 21 years.

It will be noticed for certain offenses girls of any age below 21 years may be sent to the school; however unruly, incorrigible, dangerous or detrimental to the welfare of the school,



the Board cannot remove them or discharge them until they arrive at the age of 21 years.

Good girls, by application, secure their parole or discharge as a reward for their good conduct, within a reasonable time, while bad girls make little effort to make a record that will secure their parole or discharge. Hence, there is an undue proportion of the vicious and disorderly remaining at the school, and the raising of the age from 18 to 21 years that they are retained there, aggravates the situation very much. Much deception is practiced concerning the age of persons charged with crime, in order to have them sent there instead of the penitentiary. Married women, pregnant women, prostitutes, and other vile and depraved characters are sent to the school who should be cared for elsewhere. With the facilities provided it is impossible to keep them separate and apart from the other children, and their contaminating effect is felt throughout the school. If this class of persons is to be kept there, prison facilities should be provided for them.

The Board long since appreciated thoroughly the situation, and discussed the matter with the attorney-general, endeavoring to find some way to relieve the school from these dangerous characters, but no way could be found to remove or discharge them legally. It was evident, from month to month, that the vicious girls were getting more and more ungovernable, and the attention of the superintendent was called to it. The recent outbreaks at institutions like this in other states served to encourage the girls at this school to rebel, and on the evening of the 23d of October, 1899, about fifty of the more vicious and disorderly girls engaged in riotous proceedings by breaking windows, doors and dishes, and a few pieces of furniture. The sheriff of the county was notified, and he, with a posse, arrived promptly on the ground, and within thirty minutes he had the riot quelled and the girls under arrest. He took these girls to the Polk county jail for confinement, as there were no facilities for confining them at the school. Some of the leaders are held by the county authorities; the remainder were returned in squads to the school. An additional force of men has been employed at the school and good order prevails.

The damage to the buildings and property of the state was published in the newspapers as being about \$10,000, while the fact is, all damages have been repaired at an expense of less than \$200.

If the law is amended so as to retain the girls only until the time they attain the age of eighteen, and the amendments suggested in the chapter on legislation recommended are adopted, we think there will be little danger in the future of such occurrences as this. We do not think this disorder was in any way owing to any indiscretion or dereliction on the part of Superintendent Miller. The cause originated before his appointment, and Superintendent Leonard had expressed a fear that there would be trouble on account of the gathering of so many prostitutes and vicious girls at the school.

The efforts of the Board to correct abuses of long standing, and to raise the standard and efficiency of the school, were embarrassed by Superintendent Leonard's disposition to adhere to methods not in harmony with the views of the Board.

The condition of no other institution in the state has proved so unsatisfactory to the Board as that of the two industrial schools. In making this statement no reflection is intended upon the officers of these institutions, but the methods pursued at the schools are not proving as successful in reformatory work as we have a right to expect. In the first place, there are confined in these schools young men and young women whose presence is pernicious in the extreme and who should not be allowed to mingle among, and contaminate by their presence, mere children, as yet unacquainted with crime.

In the second place, children of tender years are committed to these institutions by parents while in a fit of anger, by step-fathers and step-mothers who desire to be rid of them, while others are orphans with no one to care for them, and still others, accused of some trifling offense, are sent to these schools that they may be fed, clothed and educated at the expense of the state. Being brought in daily contact with criminals and associating with them, is it any wonder that their young lives are blasted, and they go out upon the world prepared for a career of crime, while, with other conditions, they might have grown up worthy and respected men and women?

It is well known that young and innocent girls are taught the vilest practices by the prostitutes committed to the school, and the evil influence of this class is so far reaching that it is scarcely possible for a pure girl to remain at the school for any length of time and escape contamination.



With the facilities afforded, it is impossible to separate at either school the worst class of offenders from those of less degree, and a reformatory for young men and young women is a necessity that should be provided. No additional expense would be required, for the necessary buildings are already erected at Anamosa, and if those charged with serious offenses were committed to the reformatory, and the Board had the power to transfer those who proved unruly, and whose presence was constantly dangerous or detrimental to the welfare of the institution, the industrial schools would be greatly benefited, and any danger of future outbreaks in a large measure prevented.

The arbitrary system of giving and deducting credits, and the disappointment at not being released after years of waiting, has caused among the pupils of the schools great dissatisfaction with the management, and a large number of complaints have been made to the Board, but, unfortunately, some of the officers failed to realize the importance of the existing conditions, and to be governed accordingly.

The Board does not believe that the application of the lash, depriving of food, or the riveting of iron bars on the limbs of pupils, has a tendency to improve their condition or assist in their reformation, and requested that these methods of punishment should be discontinued. We believe that kindness, love and sympathy with these young people would prove much more efficient in securing good discipline, and bringing these youthful persons to a better realization of their opportunities for improvement, and conduce to their reformation much more effectively than the methods heretofore employed, and that have so signally failed.

#### INSTITUTION FOR FEEBLE-MINDED CHILDREN.

The new administration building was not all finished and occupied until after this Board assumed control of this institution. About Christmas, 1898, an epidemic of measles broke out in the institution, necessitating a suspension of the school work. This was followed by an epidemic of la grippe. Several deaths resulted from these causes.

April 27, 1899, the old building used as a hospital caught fire from an unknown cause, and the second and third stories and their contents were destroyed. Fortunately no loss of life resulted. The loss to the state is estimated at \$6,000. The

walls of the second and third stories being found unsafe, were torn down, and a roof placed on the first story, which is utilized as a storage room for clothing. The hospital was opened in the custodial building.

Over 900 persons have been cared for during the year, and on June 30th last 815 inmates were enrolled in the institution. The superintendent estimates that there will be at least 275 applicants for admission during the ensuing biennial period.

There has been established the beginning of a laboratory in a room in the main tower. Recognizing the fact that the growth of the institution required more medical assistance, this Board authorized the superintendent to secure an additional assistant physician. He did so, and Dr. Willhite was employed, and now has charge of the inmates of the custodial division.

A new hospital building was much needed before the destruction of the old building. Under existing circumstances such a building is a necessity. It should be ample in capacity for the present and future needs of the institution. It will cost \$35,000. The crowded condition of the institution, and the many applicants already refused admission because of want of room, forcibly suggest that further provision must be made to accommodate inmates. The superintendent proposes to expend the sum of \$6,034 in an addition to the farm cottage, including heating, plumbing and sewerage, which will furnish accommodations for thirty-five more people. We approve of this, and recommend the appropriation of the above sum.

A plan for a new cottage for boys is on file, and the estimated cost of it is \$19,500.

A building for fire apparatus is recommended, also certain changes and betterments in the water system, piping, pumps, wiring and equipment for fire building as recommended by the superintendent, and to cost \$5,000.

The poor cold storage facilities found here, and the difficulty of securing ice for cold storage and other purposes, render a cold storage and ice manufacturing plant necessary. It will cost \$9,000.

The water supply at this institution is still uncertain, and, so far as demonstrated, insufficient. The appropriation by the Twenty-seventh General Assembly for a deep well pump, pump house, motor, etc., has been expended, but it was found insufficient to procure such a pump and fixtures as is needed. The result is, we have not been able, as yet, to determine, with any



degree of accuracy, whether the supply of water in the deep well is ample for the needs of the institution. In our judgment a further appropriation is needed for the purpose of procuring a suitable deep well pump, etc.

This institution now has 298 acres of land. In our judgment at least 400 acres more should be secured at as early a date as possible. The great number of males here capable of performing manual labor would render the acquisition of such a tract of land an excellent investment for the state, besides aiding in furnishing a healthful occupation for inmates. Options have been secured on various tracts of land, which indicate that the land needed will cost in the aggregate about \$22,000.

The institution now has over 600,000 good brick of their own manufacture on hand.

#### STATE HOSPITAL AT MT. PLEASANT.

It will be observed from the report of the superintendent that there is a small increase in the population of this hospital during the biennial period. Soon after this institution came under our supervision, the superintendent, Dr. H. A. Gilman, died, and Dr. Frank C. Hoyt, formerly of the State hospital at Clarinda, was appointed to fill the vacancy.

Prior to Dr. Gilman's death the Board had taken steps to investigate the condition of the patients' fund account at the several hospitals. This investigation was prosecuted at this hospital immediately following Dr. Gilman's death, and resulted in disclosing the following conditions: Prior to July 1, 1898, Dr. Gilman had received money from patients and from their friends, for their benefit in the aggregate sum of over \$5,000, and at his death he should have had in his hands all of this money. As a matter of fact none of this fund was found. Under these circumstances it was deemed best to have a claim filed for all of these people in the district court of Henry county, Iowa, against the estate of Dr. Gilman, with the hope that some of this money might be recovered for these unfortunate people. The claim was prepared by the attorney-general of the state, and after being properly verified was sent to the county attorney of Henry county, where it has been filed and established against said estate. A few items were paid by the bondsmen before the claim was established and after it was filed. It will be remembered that prior to July 1, 1898, there was no provision of the law requiring a superintendent of a hospital to give

bonds for such moneys, nor was there any express authority given to superintendents to receive and hold money for patients. Such had, however, been the practice, and Dr. Gilman had received this money in his official capacity as superintendent of the hospital. Unless the legislature shall come to the relief of these inmates, they must lose most of their money, as this Board no authority to reimburse them. With this statement of the facts we submit this matter for legislative consideration.

The law which took effect July 1, 1898, provided that the superintendent should give a bond, and this Board exacted a bond of all superintendents. Dr. Gilman gave such a bond, which was and is ample for any liability arising since July 1, 1898, and up to the time of his death.

In our investigation made shortly after Dr. Gilman's death it was found, so far as could then be ascertained from his books and correspondence, that he had collected pay for special attendants, which was not accounted for, and had received since July 1, 1898, moneys from patients, or from their friends, in all aggregating over \$1,000. These special attendants had not been paid for the month of September. This amount of money was promptly paid over to the present superintendent by the bondsmen of the late Dr. Gilman, and the special attendants paid their September salaries, and the money belonging to patients then in the hospital placed to their credit, and in cases where patients had left, it was paid to them or those legally entitled to receive it. A few cases have since come to our attention where Dr. Gilman had received moneys after July 1, 1898, belonging to patients, and which was not embraced in our settlement with his bondsmen, because not then known of. In all of these cases we are advised his bondsmen have promptly paid to the parties the money for which they were liable.

We found this hospital, from a sanitary point of view, in an extremely bad condition. The report of the superintendent fully shows the facts, but we may profitably summarize a few of them:

*First*.—No decent system of ventilation.

*Second*.—Ventilating and soil pipes discharging their vapors in the attic.

*Third*.—No traps to any water closets (except in administration department).



*Fourth.*—Untrapped open water closets in dormitories where patients slept. The result was the wards were often filled with air so foul as to be not only noticeable, but absolutely sickening.

The present superintendent has labored unceasingly to better these conditions, and we have appropriated for that purpose every dollar which we could legally use. Some \$1,300 has been expended in replacing untrapped closets with the best sanitary fixtures, and in many other ways the ventilation and conditions have been improved. Dust chutes containing the accumulation of years have been cleaned. Had we the control of funds, we should have had this institution thoroughly renovated in every respect. The ventilation will never be what it should until an exhaust system is put in. Air flues must be collected in the attic into groups, and the air exhausted by fans. New fresh air ducts must be constructed. The entire steam plant must be renovated.

The basements are in need of extensive repairs. A new kitchen and bakery is needed. There must be other arrangements made for cold storage. Provision for caring for milk is imperatively needed. We fully concur in what the superintendent says in his report touching these matters, also as to a morgue, slate roofing, a piggery, and relating to repairs, painting, vegetable storage and laundry.

We also recommend an appropriation for the purpose of equipping a state laboratory at this hospital, where analysis of food stuffs may be made and pharmaceutical preparations manufactured for other state institutions. Other recommendations will be found in the chapter on appropriations.

This institution is now, and for many years has been lighted with gas purchased from the local company in the city of Mt. Pleasant. The cost has been very large. Last year when the strictest economy was practiced, it cost \$4,762.52 for gas for this hospital.

In our judgment this is a waste of the public funds. Furthermore, the gas pipes and fixtures are old, leaky and unsafe, and if gas shall longer be used, the whole system of pipes must be overhauled and a large amount of new piping substituted, and new fixtures put in, all at a large expense.

Again, the system of ventilation which must be installed in this institution, must be operated by electricity. An electric lighting and power plant is indispensable. There is now ample boiler and engine power to operate the dynamos and fans.

The use of gas is a constant menace to the safety of the institution and to the lives of the inmates on account of the danger from fire.

#### STATE HOSPITAL AT INDEPENDENCE.

Notwithstanding the fact that sixty patients were, during the biennial period, transferred from this hospital to the hospital at Clarinda, and several counties detached from the Independence hospital district, still the population of this hospital is about fifty more at the close than it was at the beginning of the biennial period.

The state owns 660 acres of land at this institution. It should purchase 400 acres more. Every year much land has to be rented to supply the needs of the hospital. With the large population a thousand or more acres of land can be profitably used. Options have been secured on additional land, from which it is apparent it will cost not less than \$50 per acre, or in the aggregate \$22,000, and we recommend its purchase.

Prior to the assumption of control of this institution by this Board, the board of trustees had contracted for three 150-horse power Fitzgibbons boilers for the use of the hospital. These boilers were to stand a certain test in comparison with the old boilers remaining in the plant. We caused said test to be made in the presence of the state architect and Robert Knauer, chief engineer of the capitol building. Mr. Fitzgibbons, a member of the company manufacturing said boilers, was present and supervised the firing at said test. The boilers were found to fulfill the warranty.

The work of installing exhaust ventilation should be continued in this hospital. It is also in need of shower bath apparatus to replace old bath tubs; also a mangle and building for use as a storeroom.

In his report for 1899, Superintendent Hill states:

"The total of these expenditures is much less than the total for the year ending June 30, 1898, for various reasons. All the supplies in the institution at the end of the first year of this period had been paid for. At the same time supplies of many kinds, sufficient to meet the demands for the months of July, August, September, 1898, had been secured, such as beef cattle, groceries, clothing and hardware. An effort was made to provide for a three months' supply of everything that would keep well, or that would need to be paid for promptly, and it



is a fact that the amount of provisions on hand the last day of June, 1898, was much larger than the amount of provisions on hand the last of June, 1899."

While it is a fact that supplies of some kinds had been provided in sufficient quantities for the months of July, August and September, 1898, vouchers on file in this office show that fifty-six head of cattle were purchased within that time, and some bills contracted prior to July 1st were paid. The books of this office show that over \$9,000 worth of provisions, household stores and clothing were purchased within the months named. The inventory for July 1, 1899, on file in this office, shows that the aggregate amount of all supplies on hand at that date was greater than the amount on hand July 1, 1898.

#### STATE HOSPITAL AT CLARINDA.

The population of this hospital has increased nearly 100 during the last year. Of this increase sixty were transferred here from the Independence Hospital. Four new wards on the female side have been completed, furnished and opened since the institution came under our supervision. The male side of the house is now full, but there is still some room on the female side. This institution has no outside buildings aside from a horse barn, save a shed for cows. All the hay for cows must be taken from stacks to feed, and there is no hog house. A cow barn and piggery, and a root cellar are indispensable here.

The steam pipe in the front section of the male wing must be raised. Additional pipe and hydrants for fire protection are needed. The kitchen should be enlarged and repaired. New provisions must be made for ice and cold storage.

In the early history of the hospital the board of trustees ordered that all money and property belonging to patients should be kept by the steward. When we came to investigate his accounts of these funds, we found them in bad condition, and it was impossible to tell whether the basis of settlement finally reached with the steward was absolutely correct or not. After carefully investigating his accounts, as shown by his books, and aided by receipts given by him, we were led to the conclusion that he had in his hands, belonging to patients, the sum of \$1,535.58. This amount was paid over to the superintendent to their credit.

In September, 1898, Superintendent Frank C. Hoyt resigned, and Max E. Witte, long an assistant physician at the hospital

at Mt. Pleasant, was appointed to fill the vacancy. His administration of affairs has been successful and satisfactory.

This institution has 513 acres of land. Every year additional land has been rented, and we are of the opinion that the state should purchase 500 acres more. Options have been secured on several tracts of land, from which it appears that the additional ground will cost from \$60 to \$70, or about, per acre. In the aggregate from \$30,000 to \$35,000.

#### STATE HOSPITAL AT CHEROKEE.

In view of the constantly increasing number of patients sent to our state hospitals, and of the fact that there are over 600 insane in county poorhouses, we think that the work on the hospital building at Cherokee should be resumed at the earliest practicable date, so that the institution may be ready to receive patients by the summer or fall of 1901.

To complete the main building, to erect the needed outbuildings, to construct sewer, to equip all buildings and finish all ready for use, will cost \$450,000, which will require an appropriation of \$350,000 in addition to the \$100,000 heretofore appropriated and unexpended.

It will be necessary to have a superintendent of construction during most of the time that the work is progressing, who can be present to look after it.

If the appropriation to continue the work is made, we expect to appoint a superintendent for the hospital a year or more in advance of its being ready for occupancy, who is a good business man and capable of properly supervising the work. Provision must therefore be made for his salary and support of himself and his family, and the necessary help during this period.

This, we think, will require an appropriation of at least \$10,000.

If said hospital shall be ready for the accommodation of patients in the summer or fall of 1901, provision must be made for supporting 500 patients therein, and we therefore recommend that a per capita allowance of \$12 per month be fixed for supporting patients in this hospital, to begin from the day it is occupied by patients, and that the superintendent be authorized in the month preceding said occupancy to estimate in advance for the support of 500 patients for the ensuing month. Other-



wise, there will be no provision for meeting the expense of the hospital during the first month it is occupied by patients.

Our examination of the water supply of the city of Cherokee and the means of pumping and supplying the same to the hospital, has led us to the conclusion that it will not be safe to rely upon said water supply. We think steps should be taken to procure an ample supply of good water, and as there is a balance of \$3,096 yet remaining of the appropriation made in Chapter 140 of the acts of the Twenty-sixth General Assembly, we recommend that we be authorized to use as much of said balance as may be necessary to procure such a water supply, and the necessary pump and other apparatus to make it available.

We have employed a watchman at said hospital to look after and protect the state's property.

We have now on hand in the support fund of said institution the sum of \$945.48, which has been realized from the rent of the land, and we now have last year's crop of corn on hand. Our purpose is to use so much of this support fund as may be necessary in putting out small fruits, ornamental trees and shrubs, and in grading the grounds.

Of the \$100,000 appropriated and unexpended but one-half is yet available, and we did not deem it best to expend this sum, as it would not complete the building ready for occupancy, and in our judgment it was wise to wait until a sufficient sum was appropriated to complete the work.

#### PENITENTIARY AT FT. MADISON.

We earnestly recommend the passage of an indeterminate sentence law, also a parole law to be applicable to each of our penitentiaries. We shall not enter into an argument to show the benefit expected to flow from such legislation. It is recommended by our wardens; it is commended everywhere by prison authorities, and by all men who have had much experience in dealing with the problem of prison management. It is not an experiment in other states, but is pronounced by all who have had an opportunity to observe its operations, as a great success.

This Board has made provision for putting the grading system in operation in both penitentiaries, and we expect excellent results therefrom.

The new shop building is completed. While up to this time most of the convicts confined here who were able to work have been furnished employment, either on contract work or on work for the state in building walls for the penitentiary, or in assisting in constructing the shop, it was apparent that hereafter some employment must be found for the men who are not now employed in this contract work. We have, therefore, contracted the labor of fifty men at 55 cents per day to work at making button blanks. In another chapter we speak of the subject of industries in our state institutions, and especially in the penitentiaries, and make certain recommendations with reference thereto, which we especially commend to your favorable consideration.

The shops and cell house of this institution are badly in need of proper ventilation. New locks are needed for the cells, and many other improvements should be made.

The report of the warden shows the amount of earnings on contract labor, and your attention is respectfully called to it.

Soon after taking charge of this institution the contractors had a hearing before the Board, and insisted upon a modification of their contracts, as to the price to be paid per day for contract labor. After a full hearing before this Board it was determined to continue the rate to the chair company of 40 cents per day per man, as heretofore fixed by the executive council, and we required the chair company to waive the privilege of terminating the contract as originally provided. The action taken in reference to the chair company was based upon the facts presented to us from which it was apparent that business would not warrant any increase in the rate.

We refused to continue the reduction allowed by the executive council, as to the men furnished the Farming Tool company, and restored the rate to 50 cents per day.

The work in the schools is progressing satisfactorily.

A new boiler house to cost \$25,000 is recommended by the warden. This is a desirable improvement, but not indispensable now, although it will have to be constructed in the near future.

#### THE PENITENTIARY AT ANAMOSA.

What is said in the preceding page about a parole law and an indeterminate sentence law, applies to this institution also.

Convicts here are employed at the quarry and in construction work on the new buildings. In a short time this work will be



completed, or so nearly so that a large number of the convicts will have no employment. Provision must be made to give them work, and we recommend that industries be installed here as set forth in the subdivision on "Penitentiaries," in chapter herein on "Industries at State Institutions."

The city of Anamosa made application to this Board for permission to connect its sewer with the state's sewer. We gave such consent, so far as we had authority so to do, on the express written condition that any repairs which might be needed at or below the point of intersection should be made at the state's expense, the city to furnish the material. Also, that the city should construct a suitable man-hole at the point of intersection; also, requiring the city, in case the sewer at and below the point of intersection should prove too small, to enlarge the same at its own expense. Much difficulty has been experienced here in obtaining water from the deep well. We have now a new deep well pump, and hope the trouble will be overcome.

Work on construction of the buildings is progressing satisfactorily. The female department and administration building are nearly completed and will soon be ready for occupation.

The school is doing good work, and much interest is shown by the convicts.

A contract has been entered into by this Board with the Anamosa Cooperage company, of Anamosa, whereby the state agrees to furnish on the start twenty-five convicts, and later, up to a total of fifty or more convicts, for the manufacture of butter tubs, pails, and barrels; said company is to pay 50 cents per day per man.

Whatever industry may be installed at this institution, and whether on contract, piece-price plan, or on state account, one or more new shop buildings will be required. The cost of the shop buildings will be about \$9,400. For all buildings and improvements recommended herein, plans and estimates are on file in this office.

To inclose the north cellhouse and put on roof, and put in windows, will cost about \$30,000. If it is decided to put in floors, cells, closets, pipe work, heating and lighting, it will cost about \$40,000 more.

It is desirable to have a barn and hog house on the farm, and this will cost about \$500. We think the administration

building should be finished and furnished, and that will cost about \$4,500.

We found that the Federal government was only paying for the support of its prisoners at our penitentiaries the sum of 25 cents per day, a less sum than is paid in several other states, and less than should be charged for said support.

We therefore required them to pay the sum of 35 cents per day for said support.

After the institutions came under our control, we found several convicts in the insane department of the penitentiary at Anamosa whose terms of sentence had expired. No action had been taken, as required by law, to ascertain if they were proper subjects to be sent to one of the insane hospitals. We caused a careful examination to be made of all these cases by Dr. Hill, superintendent of the state hospital at Independence, and on his recommendation, all whom it appeared might be benefited by hospital treatment were transferred to the state hospital at Mt. Pleasant.

Some time since, the Board instructed the wardens of the penitentiaries to reduce the amount of tobacco given to convicts, and to give no tobacco to prisoners received after that time. There appears to be no good reason why men who have forfeited their right to be at liberty by reason of having committed crimes, should be furnished luxuries of this character during their incarceration in the penitentiaries. In lieu of tobacco, we have directed the wardens to furnish them butter. This change was not made as a matter of economy, as the butter costs more than the tobacco, but in the end it is best for the convicts themselves.

#### GENERAL.

The action of the Board in prohibiting the employment by the chief executive officers of the institutions of their wives and relatives in the institutions under their charge, has provoked much criticism, and especially so from those least conversant with the conditions which existed and which prompted our action. We found that prior to our assuming control of the institutions, in six of them the wives of the chief executives were employed as matrons. In another, one son was employed all of the time, and another son during vacations, when he was not at school. In another, the superintendent, his wife, his son, and his son's wife, were all employed and on the pay-roll.



In still another, about the same number of the near relatives had been employed.

With this record before us, it became necessary to the proper conduct of the business of the institutions, and to secure efficiency, which is always desirable, to draw the line somewhere, as to the employment of relatives. We deemed it in the interest of the service to absolutely prohibit the executive officers from employing their wives and relatives in the institutions under their charge. We do not wish to be understood as intimating that in most cases the wives of these officers did not make good matrons. But as clearly appears in several cases, the license to employ members of the family had been abused, and a rule general in its application was demanded.

Some of the superintendents who would be affected by such a rule desired its adoption. Others felt that it was wrong, but the Board believed that the efficiency of the service generally would be promoted by its adoption, and such has unquestionably been the result.

## CHAPTER XIV.

## VISITATIONS TO INSTITUTIONS.

*Schedule showing visitations made to state institutions from April, 1898, to June 30th, 1899, and by whom said visits were made.*

## SOLDIERS' ORPHANS' HOME.

Year.	WHEN MADE.	BY WHOM MADE.
1898	May 7. ....	Larrabee and Cowrie.
1898	November 4-5. ....	Kinne.
1899	February 3. ....	Larrabee, Kinne and Cowrie.
1899	June 1. ....	Kinne and Cowrie.

## SOLDIERS' HOME.

1898	April 21. ....	Larrabee, Kinne and Cowrie.
1898	November 21-22. ....	Larrabee and Cowrie.
1899	February 6. ....	Larrabee, Kinne and Cowrie.
1899	May 1-2. ....	Larrabee and Cowrie.

## SCHOOL FOR THE DEAF.

1898	April 27. ....	Larrabee, Kinne and Cowrie.
1898	August 19. ....	Larrabee and Kinne.
1898	October 26. ....	Larrabee.
1898	December 2. ....	Larrabee, Kinne and Cowrie.
1899	February 28. ....	Kinne.
1899	April 12-13. ....	Larrabee, Kinne and Cowrie.

## COLLEGE FOR THE BLIND.

1898	April 4. ....	Larrabee and Kinne.
1898	November 19. ....	Larrabee and Cowrie.
1899	April 29. ....	Larrabee, Kinne and Cowrie.

## INDUSTRIAL HOME FOR THE BLIND.

1898	July 15. ....	Kinne and Cowrie.
1899	January 23. ....	Larrabee and Cowrie.
1899	February 10. ....	Larrabee and Kinne.

## INDUSTRIAL SCHOOL FOR BOYS—ELDORA.

1898	April 23-23. ....	Larrabee, Kinne and Cowrie.
1898	September 8-9. ....	Cowrie.
1898	November 21. ....	Larrabee and Cowrie.
1899	February 8-9. ....	Larrabee and Kinne.
1899	April 30. ....	Larrabee, Kinne and Cowrie.
1899	May 1. ....	Larrabee, Kinne and Cowrie.

## INDUSTRIAL SCHOOL FOR GIRLS—MITCHELLVILLE.

1898	July 28. ....	Kinne and Cowrie.
1898	February 3. ....	Larrabee, Kinne and Cowrie.
1899	May 26. ....	Larrabee, Kinne and Cowrie.



## VISITATIONS TO INSTITUTIONS—CONTINUED.

## INSTITUTION FOR FEEBLE-MINDED CHILDREN.

Year.	WHEN MADE.	BY WHOM MADE.
1898	April 28	Larrabee, Kinne and Cownie.
1898	October 1	Kinne and Wilkinson.
1898	December 1	Larrabee, Kinne and Cownie.
1899	February 27	Kinne.
1899	April 13-14	Larrabee, Kinne and Cownie.
1899	May 19	Kinne.
1899	June 15-16	Cownie.

## STATE HOSPITAL AT MT. PLEASANT.

1898	May 2-3-4	Larrabee, Kinne and Cownie.
1898	June 2-4	Cownie.
1898	July 25-26-27	Cownie.
1898	August 26-29	Cownie.
1898	September 25-26	Cownie.
1898	October 11-12	Kinne.
1898	November 18	Kinne.
1898	November 20-27	Larrabee, Kinne and Cownie.
1898	December 29-30	Cownie.
1899	January 23-24	Cownie.
1899	February 15-16	Cownie.
1899	March 24-30	Kinne.
1899	April 18-19-20	Larrabee, Kinne and Cownie.
1899	May 22-23	Kinne.
1899	June 8-9	Cownie.

## STATE HOSPITAL AT INDEPENDENCE.

1898	April 18-19-20	Larrabee, Kinne and Cownie.
1898	May 24-29	Larrabee.
1898	June 29-30, July 1	Kinne.
1898	July 24-29	Larrabee.
1898	August 31	Larrabee.
1898	September 29-30	Larrabee.
1898	October 28	Larrabee.
1898	November 16-17	Larrabee and Kinne.
1898	December 23	Larrabee.
1899	January 26-27	Larrabee and Cownie.
1899	February 23-24	Larrabee.
1899	March 31	Larrabee.
1899	April 27-28	Larrabee, Kinne and Cownie.
1899	May 31	Larrabee.
1899	June 30	Larrabee.

## STATE HOSPITAL AT CLARINDA.

1898	April 29-30	Larrabee, Kinne and Cownie.
1898	May 1	Larrabee, Kinne and Cownie.
1898	June 18-19-20	Kinne.
1898	July 27-28-29	Kinne.
1898	August 26-27	Cownie.
1898	September 29-30	Kinne.
1898	October 27-28	Kinne.
1898	November 29-30	Larrabee, Kinne and Cownie.
1898	December 30-31, January 1	Kinne.
1899	January 27-28-29	Wilkinson, secretary.
1899	February 24-25-26	Kinne.
1899	March 24-25-26	Kinne.
1899	April 15-16	Larrabee, Kinne and Cownie.
1899	May 20-21	Kinne.
1899	June 16-17	Cownie.

## STATE HOSPITAL AT CHEROKEE.

1898	August 3	Larrabee.
1898	November 14	Larrabee, Kinne and Cownie.

## PENITENTIARY AT ANAMOSA.

1898	April 13-14	Larrabee and Kinne.
1898	August 8-9	Larrabee and Cownie.
1899	April 25-26	Larrabee, Kinne and Cownie.

## PENITENTIARY AT FT. MADISON.

1898	May 5-6	Larrabee, Kinne and Cownie.
1898	November 28	Larrabee, Kinne and Cownie.
1899	April 16-17	Larrabee, Kinne and Cownie.

## CHAPTER XV.

Salaries and wages received, and position held, by the officers and employees of the Board of Control, as shown by the June pay roll, 1899.

NAME.	OCCUPATION.	Monthly wages.
<b>MEMBERS OF THE BOARD.</b>		
William Larrabee	Chairman	\$ 250.00
L. G. Kinne		250.00
John Cownie		250.00
L. A. Wilkinson	Secretary	125.00
H. F. Liebba	Architect	250.00
<b>EMPLOYEES.</b>		
F. S. Treat	Head bookkeeper	75.00
A. B. McCown	Bookkeeper	75.00
D. Wheeler Smith	Auditing clerk	50.00
L. M. Jones	Stenographer and typewriter	50.00
Maud Painter	Bookkeeper	40.00
Julell Sheehan	Bookkeeper	40.00
Lucy Thomas	Bookkeeper	40.00
Max Grain	Stenographer and typewriter	40.00
Margaret Bartlett	Stenographer and typewriter	50.00
Estella Combs	Bookkeeper	40.00
W. R. Patterson	Statistician (temporary)	100.00
John W. Smith	Janitor	45.00
Harry McCraven	Assistant janitor	20.00

## PENITENTIARY AT ANAMOSA.

W. A. Hunter	Warden, house furnished and lights	\$ 186.66
Z. H. Gurley	Deputy warden (includes house rent, \$10)	110.00
G. H. Odell	Assistant deputy warden	84.33
Samuel Druet	Physician	100.00
J. G. Mallory	Clerk	100.00
Mrs. A. M. Waterman	Matron	75.00
J. W. Sturdevant	Hospital steward	50.00
C. A. Beems	Superintendent of supplies	60.00
A. J. James	Bookkeeper and stenographer	50.00
W. V. Smock	Storekeeper	50.00
Mose Watson	Day turnkey	50.00
C. I. Nelson	Night turnkey	50.00
Robert Ewing	Turnkey female wing	50.00
W. O. Anderson	Guard	50.00
B. B. Blackstone	Guard	50.00
H. C. Byers	Guard	50.00
R. C. Bowman	Guard	50.00
Jesse Bigley	Guard	50.00
H. A. Bauer	Guard	50.00
A. R. Banks	Guard	50.00
J. H. Black	Guard	50.00
Jesse Barker	Guard	50.00
E. E. Covell	Guard	50.00
E. M. Cowen	Guard	50.00
L. M. Oriswell	Guard	50.00
Joseph Diefenbach	Guard	50.00
I. F. Douglas	Guard	50.00
George Erwin	Guard	50.00
Charles Ellis	Guard	50.00
A. A. Fife	Guard	50.00
Louis Gaston	Guard	50.00
T. O. Gregg	Guard	50.00



Salaries and wages received, and position held, by the officers and employees,  
in the institutions under the supervision of the Board of Control.

## PENITENTIARY AT ANAMOSA—CONTINUED.

NAME.	OCCUPATION.	Monthly wages.
J. O. Gibson.....	Guard.....	50.00
Z. R. Gurley.....	Guard.....	50.00
G. W. Hamaker.....	Guard.....	50.00
G. H. Harden.....	Guard.....	50.00
W. J. Houlihan.....	Guard.....	50.00
B. Jennings.....	Guard.....	50.00
Mack Johnson.....	Guard.....	50.00
Frank Keffeler.....	Guard.....	50.00
Thomas King.....	Guard.....	50.00
Francis Kidson.....	Guard.....	50.00
S. H. Larimer.....	Guard.....	50.00
M. G. Leslie.....	Guard.....	50.00
A. F. Loomis.....	Guard.....	50.00
J. H. Lowe.....	Guard.....	50.00
M. McCarthy.....	Guard.....	50.00
J. W. Moorehouse.....	Guard.....	50.00
T. J. Mitchell.....	Guard.....	50.00
A. F. Miner.....	Guard.....	50.00
J. D. Miller.....	Guard.....	50.00
D. C. O'Brien.....	Guard.....	50.00
J. S. Outland.....	Guard.....	50.00
Thomas Perryman.....	Guard.....	50.00
O. F. Porter.....	Guard.....	50.00
Daniel Ross.....	Guard.....	50.00
N. A. Rippey.....	Guard.....	50.00
L. H. Riddle.....	Guard.....	50.00
M. O. Sanwood.....	Guard.....	50.00
H. P. Smith.....	Guard.....	50.00
C. E. Sawdey.....	Guard.....	50.00
J. H. Stewart.....	Guard.....	50.00
F. L. Stout.....	Guard.....	50.00
W. H. Sheeley.....	Guard.....	50.00
Truman Stone.....	Guard.....	50.00
W. D. Thomas.....	Guard.....	50.00
Bert Waggoner.....	Guard.....	50.00
Thomas Wilds.....	Guard.....	50.00
J. A. Wolfer.....	Guard.....	50.00
J. C. Young.....	Guard.....	50.00
George Seeley.....	Farmer and wagon master.....	50.00
Theodore Wall.....	Patrol officer.....	50.00
O. H. Buckner.....	Sergeant quarry guards.....	50.00
O. W. Treman.....	Usher.....	50.00
T. E. Patterson.....	Mailing clerk.....	50.00
E. J. Gill.....	Sergeant cell-house.....	50.00
J. H. Hathaway.....	Night sergeant cell-house.....	50.00
O. C. Gould.....	Night officer.....	50.00
R. C. Inger.....	Kitchen steward.....	40.00
G. C. Crawford.....	Teamster and laborer.....	35.00
E. G. Beyer.....	Chaplain.....	70.00
Miss Anna Treman.....	Organist.....	6.00
H. P. Gillilan.....	Guard.....	50.00
C. H. Ward.....	Guard.....	50.00

## CONSTRUCTION OF NORTH CELL-HOUSE.

John Archibald.....	Constructing engineer (special).....	100.00
Fred Sadler.....	Chief engineer (special).....	83.33
T. O. Mollett.....	Foreman derricks (special).....	75.00
H. R. Maskrey.....	Foreman stone mason (special).....	75.00
John Barret.....	Foreman stone quarry (special).....	75.00

## PENITENTIARY AT FT. MADISON.

N. N. Jones.....	Warden, house furnished and lights.....	\$ 165.56
T. F. Holloway.....	Deputy warden, house furnished and lights.....	100.00
J. F. McKaig.....	Assistant deputy warden.....	50.00
J. W. Philpott.....	Physician.....	50.00
W. C. Stempel.....	Hospital steward.....	50.00
B. A. Green.....	Clerk.....	100.00
J. N. Jones.....	Storekeeper.....	50.00

## PENITENTIARY AT FT. MADISON—CONTINUED.

NAME.	OCCUPATION.	Monthly wages.
A. Patterson.....	Turnkey.....	50.00
P. L. Karbaum.....	Chief engineer.....	70.00
C. C. Mitchell.....	Night engineer.....	50.00
W. C. Gunn.....	Chaplain.....	50.00
A. Ellerman.....	Superintendent of construction.....	100.00
A. Young.....	Kitchen guard.....	50.00
D. A. McNulty.....	Laundry guard.....	50.00
C. Q. Barr.....	Tailor shop guard.....	50.00
L. Simmons.....	Cell-house guard.....	50.00
A. A. Marshall.....	Day guard.....	50.00
J. Mansfield.....	Day guard.....	50.00
G. C. Wright.....	Day guard.....	50.00
W. C. Smith.....	Day guard.....	50.00
J. S. Chapman.....	Day guard.....	50.00
W. Schneider.....	Day guard.....	50.00
G. S. Nellis.....	Day guard.....	50.00
J. G. Berstler.....	Day guard.....	50.00
J. H. Phinney.....	Day guard.....	50.00
A. H. Gillett.....	Day guard.....	50.00
W. H. Garner.....	Day guard.....	50.00
A. Ellis.....	Day guard.....	50.00
A. C. Rowland.....	Day guard.....	50.00
J. C. Smith.....	Day guard.....	50.00
W. W. Maysent.....	Day guard.....	50.00
Frank Walter.....	Day guard.....	50.00
D. N. Syp.....	Day guard.....	50.00
H. A. Bennett.....	Day guard.....	50.00
A. King.....	Day guard.....	50.00
J. S. Crummer.....	Day guard.....	50.00
H. W. Hill.....	Day guard.....	50.00
R. F. Shaw.....	Day guard.....	50.00
B. R. McElbery.....	Day guard.....	50.00
C. W. Johnson.....	Day guard.....	50.00
M. I. Dodson.....	Day guard.....	50.00
James Galloway.....	Day guard.....	50.00
C. R. Jones.....	Day guard.....	50.00
G. W. Snook.....	Day guard.....	50.00
W. L. Ray.....	Wall guard.....	50.00
E. B. Ingalls.....	Wall guard.....	50.00
E. V. Holland.....	Wall guard.....	50.00
G. W. LaFollett.....	Wall guard.....	50.00
J. G. Bain.....	Wall guard.....	50.00
A. R. Thayer.....	Night guard.....	50.00
A. J. Powell.....	Night guard.....	50.00
M. M. Curtis.....	Night guard.....	50.00
L. K. Jones.....	Night guard.....	50.00
A. O. Vanaken.....	Night guard.....	50.00
J. G. M. Smith.....	Night guard.....	50.00
Frank Sherwood.....	Night guard.....	50.00
M. L. Lane.....	Night guard.....	50.00
John J. Garner.....	Night guard.....	50.00
James Odell.....	Night guard.....	50.00
B. L. Hoffmeister.....	Night guard.....	50.00
H. LaFollett.....	Night guard.....	50.00
J. R. Jones.....	Night guard.....	50.00
P. Stone.....	Night guard.....	50.00
P. M. Reeves.....	Night guard.....	50.00
E. Wyman.....	Teamster.....	35.00
Charles Thomas.....	Janitor.....	31.66



## INDUSTRIAL SCHOOL FOR BOYS, ELDORA.

NAME.	OCCUPATION.	Monthly wages.
B. J. Miles	Superintendent, with living for family	\$ 150 00
J. T. Humphries	Assistant superintendent, with board	50 00
William E. Whitney	Physician, without board	25 00
H. B. Humphries	Steward and bookkeeper, with board	50 00
Belle C. Miles	Matron, with board	35 00
G. H. Hill	Storekeeper, with board	30 00
Emma Houbush	Stenographer, with board	40 00
F. P. Fitzgerald	Manager and teacher (add \$5 for music), with board	40 00
W. B. Crawford	Manager and teacher, with board	40 00
S. J. Bird	Manager and teacher, with board	40 00
William Sparks	Manager and teacher, with board	40 00
J. B. Stockman	Manager and teacher, with board	40 00
H. D. Schaff	Manager and teacher, with board	40 00
S. H. Tidball	Manager and teacher, with board	40 00
Carrie Fitzgerald	Housekeeper and teacher, with board	25 00
Edie Crawford	Housekeeper and teacher, with board	25 00
Hattie Bird	Housekeeper and teacher, with board	25 00
Etta Sparks	Housekeeper and teacher, with board	25 00
M. Ella Stockman	Housekeeper and teacher, with board	25 00
Minnie M. Schaff	Housekeeper and teacher, with board	25 00
Luella C. Tidball	Housekeeper and teacher, with board	25 00
Floyd B. Jenks	Military instructor, with board	35 00
J. W. Carson	Relief and assistant manager, with board	35 00
Thomas Cochran	Relief man, with board	20 00
George Shaw	Nightwatch, with board	25 00
Bertha E. Humphries	Manager boys' dining room, with board	30 00
Elizabeth J. Cook	Trained nurse, with board	35 00
George B. Barker	Carpenter, with board	35 00
H. A. Polsal	Shoemaker, with board	35 00
R. O. Currans	Tailor, with board	35 00
Joanna Pickney	Manager of sewing room, with board	35 00
A. C. Hinman	Farmer, with board	35 00
J. B. Blunt	Gardener and florist, with board	35 00
A. H. Bates	Engineer and electrician, with board	50 00
Harry L. Smith	Night engineer and electrician, with board	25 00
Anna Scott	Head cook, with board	25 00
Essie Luff	Assistant cook, with board	15 00
H. Bell Anderson	Baker, with board	25 00
Maude C. Brooks	Kitchen and dining room help, with board	12 00
William Singleton	Kitchen and dining room help, with board	12 00
Carrie E. Brooks	Kitchen manager (1 month), with board	25 00
Rose Marsh	Laundry manager (1 month), with board	25 00
Judson S. James	Baker (worked only part of month), with board	25 00
Edna I. Allyn	Physician (worked only part of month), without board	25 00
E. O. Koeneman	Assistant cook (worked only part of month), with board	15 00
Emma Leonard		

## INDUSTRIAL SCHOOL FOR GIRLS, MITCHELLVILLE.

A. H. Leonard	Superintendent, with board for family	100 00
V. E. McArthur	Physician, with board	25 00
M. L. Leonard	Matron, with board	25 00
Emma A. Wilson	Storekeeper, with board	25 00
Rose Mintier	Family manager No. 2, with board	25 00
Amy S. Frye	Family manager No. 1, with board	25 00
Ella Williams	Family manager, M. B., with board	25 00
Myrtle Wilcox	Family manager No. 3, with board	18 00
Minnie Wilson	Kitchen manager No. 1, with board	18 00
Josephine Leedham	Kitchen manager No. 2, with board	18 00
Mary Woodward	Kitchen manager, M. 4, with board	18 00
Emma Glavin	Principal teacher, with board	20 00
Ella McCleary	Teacher, without board	25 00
Emma Lewson	Dressmaker, with board	25 00
Linnetta Leedham	Manager mending-room, with board	18 00
D. E. Elledge	Farmer (house), without board	35 00
H. J. Morgan	Gardener, with board	25 00
Arch Williams	Engineer, with board	40 00
Louisa A. Morgan	Kitchen and dairy, with board	30 00
Ella Craig	Baker and poultry, with board	18 00
Mrs. W. G. Lee	Laundress (part of month only), with board	20 00
Ola B. Miller	Physician (part of month only), with board	22 50
Margie Stitt	Laundress (part of month only), with board	20 00
Blanche Wilson	Physician (part of month only), with board	22 50

## HOSPITAL FOR THE INSANE, CLARINDA.

NAME.	OCCUPATION.	Monthly wages.
Max E. Witte	Superintendent, with board for family	\$ 250 00
C. F. Applegate	First assistant physician, with board	125 00
Anne Burnett	Second assistant physician, with board	100 00
B. E. Gilmor	Third assistant physician, with board	66 66
J. W. Wherry	Fourth assistant physician, with board	41 66
E. R. Bailey	Steward (add \$10 for music), without board	40 00
B. A. Goan	Storekeeper, with board	40 00
Mary Merrill	Stenographer, with board	30 00
Celia Donoghue	Stenographer and record clerk, with board	25 00
B. Eastman	Clerk, with board	20 00
Lizzie Webb	Matron, with board	35 00
H. E. Kelley	Bookkeeper, with board	50 00
J. W. Payne	Supervisor (add \$10 for music), with board	40 00
Minnie B. Scott	Supervisor, with board	35 00
Henry Haarstick	Graduate nurse, with board	27 00
J. Cadenhead	Night nurse, with board	24 00
E. B. Phillips	Night nurse, with board	21 00
E. B. Beach	Night nurse, with board	24 00
T. A. Bowman	Night nurse, with board	24 00
Ruth E. Briggs	Night nurse, graduate, with board	25 00
Jennie Salisbury	Night nurse, with board	24 00
Lenna Hatt	Night nurse, with board	24 00
Eather Gody	Night nurse, with board	24 00
Glee Mickey	Night nurse, graduate, with board	22 00
Jennie Butler	Head nurse, graduate, with board	30 00
F. E. Thurman	Nurse, graduate, with board	24 00
Ora Thurman	Nurse, graduate, with board	20 00
W. Stark	Attendant, with board	24 00
B. F. Bishop	Attendant (for part of month), with board	22 00
James Hourihan	Attendant (for part of month), with board	24 00
S. D. Taylor	Attendant, with board	20 00
C. J. Canterbury	Attendant, with board	24 00
E. B. Irwin	Attendant, with board	24 00
E. P. Welbey	Attendant, with board	25 00
M. Fergusson	Attendant, with board	25 00
E. McAllure	Attendant, with board	20 00
J. F. Muck	Attendant (for part of month), with board	30 00
R. A. Draper	Attendant (for part of month), with board	25 00
J. C. Coad	Attendant, with board	24 00
R. W. Jeffries	Attendant, with board	20 00
W. E. Weddle	Nurse, graduate, with board	28 00
J. Cording	Attendant, with board	24 00
O. A. Kelly	Attendant, with board	22 00
J. A. Pringle	Attendant, with board	20 00
John Mundt	Attendant (add \$3 for music), with board	27 00
F. Knight	Attendant, with board	23 00
J. A. Harrison	Attendant, with board	25 00
E. W. Monroe	Attendant, with board	26 00
C. B. Coad	Attendant, with board	20 00
P. E. Butler	Nurse, graduate, with board	28 00
W. A. Haarstick	Attendant, with board	21 00
J. P. Cass	Nurse, graduate (part of month), with board	30 00
J. V. Dotson	Attendant (part of month), with board	25 00
F. C. Case	Attendant, with board	23 00
Ethel Coss	Attendant (for part of month), with board	20 00
Harriet Dotson	Attendant, with board	20 00
M. F. Fay	Attendant (add \$1 for music), with board	22 00
J. H. Porter	Attendant, with board	25 00
Jennie M. Graham	Head nurse, graduate, with board	30 00
Ida Howell	Attendant, with board	25 00
Carolyn Paulson	Attendant, with board	24 00
Thillie Drainer	Attendant, with board	30 00
Etta Bridges	Attendant, with board	20 00
Ella Culligan	Attendant, with board	25 00
Nellie Hennebury	Nurse, graduate, with board	25 00
Ivy Robinson	Attendant, with board	22 00
Bessie Sebolt	Attendant, with board	18 00
Mabel Peterson	Attendant, with board	26 00
Nessa Lake	Attendant, with board	23 00
Docia Milhone	Attendant, with board	20 00
Ann McKee	Attendant, with board	24 00
Margaret Gorman	Attendant, with board	24 00
Minnie Hake	Attendant, with board	18 00
Stella Anderson	Attendant, with board	24 00
Ella Robertson	Nurse, graduate, with board	25 00



## HOSPITAL FOR INSANE, CLARINDA—CONTINUED.

NAME.	OCCUPATION.	Monthly wages
Lillie Thompson.....	Attendant, with board.....	23 00
Della Bishop.....	Attendant, with board.....	23 00
Jessie Whalen.....	Attendant, with board.....	24 00
Eae Parkins.....	Attendant, with board.....	22 00
Maud Powers.....	Attendant, with board.....	18 00
Frances Gardiner.....	Attendant, with board.....	24 00
Hannah S. Bailey.....	Attendant, with board.....	18 00
Addie Pillard.....	Attendant, with board.....	24 00
Mae Cody.....	Attendant, with board.....	22 00
Belle McWilliams.....	Attendant, with board.....	25 00
Dollie Warren.....	Attendant, with board.....	20 00
Birdie Giddings.....	Attendant, with board.....	25 00
Ella Starling.....	Head tailor, with board.....	18 00
Lizzie Thompson.....	Head seamstress, with board.....	12 00
May Scogean.....	Seamstress, with board.....	12 00
Lottie McAllister.....	Seamstress, with board.....	10 00
Clara Hughes.....	Seamstress, with board.....	10 00
C. B. Williams.....	Foreman industrial building (add \$5 for music), with board.....	30 00
J. F. Schultz.....	Foreman of shoe shop, with board.....	25 00
D. C. Chamberlain.....	Carpenter, without board.....	50 00
Dave Couts.....	Plasterer, with board.....	20 00
Henry Jones.....	Farmer, with board.....	40 00
D. G. Carlson.....	Farm hand, with board.....	20 00
W. C. Dunlap.....	Farm hand, with board.....	10 00
E. D. Ewing.....	Farm hand, with board.....	20 00
A. I. Robertson.....	Hostler, with board.....	20 00
A. C. Hanson.....	Gardener and florist (less \$1 for house rent), without board.....	50 00
P. V. Hart.....	Engineer and electrician, without board.....	83 33
L. Rouser.....	Assistant engineer, with board.....	40 00
V. E. Carlson.....	Assistant engineer, with board.....	30 00
J. L. Hart.....	Fireman, with board.....	30 00
D. H. Crouse.....	Night electrician, without board.....	35 00
P. P. Turner.....	Night fireman, with board.....	30 00
M. Hartman.....	Butcher and butter maker, with board.....	50 00
Sara Briggs.....	Head cook, with board.....	25 00
H. Woodward.....	Car man and assistant cook, with board.....	18 00
Mary Dyke.....	Assistant cook, with board.....	15 00
P. Thompson.....	Car man and assistant cook, with board.....	16 00
Alvin Goudie.....	Car man and assistant cook (for part of the month), with board.....	15 00
Fred Hite.....	Car man, special diet cook, with board.....	15 00
C. M. VanZandt.....	Car man and assistant cook (for part of the month), with board.....	15 00
Katie Case.....	Special diet cook, with board.....	12 00
Bert Dodge.....	Basement porter, with board.....	18 00
E. W. Shrader.....	Baker, with board.....	40 00
C. A. Taylor.....	Assistant baker, with board.....	15 00
Nina Wright.....	Dining-room girl, with board.....	12 00
Laura Casey.....	Dining-room girl, with board.....	12 00
Emma Combs.....	Dining-room girl, with board.....	12 00
Mamie Stewart.....	Dining-room girl, with board.....	12 00
Florence Bonham.....	Dining-room girl (part of month), with board.....	12 00
Bessie Blair.....	Dining-room girl (part of month), with board.....	12 00
Linnie Harrell.....	Dining-room girl, with board.....	10 00
Hannah Segrave.....	Dining-room girl, with board.....	10 00
Hattie Alcott.....	Dining-room girl (part of month), with board.....	10 00
Maude Casey.....	Dining-room girl (part of month), with board.....	10 00
C. O. Green.....	Manager laundry, without board.....	35 00
Myra Williams.....	Manager laundry, with board.....	15 00
Eva Allison.....	Ironer, with board.....	12 00
May Jordan.....	Ironer, with board.....	12 00
Cora Dillen.....	Ironer, with board.....	10 00
Lou Dillen.....	Ironer, with board.....	40 00
F. A. Jillion.....	Painter (special), without board.....	30 00
Will Hunter.....	Painter (special), without board.....	30 00
D. P. Downs.....	Attendant in charge of graders (special), without board.....	30 00
R. R. Johnson.....	Attendant in charge of graders (special), without board.....	30 00

## HOSPITAL FOR THE INSANE, INDEPENDENCE.

NAME.	OCCUPATION.	Monthly wages
Gershom H. Hill.....	Superintendent, with board for family.....	\$ 250 00
John C. Doolittle.....	First assistant, with board.....	125 00
George Boody.....	Second assistant, with board.....	100 00
Albert M. Barrett.....	Third assistant, with board.....	75 00
Arthur S. Hamilton.....	Fourth assistant, with board.....	41 66
Susanna P. Boyle.....	Intern, with board.....	25 00
H. A. Lindsay.....	Druggist, with board.....	33 00
E. B. Clinton.....	Clinical clerk, with board.....	30 00
J. B. Nickerson.....	Stenographer, with board.....	30 00
James Netcott.....	Steward, with one-fourth board.....	64 16
C. A. Wissler.....	Storekeeper, with one-fourth board.....	40 00
O. S. Rosenberger.....	Bookkeeper, with one-fourth board.....	30 00
Hannah Munnings.....	Matron, with board.....	38 00
David Mundell.....	Supervisor, with board.....	38 00
Emma E. Wiggan.....	Assistant supervisor, with board (add. \$1 for music).....	35 00
William Schworm.....	Night watch, without board.....	35 00
Philip Hickey.....	Head nurse, with board.....	28 00
Ella Blade.....	Attendant, graduate, with board.....	28 00
Ralph M. Plummer.....	Attendant, graduate, with board.....	28 00
John Skelly.....	Attendant, graduate, with board.....	28 00
John B. O'Brien.....	Attendant, with board.....	24 00
Charles J. Trall.....	Attendant, with board.....	18 00
J. A. Barker.....	Attendant, with board.....	21 00
A. E. Smith.....	Attendant, graduate, with board.....	28 00
Lincoln Bowder.....	Attendant, with board.....	20 00
John T. Wood.....	Attendant, with board.....	18 00
Henry Giffrow.....	Attendant, with board.....	21 00
John W. McKee.....	Attendant, with board.....	18 00
Fred F. Agnew.....	Attendant, with board.....	28 00
John Hagan.....	Attendant, graduate, with board.....	23 00
Penn F. Bissell.....	Attendant, graduate, with board.....	28 00
Alvin C. Peck.....	Attendant, graduate, with board.....	21 00
Harry Frane.....	Attendant, with board.....	21 00
J. W. Watenpaugh.....	Attendant, with board.....	21 00
W. H. Eddy.....	Attendant, with board.....	30 00
George E. Schmidt.....	Attendant, with board.....	22 00
Robert Allen.....	Attendant, with board (add. \$5 for music).....	15 00
J. W. Sellards.....	Attendant, with board.....	18 00
Frank P. Carlson.....	Attendant, with board.....	20 00
R. F. Abbott.....	Attendant, graduate, with board.....	28 00
Peter Thomas.....	Attendant, graduate, with board.....	28 00
Fred Willey.....	Attendant, with board.....	15 00
L. R. Carroll.....	Attendant (add. \$5 for music), with board.....	20 00
W. T. Fitzgerald.....	Attendant, graduate, with board.....	28 00
George W. Ryan.....	Attendant, graduate, with board.....	28 00
Fred Murphey.....	Attendant, graduate, with board.....	28 00
Lewis Kelso.....	Assistant baker (add. \$5 for music), with board.....	18 00
David Riede.....	Attendant, with board.....	20 00
O. F. Adams.....	Attendant (add. \$5 for music), without board.....	33 00
J. P. McCormick.....	Attendant, graduate, with board.....	40 00
John F. Sheehan.....	Attendant, graduate, without board.....	38 00
Harry Mann.....	Attendant, graduate, with board.....	24 00
Willis C. Wright.....	Attendant, graduate, with board.....	24 00
Charles Hart.....	Attendant, graduate, with board.....	24 00
Henry Johnson.....	Attendant, graduate, with board.....	24 00
Bertha Brooks.....	Attendant, graduate, with board.....	24 00
Hattie Stewart.....	Attendant, graduate, with board.....	24 00
Della Finney.....	Attendant, graduate, with board.....	24 00
Ida Eppler.....	Attendant, with board.....	16 00
Henry Kelley.....	Attendant, with board.....	24 00
Nettie Wieser.....	Attendant, with board.....	18 00
Lizzie Smith.....	Attendant, with board.....	12 00
Myrtle Robinson.....	Attendant, with board.....	15 00
Laura Robinson.....	Attendant, with board.....	15 00
Margaret Evans.....	Attendant, with board.....	16 00
Emma Miquet.....	Attendant, graduate, with board.....	24 00
Alice Haas.....	Attendant, graduate, with board.....	24 00
Mary Finley.....	Attendant, graduate, with board.....	24 00
Lotta Lindsay.....	Attendant, graduate, with board.....	24 00
Jennie Sysong.....	Attendant, graduate, with board.....	24 00
Jennie Healy.....	Attendant, with board.....	15 00
Maud Turner.....	Attendant, with board.....	15 00
Rebecca Johnson.....	Attendant, with board.....	15 00
Mildred Zittlaw.....	Attendant, with board.....	15 00
Alice Stearns.....	Attendant, with board.....	18 00



## HOSPITAL FOR INSANE, INDEPENDENCE—CONTINUED.

NAME.	OCCUPATION.	Monthly wages
Helen Clapp	Attendant, with board	13.00
Kate Martin	Attendant, graduate, with board	24.00
Eliza Wallace	Attendant, graduate, with board	24.00
Ada Anderson	Attendant, graduate, with board	24.00
Elia O'Brien	Attendant, graduate, with board	24.00
Anna McCunniff	Attendant, with board	24.00
Pearl Sprague	Attendant, with board	15.00
Nora Marling	Attendant, with board	20.00
Letta Cameron	Attendant, with board	13.00
Belle Foster	Attendant, with board	12.00
Lola Edwards	Attendant, with board	13.00
Lizzie Thomas	Attendant, with board	20.00
Minnie Trail	Attendant, with board	12.00
Maude Osgood	Attendant, with board	12.00
Nellie Leehey	Attendant, graduate, with board	24.00
Hugh Ballantine	Night watch, without board	35.00
Simon F. Murray	Night watch, graduate, with board	28.00
Edwin Grignon	Night watch, graduate, with board	28.00
Anna McGuire	Night watch, graduate, with board	24.00
Harry H. Ryan	Night watch (add \$5 for music), with board	22.00
Margaret Walker	Night watch, with board	15.00
Julia Nelling	Night watch, graduate, with board	24.00
Ida Mors	Attendant, graduate, with board	24.00
Ella Stafford	Attendant, graduate, with board	24.00
Julia Dejaney	Attendant, graduate, with board	24.00
Maud Daly	Attendant, with board	12.00
Iose Eppler	Attendant, with board	12.00
Anna Clow	Attendant, graduate, with board	24.00
Mercie Howe	Attendant, with board	15.00
Eva Stone	Attendant, with board	17.00
Iezee Warner	Attendant, with board	12.00
Daisy Snow	Attendant, with board	12.00
Joseph S. Hoist	Carpenter (add \$0 for music), with board	40.00
Joseph Sinek	Manager Industrial department, with board	35.00
John Cahoy	Cobbler, with board	20.00
Charles Munnings	Painter, with board	40.00
Robert Campbell	Tailor, with board	35.00
Frances Funk	Seamstress, with board	20.00
Anna Green	Assistant seamstress, with board	12.00
Hattie Riesner	Assistant seamstress, with board	12.00
Wiona Rogers	Assistant seamstress, with board	10.00
Mary Suhr	Tailoress, with board	13.00
Narah Kolp	Tailoress, without board	20.00
Lizzie Carroll	Tailoress, with board	10.00
Ethel Wright	Tailoress, with board	10.00
M. B. Griffith	Farmer, without board	50.00
Jonathan Bland	Florist, without board	50.00
Timothy Healy	Milk man, with board	20.00
Reno Evett	Milk man, with board	20.00
Judson T. Evett	Butcher, with board	33.00
Fred Meffert	Teamster, with board	18.00
George Meffert	Teamster, with board	18.00
Joseph Straw	Teamster, with board	18.00
Otto Kommos	Teamster, with board	18.00
Grant Henderson	Hostler, with board	18.00
Arthur Staples	Teamster, with board	18.00
A. D. Guernsey	Engineer, with board	35.00
W. S. Young	Assistant engineer, with board	35.00
Herman Necker	Fireman, with board	30.00
Guy Hamilton	Fireman, with board	20.00
Hugh O'Toole	Fireman, with board	25.00
Henry Necker	Fireman, with board	24.00
Minnie McDonald	Head cook, with board	25.00
Alice McDonald	Special cook, with board	20.00
Hattie McDonald	Assistant cook, with board	15.00
Anna Higgins	Assistant cook, with board	15.00
Rose Franck	Head cook, with board	16.00
Mary Schworm	Head cook, with board	16.00
Anna Ferguson	Head cook, with board	16.00
Lizzie Callahan	Head cook, with board	16.00
Anna Taggart	Assistant cook, with board	13.00
Mary Lenias	Assistant cook, with board	13.00
Anna O'Brien	Assistant cook, with board	13.00
Kate Morris	Assistant cook, with board	13.00
Maggie Moffit	Assistant cook, with board	13.00

## HOSPITAL FOR INSANE, INDEPENDENCE—CONTINUED.

NAME.	OCCUPATION.	Monthly wages
Mary Cullinan	Waitress, with board	11.00
Anna Greely	Assistant cook, with board	12.00
Mary Higgins	Assistant cook, with board	11.00
Mary Burns	Assistant cook, with board	11.00
Elia Cullinan	Assistant cook, with board	12.00
John Kendall	Baker, with board	25.00
John McDonald	Car man, half board	25.00
William McDonald	Car man, half board	17.00
Charles J. Parker	Car man, half board	15.00
Kate Lorden	Waitress, half board	12.00
Hattie Zittlaw	Chambermaid, half board	12.00
Rose McGuire	Chambermaid, half board	13.00
Helen Carroll	Chambermaid, half board	12.00
Viola Murphy	Chambermaid, half board	12.00
Willard Field	Laundry manager (add \$10 for music), without board	35.00
Joseph Griffith	Laundry manager, without board	34.00
Charles Sinek	Laundry manager, with board	15.00
Kate Finley	Laundry manager, with board	18.00
Mary Hynes	Laundry manager, with board	15.00
Hannah Schmidkonz	Assistant manager, with board	12.00
Anna Finley	Assistant laundry manager, with board	12.00
Sara Cummings	Assistant laundry manager, with board	11.00
Mary Galligan	Assistant laundry manager, with board	11.00
Florence Spensley	Minister (per day—for two Sundays), without board	3.00
Rev. W. S. Potwin	Minister (per day—for two Sundays), without board	3.00
Rev. Wm. L. Hunter	Attendant, graduate, with board	28.00
Ernest Chambers	Attendant, graduate, with board	24.00
Mary O'Toole	Attendant (add \$5 for music), with board	21.00
H. E. Pfeiffer	Attendant, with board	13.00
Anna Cullinan	Attendant, with board	15.00
Chattie McDonald	Attendant, with board	15.00
Lucia Clapp	Attendant, with board	18.00
Mac Watkins	Attendant, with board	18.00
J. V. Brown	Attendant, with board	18.00
O. J. Blesin	Attendant, with board	18.00
F. P. Leehy	Attendant, with board	19.00
J. W. Watenpaugh	Attendant, with board	21.00
Frank Marte	Mason (per day), with board	3.00
Vere W. Moore	Painter (per day), with board	2.00
William Sprout	Painter (per day), with board	2.50
William Downline	Painter (per day), with board	2.50

## HOSPITAL FOR INSANE, MT. PLEASANT.

Frank C. Hoyt	Superintendent, with board for family	20.00
Frank T. Stevens	First assistant, with board	125.00
Peter Bassoe	Second assistant, with board	75.00
Abigail D. Wade	Third assistant, with board	75.00
Fourth E. Wright	Fourth assistant, with board	41.00
S. H. Sheppard	Pharmacist, without board	50.00
Milton Weaver	Steward, without board	66.66
Lo-lah Vining	Matron, with board	35.00
Minnie Bartlett	Bookkeeper, with board	50.00
George C. True	Bookkeeper, with board	50.00
Carrie Lauder	Stenographer, with board	35.00
Agnes Crowe	Stenographer, with board	25.00
Josephine Baker	Stenographer, with board	25.00
S. H. Anderson	Supervisor (includes \$5 for music), with board	40.00
Frank A. Becknell	Supervisor (includes \$5 for music), with board	35.00
Rosamond Lefrier	Supervisor, with board	40.00
Harriet Overman	Assistant supervisor, with board	30.00
Ralph Hulings	Head night nurse, with board	27.00
J. H. Hamlin	Night nurse, with board	27.00
M. Fitzgerald	Night nurse, with board	27.00
W. J. Doyle	Night nurse, with board	27.00
E. A. Pixley	Night nurse, with board	27.00
E. M. Vining	Attendant, with board	24.00
James Byron	Attendant (includes \$5 for music), with board	25.00
W. E. Woodward	Attendant, with board	24.00
H. F. Higley	Attendant, with board	24.00
Charles C. Terplintz	Attendant (includes \$1 for music), with board	23.00
I. N. Park	Attendant, with board	24.00
S. J. Smith	Attendant, with board	24.00
F. A. Dickson	Attendant, with board	20.00



## HOSPITAL FOR INSANE, MT. PLEASANT—CONTINUED.

NAME.	OCCUPATION.	Monthly wages
A. D. Farber.....	Attendant, with board	18.00
E. G. Parker.....	Attendant, with board	24.00
J. S. Hackney.....	Attendant, with board	22.00
Charles Jones.....	Attendant, with board	24.00
R. L. Fairbrother.....	Attendant, with board	24.00
J. L. Peterson.....	Attendant, with board	24.00
W. S. Hall.....	Attendant (add \$6 for music), with board	24.00
B. B. Hord.....	Attendant, with board	24.00
Fred Jordan.....	Attendant (add \$4 for music), with board	24.00
N. J. Nelson.....	Attendant, with board	24.00
S. S. Rice.....	Attendant, with board	24.00
William E. Long.....	Attendant, with board	18.00
Charles M. Speer.....	Attendant, with board	26.00
J. T. McPeck.....	Attendant, with board	20.00
Henry Moore.....	Attendant, with board	20.00
Harry Burkett.....	Attendant (add \$2 for music), with board.	24.00
E. E. Hilsabeck.....	Attendant, with board	22.00
Maude Burkett.....	Attendant, with board	20.00
A. Thomas.....	Attendant, with board	25.00
G. W. Nierman.....	Attendant, with board	24.00
John B. Hurst.....	Attendant, with board	24.00
H. R. Cissna.....	Attendant, with board	24.00
J. E. Woodson.....	Attendant, with board	18.00
Earl Pidcock.....	Attendant, with board	26.00
J. C. McPeck.....	Attendant, with board	24.00
W. L. Robinson.....	Attendant, with board	25.00
C. S. Jarman.....	Attendant, with board	20.00
E. Rinker.....	Attendant, with board	24.00
C. W. Cubbison.....	Attendant, with board	22.00
Otis Ham.....	Attendant, with board	22.00
D. L. Sage.....	Attendant, with board	22.00
Anna O'Connor.....	Attendant, with board	15.00
F. M. Plunkerton.....	Attendant, outside (add \$2 for music), with board	25.00
Scott Weldner.....	Attendant, outside, with board	25.00
Idah DeVoe.....	Night nurse, with board	24.00
Phebe Stanley.....	Night nurse, with board	24.00
Josie Gryder.....	Night nurse, with board	22.00
Marion Adams.....	Night nurse, with board	22.00
Etta Grendahl.....	Attendant, with board	22.00
Myrta Huff.....	Attendant, with board	25.00
Charlotte White.....	Attendant, with board	25.00
Theresa Classen.....	Attendant, with board	16.00
Jennie Johnson.....	Attendant, with board	22.00
Margaret Steffy.....	Attendant, with board	18.00
Mary Cissna.....	Attendant, with board	20.00
Hattie McIntyre.....	Attendant, with board	18.00
M. E. Joslyn.....	Attendant, with board	20.00
Lizzie McCleary.....	Attendant, with board	12.00
M. M. Clark.....	Attendant, with board	18.00
Mrs. S. M. Joslyn.....	Attendant, with board	21.00
Laura Mingus.....	Attendant, with board	18.00
Sarah Hughes.....	Attendant, with board	20.00
Lizzie Baker.....	Attendant, with board	18.00
Mary Little.....	Attendant, with board	22.00
Grace McCleary.....	Attendant, with board	16.00
Madeline Wilson.....	Attendant, with board	22.00
Susie Robinson.....	Attendant, with board	22.00
Della Sweet.....	Attendant, with board	18.00
Letta Moore.....	Attendant, with board	22.00
Ethelyn Boegel.....	Attendant, with board	20.00
Mrs. Gordon Spears.....	Attendant, with board	15.00
Margaret Kitchen.....	Attendant, with board	22.00
Bella B. Edwards.....	Attendant, with board	18.00
Jessie Dilley.....	Attendant, with board	22.00
Katharyn Rowe.....	Attendant, with board	18.00
Anna Schmitz.....	Attendant, with board	22.00
Olive Cowan.....	Attendant, with board	18.00
Marie Donnelly.....	Attendant, with board	22.00
Jeannie Scott.....	Attendant, with board	20.00
Julia Christansson.....	Attendant, with board	22.00
Pauline Grendahl.....	Attendant, with board	18.00
John W. Stone.....	Foreman Industrial building (add \$5 for music), with board	35.00
W. M. Connable.....	Foreman shoe shop (add \$5 for music), with board	25.00
Jennie Silen.....	Head seamstress, with board	18.00

## HOSPITAL FOR INSANE, MT. PLEASANT—CONTINUED.

NAME.	OCCUPATION.	Monthly wages
Josephine Wood.....	Assistant seamstress, with board	12.00
Ada Shum.....	Assistant seamstress, with board	12.00
Emma Dunlap.....	Assistant seamstress, with board	12.00
Katie Schliefer.....	Assistant seamstress, with board	12.00
Emma T. Sutherland.....	Assistant seamstress, with board	12.00
John Cobb.....	Head farmer, without board	15.00
L. H. Fenton.....	Gardener, without board	50.00
Walter Oppfelt.....	Farm hand and teamster, with board	40.00
S. D. Taylor.....	Farm hand and teamster, with board	20.00
W. R. Brown.....	Farm hand and teamster, with board	20.00
Harry Brown.....	Farm hand and dairy man, with board	20.00
John Wenning.....	Farm hand and teamster, with board	20.00
Ed. Dixon.....	Farm hand and teamster, with board	20.00
Martin Johnson.....	Farm hand and teamster, with board	20.00
A. E. Follansbee.....	Farm hand and teamster, with board	20.00
Edd Kinker.....	Farm hand and teamster, with board	20.00
W. M. Milliman.....	Farm hand and teamster, with board	20.00
Ed Gray.....	Farm hand and driver, with board	20.00
S. C. Follansbee.....	Chief engineer, with board	25.00
Hscar Jones.....	Assistant engineer, with board	34.00
Henry Swanson.....	Fireman, with board	30.00
L. E. Sinclair.....	Fireman, with board	30.00
Gust Lungren.....	Fireman, with board	30.00
Noah Schriver.....	Carpenter, without board	50.00
J. M. Johnson.....	Carpenter (add \$3 for music), with board	50.00
Ed. Wilson.....	Painter, without board	35.00
R. A. Saunders.....	Painter (add \$10 for music), with board	50.00
Carl Woline.....	Head cook, with board	25.00
Ray Cornwell.....	Special cook, with board	12.00
Bridie Moran.....	Car man, with board	18.00
George H. Palm.....	Car man, with board	18.00
August Ackerman.....	Car man, with board	18.00
Ed Kitchen.....	Car man, with board	18.00
F. O. Collins.....	Car man, with board	18.00
Frank Snyder.....	Car man, with board	18.00
Richard Moore.....	Baker, without board	50.00
W. R. Butler.....	Assistant baker (add \$5 for music), without board	18.00
Allie Thompson.....	Head cook, second kitchen (worked part of month), without board	18.00
Anna O'Connor.....	Head cook, second kitchen (worked part of month), without board	18.00
H. R. Rouse.....	Butcher, without board	18.00
Ray Johnson.....	Corridor boy, with board	12.00
Harriet Schliefer.....	Dining-room girl, with board	12.00
Alice Sollars.....	Dining-room girl, with board	12.00
Gussie Hermann.....	Chambermaid, with board	12.00
Frances O'Connor.....	Dining-room girl, with board	12.00
Belle Nelson.....	Dining-room girl, with board	12.00
F. E. Elliott.....	Laundry manager, without board	35.00
W. D. Woodstock.....	Laundry and car man, with board	18.00
Kate O'Hare.....	Laundry manager, ironing room, with board	15.00
Anna Cahill.....	Assistant laundress, with board	12.00
Sophia Heppie.....	Assistant laundress, with board	12.00
Maude Bauserman.....	Assistant laundress, with board	12.00
Mollie Green.....	Assistant laundress, with board	12.00
Anna Moran.....	Assistant laundress, with board	12.00
A. C. Park.....	Mason (special) (per day), with board	1.50
J. B. Kelly.....	Plumber (special) (per day), with board	2.50
C. J. Goodbert.....	Plumber's helper (special) (per day), with board	1.00

## INSTITUTION FOR FEEBLE-MINDED CHILDREN, GLENWOOD.

F. M. Powell.....	Superintendent, with board for family	200.00
I. Irwin.....	Stenographer, with board	35.33
George Mogridge.....	Assistant superintendent and physician, with board	100.00
O. C. Willhite.....	Assistant physician and pathologist, with board	83.33
L. Will.....	Dentist (temporary), without board	40.00
H. W. Wright.....	Steward and bookkeeper, without board	33.33
L. Bernhard.....	Assistant bookkeeper, with board	30.00
Augusta Bowker.....	Storekeeper, with board	35.00
L. M. Powell.....	Matron, with board	31.00
Shapter.....	Assistant matron, with board	30.00
A. Brintnall.....	Assistant supervisor, O. D., with board	35.00
C. Evans.....	Girls' supervisor, with board	35.00
T. A. Smith.....	Boys' supervisor, with board	35.00



## INSTITUTION FOR FEEBLE-MINDED CHILDREN, GLENWOOD—CONTINUED.

NAME	OCCUPATION	Monthly wages
A. J. Bailey	Outside supervisor, without board	35 00
L. Mendenhall	Night watch, attendant, without board	35 00
O. G. Lawrence	Night watch, attendant, without board	35 00
J. Coyne	Night watch, attendant, with board	20 00
A. Adams	Night watch, attendant, with board	21 00
P. Kenny	Head nurse, with board	35 00
Alta Fincham	Assistant nurse, with board	22 00
E. A. Cathcart	Night nurse, with board	20 00
W. J. Bartholomew	Attendant, with board	27 00
E. L. Badgley	Attendant, with board	27 00
W. M. McMill	Attendant, with board	23 10
W. E. Steppan	Attendant, with board	30 00
R. T. Hammond	Attendant, with board	21 00
H. Kendall	Attendant, with board	23 00
S. Snyder	Attendant, with board	26 00
J. A. Edwards	Attendant, with board	23 10
W. Davidson	Attendant, with board	35 00
R. D. Waggoner	Attendant, with board	23 00
T. D. Grogan	Attendant, with board	26 00
B. W. Davis	Attendant, with board	27 00
Frank Sidener	Attendant, with board	27 00
A. G. Ioby	Attendant, with board	28 00
Bell Woods	Attendant, with board	25 00
Mae Draln	Attendant, with board	25 00
B. Alexander	Attendant, with board	25 00
A. McComas	Attendant, with board	25 00
Sallie Lawson	Attendant, with board	25 00
Nancy M. Pew	Attendant, with board	25 00
H. A. Merritt	Attendant, with board	21 00
Mary E. Casey	Attendant, with board	25 00
Alice Sanders	Attendant, with board	25 00
F. McKee	Head attendant, C. D. with board	27 00
May Ackerman	Attendant, with board	25 00
May Haney	Attendant, with board	25 00
Ida Grogan	Attendant, with board	25 00
M. Reynolds	Attendant, with board	25 00
Anna Slater	Attendant, with board	25 00
D. Ames	Attendant, with board	25 00
H. Richardson	Attendant, with board	25 00
V. Young	Attendant, with board	25 00
F. Richardson	Attendant, with board	22 00
E. Elder	Attendant, with board	20 00
O. Jessup	Attendant, with board	12 00
N. Baker	Principal of school, with board	40 00
K. Langan	Teacher, with board	35 00
E. Inscore	Teacher, with board	35 00
L. Beashor	Teacher, with board	35 00
Nettie Wah	Teacher, with board	30 00
Renna Coe	Teacher, without board	50 00
Alice M. Smith	Vocalist teacher, with board	35 00
Mae Dill	Teacher, without board	45 00
Alice Steppan	Teacher, musician, with board	35 00
Rilla Brew	Teacher, with board	30 00
Pearl England	Teacher of kindergarten, with board	35 00
Ethyl Thomas	Teacher, with board	33 00
Leo Steppan	Musician, teacher industrial and band, with board	45 00
Lillie Wehrnd	Training teacher, with board	35 00
Essa Parker	Training teacher, with board	35 00
M. Dorrance	Girls' industrial teacher, with board	18 00
W. D. Hines	Carpenter, without board	50 00
A. Davis	Shoemaker, without board	50 00
B. Ryan	Head seamstress, with board	20 00
Bertha Spiegel	Seamstress, with board	12 00
Mildred M. Black	Seamstress, with board	12 00
L. Miller	Seamstress, without board	22 00
H. Butler	Seamstress, without board	25 00
G. Engman	Seamstress, with board	12 00
J. Lane	Seamstress, with board	12 00
Ella Biles	Seamstress, with board	12 00
J. P. Jackson	Farmer and horticulturist, without board (house furnished)	40 00
Frank Ross	Gardener and florist, without board (house furnished)	40 00
G. D. Baird	Assistant gardener and florist, with board	30 00
A. Gesner	Assistant florist, with board	20 00
E. W. Durk	Dairyman, without board	30 00
A. U. M. Icom	Assistant dairyman, with board	20 00
H. J. Eddy	Farm hand, without board	35 00

## INSTITUTION FOR FEEBLE-MINDED CHILDREN, GLENWOOD—CONTINUED.

NAME	OCCUPATION	Monthly wages
A. P. Van Kirk	Farm hand and horticulturist, without board	30 00
L. L. Newkirk	Farm hand, with board	25 00
T. Edgar	Teamster and freight, without board	30 00
G. W. Gowens	Farm hand, without board	30 00
Grant Hill	Farm hand, with board	20 00
A. Hartman	Farm hand, without board	30 00
W. Robinson	Farm hand, with board	20 00
W. Michaelson	Chief engineer, without board	70 00
S. Anthony	First assistant engineer, without board	60 00
Thomas Clune	Assistant engineer, without board	40 00
J. Straub	Assistant engineer, without board	40 00
W. H. Storey	Second Asst. engineer, without board, house furnished	44 00
W. G. Osborn	Fireman, with board	40 00
F. E. Briggs	Fireman, without board	40 00
W. J. Stout	Fireman, without board	3 00
J. F. Standiford	Night fireman, without board	35 00
D. Whiteman	Head cook, S. D., with board	21 00
Clara Poole	Cook, S. D., with board	15 00
Belle White	Special cook, S. D., with board	16 00
Alice Munkers	Special cook, S. D., with board	18 00
L. Albee	Cook, S. D., with board	15 00
Lulu Chamberlain	Cook, S. D., with board	15 00
Mary McAlexander	Head cook, C. D., with board	21 00
Mabelle Otis	Special cook, C. D., with board	18 00
Bessie Edgar	Cook, D. D., with board	15 00
Moelle Dutton	Cook, C. D., with board	15 00
John Rether	Baker, without board	50 00
Anna Woods	Dining-room, with board	13 00
Blanche Crawford	Dining-room, with board	12 00
Bertha Buffington	Dining-room, with board	12 00
Mabel Anderson	Dining-room, with board	12 00
Mabel Lawson	Dining-room, with board	15 00
Grace P. Browne	Dining-room, with board	10 00
Pearle Payne	Dining-room, with board	12 00
E. McComas	Dining-room, with board	12 00
Adelle Howard	Dining room, with board	12 00
M. Davies	Domestic, with board	13 00
M. Mitchell	Domestic, with board	12 00
Emma Mitchell	Domestic, with board	12 00
J. Jarkin	Domestic, with board	12 00
Minnie Malcom	Domestic, with board	12 00
Lizzie Gblin	Domestic, with board	12 00
Emma Dwyer	Clothes-room, with board	15 00
M. Dennis	Clothes-room, with board	15 00
Nellie Wilson	Clothes-room, with board	15 00
Netta Mitchell	Clothes-room, with board	15 00
Helen Bardwell	Clothes-room, with board	15 00
M. Terry	Head laundress, with board	25 00
B. Canoyer	Head ironer, with board	15 00
E. Donahoe	Head laundress, with board	18 00
A. Parr	Assistant manager, without board	30 00
Daisy Anderson	Laundress (manager), with board	15 00
Amber Burson	Laundress, with board	12 00
Marie Hoover	Laundress, with board	12 00
TEMPORARY EMPLOYEES.		
O. Robinson	Painter (per day), without board	1 25
F. Simmons	Painter, with board	25 00
E. A. Richardson	Carpenter, with board	35 00
L. Jack	Farm laborer, without board	30 00
W. W. Hixson	Laborer (per day), without board	1 25
BRICK YARD EMPLOYEES.		
H. Hall	Foreman, without board	75 00
W. B. Houston	Moulder (per day), without board	2 00
William Hall	Temperer (per day), without board	1 50
D. O. McMillen	Off-bearer (per day), without board	1 50
INMATE LABOR.		
A. Carter	Farm hand	1 50
Z. Brown	Shop work	1 50
H. Nibel	Garden and grounds	1 50
G. Robinson	Barber	1 50
C. Merriam	Engineer's department	1 50
W. Crombee	Night fireman	1 00



## INSTITUTION FOR FEEBLE-MINDED CHILDREN, GLENWOOD—CONTINUED.

NAME.	OCCUPATION.	Monthly wages.
M. Masterson	Assistant teamster	.50
W. Barlscher	Assistant fireman	.50
J. Starnes	Engineer's department	1.00
L. Saunders	Dairy assistant	1.50
F. Helner	Teamster	1.00
E. Kridlebaugh	Laundry	.50
C. Snider	Laundry	.50
G. Mercer	Laundry	.50
L. Knight	Laundry	.50
J. Poe	Laundry	.50
L. Merlman	Laundry	.50
E. Strack	Laundry	.50
M. Kincaid	General domestic work	.25
E. Van Gieck	General domestic work	.25
F. Gibson	General work	.25
H. Stover	General work	.25
J. Surber	General work	.25
M. Carter	General work	.25
M. Brown	General domestic work	.25
L. Keeler	General domestic work	.25
L. Miller	General domestic work	.25
M. Kanaizer	General domestic work	.50
S. Preston	General domestic work	.25
A. Washburn	General domestic work	.25
M. Edson	Kitchen	1.50
M. Husong	General domestic work	1.50
A. Howard	General domestic work	.50
A. Walton	General domestic work	.25
J. Hall	General domestic work	.25
L. Needham	General domestic work	.25
M. Curtin	General domestic work	.25
L. Phillips	General domestic work	.25
J. Grant	General domestic work	.50
L. Rice	General domestic work	.25
S. Landers	General domestic work	.25
G. Bullard	General domestic work	.25
S. Stone	General domestic work	.25
N. Southworth	General domestic work	.25
N. Hooker	General domestic work	.25
E. Wilkinson	General domestic work	.50
B. Free	General domestic work	.25
M. Ruby	General domestic work	.25
A. Wallis	General domestic work	.25
B. Ellis	General domestic work	1.00
H. Stills	General domestic work	.50
E. Eaton	General domestic work	.25
A. Boyd	General domestic work	.25
A. Sellers	General domestic work	.25
E. Finn	General domestic work	.25
E. Owens	General domestic work	.25
E. Bennett	General domestic work	.25
T. Horton	General domestic work	.25
M. Thompson	General domestic work	.50
H. Jackson	General labor	.50
R. Groom	General labor	.25
F. Reddish	General labor	.25
G. Stills	General labor	.25
H. Peters	General labor	.25
C. Clark	General labor	.25
N. Foster	General labor	.25
W. Prather	General labor	.25
J. O'Brien	General labor	.25
C. Reed	General labor	.25
S. Williams	General labor	.25
F. Hart	General labor	.25
D. Olsen	General labor	.25
J. Gallivan	General labor	.25
M. Leveringhouse	General labor	.15
M. Russell	General labor	.25
N. Huxford	General labor	.25
George Olsen	General labor	.50
James O'Brien	General labor	.25
W. Krugg	General labor	.50
F. Rumford	General labor	.25
J. Schwallier	General labor	.50

## INSTITUTION FOR FEEBLE-MINDED CHILDREN, GLENWOOD—CONTINUED.

NAME	OCCUPATION.	Monthly wages.
H. Kraft	General labor	.50
C. Peterson	General labor	.25
SPECIAL EMPLOYES.		
A. Walling	Mason (per day), with out board	2.75
C. Walling	Assistant carpenter (per day), without board	1.50
S. Walling	Assistant carpenter (per day), without board	1.25

## SCHOOL FOR THE DEAF, COUNCIL BLUFFS.

Henry W. Rothert	Superintendent, with board for family	125.00
John F. Schultz	Steward and bookkeeper, without board	50.00
Mrs. H. W. Rothert	Matron, with board	35.00
Mary F. Rothert	Assistant matron and seamstress, with board	20.00
Lizzie Hutton	Stenographer, with board	35.00
Frank Pitzer	Boys' supervisor, with board	25.00
Mrs. S. E. Bryan	Assistant boys' supervisor, with board	20.00
Lena Seyfert	Girls' supervisor, with board	25.00
Nora Gove	Assistant girls' supervisor, with board	15.00
E. E. Clippenger	Principal, without board	111.11
Hiram Phillips	Teacher, without board	60.00
W. O. Connor	Teacher, without board	60.00
Robert D. Hoyt	Teacher, without board	55.00
Frank C. Holloway	Teacher, without board	50.00
John W. Barrett	Teacher, without board	50.00
David Ryan, Jr.	Teacher, without board	50.00
Frederick Wilcoxson	Teacher, without board	50.00
C. F. Zyrbaught	Teacher, without board	40.00
Laura MacDill	Teacher, without board	45.00
Margaret Watkins	Teacher, without board	60.00
Mattie Edwards	Teacher, without board	25.00
Gora Satterly	Teacher, without board	25.00
Mary E. Leary	Teacher, without board	55.00
Emma Kingsley	Teacher, without board	35.00
Margaret I. Bolyn	Teacher, without board	35.00
Mildred H. Cooper	Teacher, without board	35.00
Ada Stephenson	Teacher, without board	25.00
Charles H. Gilbert	Carpenter, without board	50.00
Z. B. Thompson	Printer, without board	45.00
L. W. Pound	Shoemaker, without board	42.50
Sarah McMeen	Seamstress, with board	25.00
E. A. Emerson	Chief cook, with board	25.00
Fred Auwerter	Baker, without board	50.00
Sophia Nelson	Laundry manager, with board	30.00
Carrie Jensen	Ironing-room manager, with board	15.00
Dr. A. P. Hanchett	Physician, without board	50.00
E. H. Rothert	Night watchman, with board	20.00
S. E. Bryan	Night watchman, with board	30.00
Carrie Morrisette	Ladies' nightwatch, with board	12.00
Mrs. M. E. Browe	Nurse, with board	27.00
Geo. W. Rohrig	Farm, garden and dairy, without board	50.00
Edward Hewitt	Farm hand, with board	20.00
Gust Valentine	Chore man, with board	20.00
J. M. Tannehill	Electrician and engineer, without board	70.00
Charles Watson	Assistant electrician and engineer, without board	40.00
O. L. Holland	Day fireman, with board	25.00
S. E. Bryan	Assistant cook, with board	15.00
E. D. Cronkrite	Assistant cook, with board	15.00
Mrs. E. A. Emerson	Attendant superintendent's dining room, with board	12.00
Barbara Fell	Attendant officers' and teachers' dining room, with board	12.00
Florence Woodhurst	Attendant help dining room, with board	15.00
Mrs. Mildred Drake	Attendant pupils' dining room, with board	12.00
Mrs. Mary Lawson	Domestic, with board	12.00
Tobina Melner	Domestic, with board	11.00
Lizzie Dick	Domestic, with board	12.00
Amanda Waggoner	Domestic, with board	12.00
Daisy Waggoner	Domestic, with board	12.00
Mrs. M. E. Poole	Janitor, without board	25.00
Anna Carlson	Assistant laundress, with board	17.00



## COLLEGE FOR THE BLIND, VINTON.

NAME	OCCUPATION.	Monthly wages.
T. F. McCune.....	Superintendent, with board for family.....	\$ 100.00
C. O. Griffin.....	Physician, without board.....	40.00
W. W. Barkdoll.....	Steward, without board.....	60.00
Mae Robertson.....	Matron, with board.....	20.00
Elizabeth Eastman.....	Matron, with board.....	20.00
Mary Lindemuth.....	Matron, with board.....	25.00
Alice Yates.....	Housekeeper, with board.....	35.00
Mary E. Wood.....	First teacher, with board.....	35.00
G. W. Tennehill.....	Second teacher, without board.....	50.00
Lorana Mattice.....	Third teacher, with board.....	32.50
Pinette Ferris.....	Fourth teacher, with board.....	32.50
Mayme Mahanna.....	Fifth teacher, with board.....	32.50
Lucy A. Belle.....	Piano teacher, with board.....	35.00
Maud L. Manning.....	Piano teacher, with board.....	35.00
J. M. Miller.....	Teacher small instruments, without board.....	60.00
Emma Carlson.....	Sewing teacher, with board.....	20.00
W. Achuff.....	General work teacher, without board.....	40.00
B. F. Parker.....	Tuning teacher, without board.....	50.00
Will Rohkohl.....	Porter, with board.....	20.00
Ira Vernaren.....	Engineer, without board.....	10.00
Oreka Peterson.....	Cook, with board.....	25.00
Maggie Duer.....	Assistant cook, with board.....	15.00
Bertha Wright.....	Kitchen girl, with board.....	12.00
Annie Cabeika.....	Kitchen girl, with board.....	12.00
Mae Verharen.....	First dining room, with board.....	12.00
Minnie Ridge.....	Second dining room, with board.....	12.00
Anna Rowzell.....	Third dining room, with board.....	12.00
Jennie Persons.....	Fourth dining room, with board.....	12.00
Jessie Peyton.....	First chambermaid, with board.....	12.00
Deska Forney.....	Second chambermaid, with board.....	12.00
Amy O'Connor.....	Third chambermaid, with board.....	12.00
Anna Peterson.....	Laundry manager, with board.....	20.00
Mathilde Brane.....	Laundry girl, with board.....	12.00
Mary Cabeika.....	Laundry girl, with board.....	12.00
Ida Nelson.....	Laundry girl, with board.....	12.00
Zell Carter.....	Night watchman, with board.....	20.00

Owing to vacation occurring during the months of June, July and August, this is taken from the May pay roll.

## INDUSTRIAL HOME FOR THE BLIND, KNOXVILLE.

Cam Culbertson.....	Superintendent, with board for family.....	\$ 50.00
M. F. Culbertson.....	Matron, with board.....	25.00
Jessie B. Moore.....	Clerk, with board.....	20.00
A. B. Kennedy.....	Fireman, with board.....	25.00
Flora Edwards.....	Cook, with board.....	20.00
Elia Dannahy.....	Laundress, with board.....	15.00
Lucy Koff.....	Domestic, with board.....	12.00
Nellie Jones.....	Domestic, with board.....	10.00
L. P. Cornell.....	Physician, without board.....	8.33

## INMATES EMPLOYED.

Anna Anderson.....	Housework, with board.....	2.50
Gertrude Brown.....	Housework, with board.....	2.50
Catherine Dawson.....	Housework, with board.....	2.50
Agatha Weaver.....	Housework, with board.....	2.50
Laura Weishhouse.....	Housework, with board.....	2.50
Eva Wood.....	Housework, with board.....	2.50
Thos. Kelly.....	General work, with board.....	8.00

## INMATES EMPLOYED--MANUFACTURING DEPARTMENT.

E. E. Hintze.....	Foreman, without board.....	35.00
George B. Smith.....	Teamster, with board.....	20.00
John Gavin.....	Broom shop, without board.....	10.22
Ben A. Postna.....	Broom shop, without board.....	16.27
James W. Roberts.....	Broom shop, without board.....	5.00
John Workman.....	Broom shop, without board.....	1.80

## SOLDIERS' ORPHANS' HOME, DAVENPORT.

NAME	OCCUPATION.	Monthly wages.
M. T. Gass.....	Superintendent, with board for family.....	\$ 100.00
William L. Allen.....	Physician without board.....	33.33
Harry E. Pownall.....	Bookkeeper and steward, with board.....	35.00
Blanca C. Denkmann.....	Assistant bookkeeper, with board.....	20.10
Grace I. Gass.....	Matron, with board.....	35.00
Mary Leonhard.....	Cottage matron, with board.....	22.00
Mattie Ziemer.....	Cottage matron, with board.....	22.00
Mary A. Hilles.....	Cottage matron, with board.....	22.00
Mary Brashear.....	Cottage matron, with board.....	22.00
Lettie S. Van.....	Cottage matron, with board.....	22.00
Louise J. Coy.....	Cottage matron, with board.....	22.00
Nettie Hutchinson.....	Cottage matron, with board.....	22.00
Elizabeth Parsons.....	Cottage matron, with board.....	22.00
Luella Howard.....	Cottage matron, with board.....	22.00
Mary Worthington.....	Cottage matron, with board.....	22.00
Meda Smith.....	Cottage matron, with board.....	22.00
Alice P. Mead.....	Cottage matron, with board.....	22.00
Kate Stout.....	Cottage matron, with board.....	22.00
Eliza R. Little.....	Cottage matron, with board.....	22.00
Edna Warwick.....	Cottage matron, with board.....	22.00
Viola G. Dinsmore.....	Cottage matron, with board.....	22.00
Esther Porter.....	Cottage matron, with board.....	22.00
Nan Butcher.....	Cottage matron, with board.....	22.00
Ella Plumley.....	Cottage matron, with board.....	22.00
Frank Henderson.....	Night watch, with half board.....	25.00
Lou M. Boyler.....	Cottage matron, with board.....	22.00
Henrietta Warren.....	Teacher and musician, with board.....	30.00
Lillian Bandy.....	Teacher, with board.....	25.00
Ella Pinkerton.....	Teacher, with board.....	25.00
Anna Russell.....	Teacher, with board.....	25.00
Varilla Lane.....	Teacher, with board.....	25.00
Ella Wetzell.....	Teacher, with board.....	25.00
Maggie McGrath.....	Teacher, with board.....	25.00
Lulu B. Sutton.....	Teacher, with board.....	20.00
Etta Gosting.....	Teacher, with board.....	25.00
Angela Reynolds.....	Teacher, with board.....	25.00
Nora Armstrong.....	Trained nurse, with board.....	25.00
Maud Dawson.....	Assistant nurse, with board.....	22.00
W. H. Hitchcock.....	Shop foreman, with quarter board.....	45.00
Enoch Davenport.....	Painter and janitor, without board.....	45.00
H. Ede.....	Shoemaker, with board.....	25.00
Kittie McOarl.....	Dressmaker, without board.....	25.00
Maggie Cahill.....	Tailoress, without board.....	35.00
Anna Cahill.....	Seamstress, without board.....	22.00
Agnes Conway.....	Seamstress, without board.....	22.00
Eleanore LeClare.....	Seamstress, with half board.....	15.00
Jennie Petcher.....	Seamstress, with board.....	12.00
Lora Whalan.....	Seamstress, with board.....	14.00
Alwine Pohlmann.....	Cooking school teacher, with board.....	25.00
Harvey H. DuBois.....	Carpenter, with board.....	20.01
William Klotz.....	Farmer, with board.....	25.00
Roscoe Mardis.....	Garden and grounds, with board.....	25.00
John Yancey.....	Teamster, with board.....	25.00
Henry J. Fischer.....	Engineer and electrician, without board.....	62.50
William Schroeder.....	Assistant engineer, with board.....	25.00
Carrie Pollock.....	Kitchen manager, with board.....	25.00
Annie Kennedy.....	Assistant manager, with board.....	15.00
G. Schurr.....	Baker with quarter board.....	43.50
Maggie Reinbott.....	Dining hall manager, with board.....	15.00
Melissa Moore.....	Dining hall manager, with board.....	15.00
Daisy Fanning.....	Kitchen help, with board.....	12.00
Mary Coen.....	Laundry manager, with board.....	22.00
Amy Belot.....	Laundry help, with board.....	12.00
Carrie Hushcke.....	Laundry help, without board.....	22.00
G. S. Rollins.....	Minister (per Sunday), without board.....	3.00



## FIRST BIENNIAL REPORT

IOWA SOLDIERS' HOME, MARSHALLTOWN.

## STATE BOARD OF CONTROL.

IOWA SOLDIERS' HOME, MARSHALLTOWN—CONTINUED.

NAME.	OCCUPATION.	Monthly wages.
Charles C. Horton.	Commandant, civilian, without board, but house farm.	\$ 150.00
H. F. Duffield.	Surgeon, civilian, without board.	83.33
B. F. Warfel.	Adjutant, civilian, without board.	83.33
A. Benson.	Quartermaster, civilian, without board.	85.00
Mary H. Miller.	Matron, civilian, with board.	12.00
Clara Geisler.	Assistant matron, civilian, with board.	15.00
Henry Bison.	Hookkeeper, civilian, with board.	35.00
G. F. A. Walker.	Stenographer, civilian, with board.	10.00
N. B. Hall.	Adjutant's clerk, with board.	15.00
A. N. Barnes.	Quartermaster sergeant, with board.	8.00
Joel Hodson.	Quartermaster clerk, with board.	8.00
Eyrton Weston.	Hospital steward, with board.	12.00
E. L. Lunt.	Librarian, with board.	12.00
Isabel Gregg.	Captain O. M. B. with board.	3.00
Fred Harbaugh.	Sergeant, ward 1, with board.	3.00
A. Henshaw.	Sergeant, ward 2, with board.	3.00
A. D. Smith.	Sergeant, ward 3, with board.	3.00
T. J. Thompson.	Sergeant, ward 4, with board.	3.00
W. B. Stewart.	Sergeant, ward 5, with board.	3.00
William Sherman.	Sergeant, ward 6, with board.	3.00
A. E. Anderson.	Sergeant, ward 7, with board.	3.00
A. H. Brenton.	Sergeant, ward 8, with board.	3.00
Edward H. Brink.	Sergeant, ward 9, with board.	3.00
W. S. Wyatt.	Sergeant, ward 10, with board.	3.00
J. A. Wright.	Sergeant, ward 11, with board.	3.00
John Wise.	Sergeant, ward 12, with board.	3.00
John O'Donnell.	Sergeant, ward 13, with board.	3.00
A. W. Martin.	Sergeant, ward 14, with board.	3.00
R. O. Presdee.	Sergeant, ward 15, with board.	3.00
Angus Campbell.	Sergeant, ward 16, with board.	3.00
A. N. Barnes.	Sergeant, ward 17, with board.	3.00
William Dietrick.	Sergeant, Q. M. B. with board.	7.00
Joseph S. Scott.	Park sergeant, with board.	15.00
Fred Wilson.	Night watch, with board.	7.00
T. F. Murray.	Baggie, with board.	3.00
M. M. Ash.	Guide, with board.	3.00
Fred Wilson.	Guide, with board.	3.00
Angus Campbell.	Baggage sergeant, with board.	2.00
J. Smith.	Chapel janitor, with board.	15.00
W. H. H. Betz.	Lawn sergeant, with board.	10.00
Joseph Spoor.	Under lawn sergeant, with board.	10.00
John Freestone.	Under lawn sergeant, with board.	10.00
George W. Cook.	Under lawn sergeant, with board.	10.00
Nes Paulson.	Under lawn sergeant, with board.	10.00
W. H. Edelson.	Under lawn sergeant, with board.	10.00
Otis Shurtliff.	Under lawn sergeant, with board.	10.00
E. G. Greenleaf.	Under lawn sergeant, with board.	10.00
J. A. J. White.	Under lawn sergeant, with board.	10.00
D. H. Myers.	Under lawn sergeant, with board.	10.00
Joseph McCord.	Sexton, with board.	9.00
W. S. Kirkford.	Night watch, hospital, with board.	35.00
Isabel Jarvis.	Head nurse, civilian, with board.	18.00
Carrie Baasum.	Assistant nurse, civilian, with board.	15.50
Myrtle Brouhard.	Assistant nurse, civilian, with board.	11.50
Mary Nason.	Assistant nurse, civilian, with board.	11.50
A. Elliott.	Assistant nurse, civilian, with board.	11.50
Mary Hushka.	Assistant nurse, civilian, with board.	25.00
George Nason.	Assistant nurse, with board.	15.00
Adrian Gillet.	Assistant nurse, with board.	10.00
John Gibson.	Assistant nurse, with board.	10.00
G. W. Millen.	Assistant nurse, with board.	10.00
J. Thompson.	Shoemaker, with board.	10.00
Joseph Harris.	Tailor, with board.	10.00
Henry O. Dean.	Carpenter, with board.	14.00
M. T. Black.	Assistant carpenter, with board.	7.50
L. D. Lyon.	Painter (per day), with board.	1.00
Isabel McEllen.	Mason (per day), with board.	12.00
J. J. Jordan.	Seamstress, civilian, with board.	15.00
Kate E. Bell.	Floralist, with board.	4.00
T. A. Hughes.	Vegetable man, with board.	12.00
H. E. Elwell.	Teamster, with board.	12.00
Raytor Myers.	Teamster, with board.	12.00
I. Grassford.		

NAME.	OCCUPATION.	Monthly wages.
Samuel Dalton.	Teamster, with board.	\$ 12.00
F. E. Hercroft.	Mail carrier, with board.	10.00
G. M. Fox.	Teamster, with board.	12.00
H. Brockett.	Farm teamster, with board.	12.00
J. N. Winders.	Cart man, with board.	10.00
Henry Selken.	Stable man, with board.	5.00
Joe Kuenastler.	Stable man, with board.	5.00
Albert E. Satia.	Gardener, civilian, with one-fourth board.	45.00
A. O. Becker.	Gardener, civilian, with board.	35.00
John Phillips.	Helper, gardener, with board.	10.00
Pat Cloonan.	Helper, gardener, with board.	10.00
William Travis.	Helper, gardener, with board.	10.00
Charles Howell.	Helper, gardener, with board.	10.00
Jac Kuenastler.	Helper, gardener, with board.	10.00
Frank Scribner.	Helper, gardener, with board.	10.00
Charles L. Aandag.	Helper, gardener, with board.	10.00
F. M. Milliken.	Horticulturist, with board.	12.50
J. A. J. White.	Horticulturist's helper, with board.	8.00
George Terry.	Horticulturist's helper, with board.	8.00
C. A. Dunham.	Engineer and electrician, civilian, without board.	75.00
John Kaough.	First assistant engineer, with board.	35.00
Joseph L. Woods.	Second assistant engineer, civilian, with board.	30.00
E. J. Seed.	Fireman, civilian, with board.	25.00
A. Parmelee.	Fireman, with board.	10.00
M. F. Kelly.	Engineer's helper, per day, with board.	50
Andrew Holm.	Baker, civilian, with board.	2.00
Andrew Storm.	Assistant baker, with board.	5.00
E. T. Findley.	Cook, M. B. civilian, with board.	25.00
C. J. White.	First assistant cook, with board.	10.00
Edwin Dawson.	Assistant cook, with board.	10.00
John Welch.	Second assistant cook, with board.	8.00
Philot Ericson.	Assistant cook, with board.	10.00
James Bricker.	Cook, hospital, civilian, with board.	20.00
C. O. Williams.	Assistant cook, hospital, with board.	8.00
A. Galvin.	Bath man, M. B. with board.	3.00
J. D. Miller.	Cleaner, M. B. with board.	4.00
J. D. Miller.	Cleaner, M. B. with board.	4.00
H. E. Knaap.	Cleaner, M. B. with board.	4.00
H. E. Knaap.	Cleaner, M. B. with board.	4.00
William Farrington.	Cleaner, O. M. B. with board.	4.00
John Laybold.	Cleaner, O. M. B. with board.	4.00
John Nichols.	Linens room, with board.	7.00
Cyrus Weaver.	Office cleaner, with board.	8.00
John Hathaway.	Cleaner, M. B. with board.	8.00
F. F. Leysmaster.	Cleaner, M. B. with board.	8.00
Benj. S. Stephens.	Cleaner, hospital, with board.	10.00
Thomas Bird.	Cleaner, hospital, with board.	10.00
W. T. Jones.	Walter, M. B. with board.	5.00
D. E. Fox.	Walter, M. B. with board.	5.00
C. A. Lawton.	Walter, M. B. with board.	5.00
Barth H. Baber.	Walter, M. B. with board.	5.00
Joseph Ledger.	Walter, M. B. with board.	5.00
T. C. Claytor.	Walter, M. B. with board.	5.00
W. B. Chapman.	Walter, M. B. with board.	5.00
J. P. Musser.	Walter, M. B. with board.	5.00
N. Dunfee.	Walter, M. B. with board.	5.00
Bronsdon.	Walter, M. B. with board.	5.00
N. W. Cook.	Walter, M. B. with board.	5.00
Jamesweeney.	Walter, M. B. with board.	5.00
J. Q. Jones.	Walter, M. B. with board.	5.00
John Cooper.	Walter, M. B. with board.	5.00
Henry Lehman.	Walter, M. B. with board.	5.00
Samuel Smith.	Walter, M. B. with board.	5.00
W. T. Richards.	Walter, M. B. with board.	5.00
Dispenaet.	Walter, M. B. with board.	5.00
J. W. Taylor.	Walter, M. B. with board.	5.00
John J. Neth.	Walter, M. B. with board.	5.00
E. W. King.	Walter, M. B. with board.	5.00
M. C. Lichty.	Walter, M. B. with board.	5.00
E. Vandewalker.	Walter, M. B. with board.	5.00
James Vantreesse.	Walter, M. B. with board.	5.00
A. Granby.	Walter, hospital, with board.	5.00
John Kane.	Walter, hospital, with board.	5.00
William Anderson.	Walter, hospital, with board.	5.00



## IOWA SOLDIERS' HOME, MARSHALLTOWN—CONTINUED.

NAME.	OCCUPATION.	Monthly wages.
John A. James.....	Walter, hospital, with board.....	5.00
Mary Baird.....	D. R. and G. H., hospital, civilian, with board.....	12.00
J. C. Waldron.....	Foreman, laundry, with board.....	10.00
J. M. Knowles.....	Assistant, laundry, with board.....	7.00
W. M. Smith.....	Assistant, laundry, with board.....	7.00
A. Diapinet.....	Assistant, laundry, with board.....	7.00
A. Morrison.....	Assistant, laundry, with board.....	7.00
J. Morlock.....	Assistant, laundry, with board.....	7.00
Margaret Barricht.....	Laundress, civilian, dormitory, with board.....	12.00
Sophia Wieckholder.....	Laundress, civilian hospital.....	14.00
F. W. Parson.....	Chaplain, civilian (one Sunday), without board.....	3.00
J. G. VanNess.....	Chaplain, civilian (one Sunday), without board.....	3.00
Y. M. C. A.....	Chaplain, civilian (one Sunday), without board.....	3.00
J. E. Williams.....	Chaplain, civilian (one Sunday), without board.....	3.00

NOTE.—In all cases where the word "civilian" is not used the officer or employee is a member of "The Home."

## INSANE ASYLUM, CHEROKEE.

NAME.	OCCUPATION.	Monthly wages.
W. D. Kenney.....	Custodian, without board.....	\$ 26.66



## CHAPTER XV—CONTINUED.

## HOSPITAL FOR THE INSANE, CLARINDA.

FIRST BIENNIAL REPORT

OFFICE OR POSITION.	SALARY PER MONTH, BEGINNING JULY 1, 1898—MAXIMUM.	SALARIES PRIOR TO JULY 1, 1898.
<b>ADMINISTRATIVE DEPARTMENT.</b>		
Superintendent (salary fixed by the general assembly).....	\$250.00 with board for self and family.....	\$250.00 with board for self and family.
<b>MEDICAL DEPARTMENT.</b>		
First assistant physician.....	133.33 with board.....	100.00 with board.
Second assistant physician.....	116.67 with board.....	100.00 with board.
Third assistant physician.....	91.67 with board.....	75.00 with board.
Fourth assistant physician.....	66.67 with board.....	50.00 with board.
Medical interne.....	25.00 with board.	
Pharmacist.....	35.00 with board.	
<b>FINANCIAL DEPARTMENT.</b>		
Steward.....	83.33 without board.....	116.67 with board.
Matron.....	35.00 with board.....	40.00 with board.
Storekeeper.....	40.00 with board.....	40.00 with board.
Bookkeeper.....	50.00 with board.....	50.00 with board.
Stenographers.....	35.00 with board.....	30.00 with board.
Stenographer and clerk.....	28.00 with board.	
<b>SUPERVISORY DEPARTMENT.</b> (No distinction in salaries on account of sex.)		
Supervisor, female.....	40.00 with board.....	35.00 with board.
Supervisor, male.....	40.00 with board.....	50.00 with board.
Assistant supervisor, female.....	35.00 with board.....	25.00 with board.
Assistant supervisor, male.....	35.00 with board.....	30.00 with board.
Night watchman.....	35.00 without board.....	30.00 with board.
<b>NURSES' DEPARTMENT.</b> (No distinction in salaries on account of sex.)		
Head nurse.....	40.00 with board.....	30.00 with board.
Attendants, graduates.....	30.00 with board.....	16.00 to \$28 with board.
Attendants, non-graduates.....	27.00 with board.....	
<b>INDUSTRIAL AND BUILDING DEPARTMENT.</b>		
Foreman, industrial building.....	35.00 with board.....	35.00 with board.
Foreman, shoeshop.....	42.50 without board.....	45.00 with board.
Carpenter.....	50.00 without board.....	50.00 with board.
Painter.....	50.00 without board.....	30.00 with board.
Tailor.....	25.00 with board.....	
Head seamstress.....	20.00 with board.....	25.00 with board.
Assistant seamstress.....	12.00 with board.....	
<b>AGRICULTURAL AND GROUNDS DEPARTMENT.</b>		
Farmer.....	50.00 without board.....	28.00 with board.
Gardener and florist.....	50.00 without board.....	40.00 with board.
Farm hands, teamsters and other laborers.....	20.00 with board.....	20.00 with board.
<b>ENGINEERS' DEPARTMENT.</b>		
Engineer and electrician.....	83.33 with board.....	80.00 with board.
Assistant engineer.....	40.00 with board.....	35.00 with board.
Fireman.....	30.00 with board.....	30.00 with board.
<b>CULINARY DEPARTMENT.</b>		
Head cook.....	25.00 with board.....	24.00 with board.
Assistant cooks.....	15.00 with board.....	15.00 to \$30 with board.
Car men.....	18.00 with board.....	18.00 with board.
Baker.....	50.00 without board.....	40.00 with board.
Assistant baker.....	15.00 with board.....	18.00 with board.
Butcher and butter-maker.....	50.00 with board.....	50.00 with board.
<b>DOMESTIC DEPARTMENT.</b>		
Dining room girls.....	12.00 with board.....	12.00 with board.
Chambermaids.....	12.00 with board.....	12.00 with board.
<b>LAUNDRY DEPARTMENT.</b>		
Laundry managers, male.....	25.00 with board.....	28.00 with board.
Laundry managers, female.....	25.00 with board.....	25.00 with board.
Assistants.....	12.00 with board.....	10.00 to \$12 with board.
Chaplain (for each Sunday service).....	3.00.....	

STATE BOARD OF CONTROL.



The foregoing list of salaries and wages is in all cases the maximum, as fixed by the Board of Control; but the salary and wages paid must be as much below the maximum as possible, consistent with efficient service.

The maximum number of officers and employes shall at no time exceed one to six and five-tenths patients; and the superintendents are expected to adjust the foregoing schedule in such manner that the monthly pay roll will not aggregate more than one-third of the per capita allowance by the state for the support of patients.

First assistant physician, \$1,200 per annum for the first year, with \$100 additional for each year of continuous service thereafter until the maximum of \$1,600 per annum is reached.

Second assistant physician, \$800 per annum for the first year, with \$100 additional for each year of continuous service thereafter until the maximum of \$1,400 per annum is reached.

Third assistant physician, \$700 per annum for the first year, with \$100 additional for each year of continuous service thereafter until the maximum of \$1,100 per annum is reached.

Fourth assistant physician, \$500 per annum for the first year, with \$100 additional for each year of continuous service thereafter until the maximum of \$800 per annum is reached.

Service in other institutions of like nature, will be given due credit.

In all future appointments, head nurses and supervisors shall be graduates of training schools.

Attendants must be graded by the superintendent, according to their efficiency and position in the several wards, the maximum in no case to exceed \$27 per month for non-graduates and \$30 for graduates.

Farm hands and other laborers shall be paid according to the season of the year, the kind of labor, and efficiency; but in no case to exceed \$20 per month.

Assistant cooks shall be paid according to efficiency and responsibility, but not to exceed \$15 per month. Special diet cooks for the sick, of marked ability, may be allowed an increase in wages from the schedule; but in no case shall the maximum exceed \$20 per month.

Whenever employes of any institution, in addition to their other or regular duties, shall act as musicians, they may receive additional compensation for such service, on the recommendation of the superintendent, approved by the Board of Control,

the amount thus expended not to exceed in the aggregate \$60 per month.

The foregoing schedule is made sufficiently comprehensive to meet existing and widely differing conditions in the state hospitals for the insane. Some positions are provided, which obviously, it will not be necessary to fill, and it is not contemplated that each superintendent will fill all the positions enumerated.

Grades of employment other than those specified in the foregoing schedule, shall not be established in any hospital, except under peculiarly urgent conditions, and after receiving the approval of the Board of Control in each instance.

Mechanics or laborers for special or urgent work may be employed when absolutely necessary to preserve or save property that would otherwise be injured or destroyed; but in no instance shall the compensation be greater than the regular wages paid in the locality for like labor, and, unless in extreme cases, the consent of the Board of Control must be obtained before any additional labor of any kind is employed.

Officers and employes residing within the hospital will be entitled to the use of the laundry, but the number of pieces each week shall be determined by the superintendent. Officers and employes who reside outside, and those without board, shall not be entitled to the use of the laundry.

No officer or employe shall receive any perquisite other than those provided by law, or in the foregoing list of salaries and wages; nor shall any product or supplies of any kind, belonging to the institution, be sold to any officer or employe, or given away, directly or indirectly, to any person.

Salaries in all cases refer to calendar months.

When salaries of employes are fixed *without board*, \$10 per month will be deducted from salary each month when they receive board and lodging, and a proportionate amount for any part thereof; and if salary is fixed *with board*, and it will conduce to efficiency of service for the employe to board and lodge outside of the institution, an addition of \$10 per month may be paid, and a proportionate amount for any part thereof.

The foregoing schedule of salaries and wages was fixed by the Board of Control, and the explanatory notes were approved June 28, 1898, for the institution herein named, in compliance



with section 37, chapter 18, laws of the Twenty-seventh General Assembly, and shall become operative on July 1, 1898.

(Signed) WM. LARRABEE,

*Chairman.*

[SEAL]

J. G. JORDAN,

*Secretary.*

Approved June 29, 1898.

L. M. SHAW.  
*Governor of Iowa.*



## HOSPITAL FOR THE INSANE, MT. PLEASANT.

OFFICE OR POSITION.	SALARY PER MONTH, BEGINNING JULY 1, 1898—MAXIMUM.	SALARIES PRIOR TO JULY 1, 1898.
<b>ADMINISTRATIVE DEPARTMENT.</b>		
Superintendent (salary fixed by the general assembly)....	\$250.00 with board for self and family .....	\$250.00 with board for self and family.
<b>MEDICAL DEPARTMENT.</b>		
First assistant physician .....	133.33 with board .....	158.33 with board.
Second assistant physician .....	116.67 with board .....	125.00 with board.
Third assistant physician .....	91.67 with board .....	83.33 with board.
Fourth assistant physician .....	66.67 with board .....	— with board.
Medical interne .....	25.00 with board .....	— with board.
Pharmacist .....	35.00 with board .....	45.00 with board.
<b>FINANCIAL DEPARTMENT.</b>		
Steward .....	33.33 without board .....	150.00 with board.
Matron .....	35.00 with board .....	66.66 with board.
Storekeeper .....	40.00 with board .....	—
Bookkeeper .....	50.00 with board .....	50.00 with board.
Stenographers .....	35.00 with board .....	40.00 with board.
<b>SUPERVISORY DEPARTMENT.</b> (No distinction in salaries on account of sex.)		
Supervisor, female .....	40.00 with board .....	45.00 with board.
Supervisor, male .....	40.00 with board .....	50.00 with board.
Assistant supervisor, female .....	35.00 with board .....	35.00 with board.
Assistant supervisor, male .....	35.00 with board .....	45.00 with board.
Night watchman .....	35.00 without board .....	35.00 with board.
<b>NURSE DEPARTMENT.</b> (No distinction in salaries on account of sex.)		
Head nurse .....	40.00 with board .....	30.00 with board.
Attendants, graduates .....	30.00 with board .....	24.00 to \$30 for male; \$15 to \$30 for female.
Attendants, non-graduates .....	27.00 with board .....	— with board.
<b>INDUSTRIAL AND BUILDING DEPARTMENT.</b>		
Foreman, industrial building .....	35.00 with board .....	28.00 with board.
Foreman, shoe shop .....	42.50 without board .....	— with board.
Carpenter .....	50.00 without board .....	71.50 with board.
Painter .....	50.00 without board .....	58.50 with board.
Tailor .....	25.00 with board .....	— with board.
Head seamstress .....	20.00 with board .....	25.00 with board.
Assistant seamstress .....	12.00 with board .....	13.00 to \$18 with board.
<b>AGRICULTURAL AND GROUNDS DEPARTMENT.</b>		
Farmer .....	50.00 without board .....	40.00 with board.
Gardener and florist .....	50.00 without board .....	60.00 with board.
Farm hands, teamsters and other laborers .....	20.00 with board .....	20.00 with board.
Farm hands and drivers .....	25.00 with board .....	25.00 with board.
<b>ENGINEERS' DEPARTMENT.</b>		
Engineer and electrician .....	83.33 with board .....	90.00 without board.
Assistant engineer .....	40.00 with board .....	30.00 with board.
Fireman .....	30.00 with board .....	30.00 with board.
<b>CULINARY DEPARTMENT.</b>		
Head cook .....	25.00 with board .....	35.00 with board.
Assistant cooks .....	18.00 with board .....	13.00 with board.
Car men .....	18.00 with board .....	18.00 with board.
Baker .....	50.00 without board .....	50.00 with board.
Assistant baker .....	15.00 with board .....	15.00 with board.
Butcher .....	50.00 with board .....	50.00 with board.
<b>DOMESTIC DEPARTMENT.</b>		
Dining room girls .....	12.00 with board .....	11.00 to \$15 with board.
Chambermaids .....	12.00 with board .....	13.00 to \$15 with board.
<b>LAUNDRY DEPARTMENT.</b>		
Laundry managers .....	25.00 with board .....	25.00 with board.
Assistants .....	12.00 with board .....	11.00 to \$15 with board.
Chaplain (for each Sunday service) .....	3.00 .....	



The foregoing list of salaries and wages is in all cases the maximum, as fixed by the Board of Control; but the salary and wages paid must be as much below the maximum as possible, consistent with efficient service.

The maximum number of officers and employes shall at no time exceed 1 to 6.5 patients; and superintendents are expected to adjust the foregoing schedule in such manner that the monthly pay roll will not aggregate more than one-third of the per capita allowance by the state for the support of patients.

First assistant physician, \$1,200 per annum for the first year, with \$100 additional for each year of continuous service thereafter until the maximum of \$1,600 per annum is reached.

Second assistant physician, \$800 per annum for the first year, with \$100 additional for each year of continuous service thereafter until the maximum of \$1,400 per annum is reached.

Third assistant physician, \$700 per annum for the first year, with \$100 additional for each year of continuous service thereafter until the maximum of \$1,100 per annum is reached.

Fourth assistant physician, \$500 per annum for the first year, with \$100 additional for each year of continuous service thereafter until the maximum of \$800 per annum is reached.

Service in other institutions of like nature, will be given due credit.

In all future appointments, head nurses and supervisors shall be graduates of training schools.

Attendants must be graded by the superintendent, according to their efficiency and position in the several wards, the maximum in no case to exceed \$27 per month for non-graduates and \$80 for graduates.

Farm hands and other laborers shall be paid according to the season of the year, the kind of labor, and efficiency; but in no case to exceed \$20 per month.

Assistant cooks shall be paid according to efficiency and responsibility, but not to exceed \$15 per month. Special diet cooks for the sick, of marked ability, may be allowed an increase in wages from the schedule; but in no case shall the maximum exceed \$20 per month.

Whenever employes of any institution, in addition to their other or regular duties, shall act as musicians, they may receive

additional compensation for such service, on the recommendation of the superintendent, approved by the Board of Control, the amount thus expended not to exceed in the aggregate \$60 per month.

The foregoing schedule is made sufficiently comprehensive to meet existing and widely differing conditions in the state hospitals for the insane. Some positions are provided, which obviously, it will not be necessary to fill, and it is not contemplated that each superintendent will fill all the positions enumerated.

Grades of employment, other than those specified in the foregoing schedule, shall not be established in any hospital, except under peculiarly urgent conditions, and after receiving the approval of the Board of Control in each instance.

Mechanics or laborers for special or urgent work, may be employed when absolutely necessary to preserve or save property that would otherwise be injured or destroyed; but in no instance shall the compensation be greater than the regular wages paid in the locality for like labor, and unless in extreme cases, the consent of the Board of Control must be obtained before any additional labor of any kind is employed.

Officers and employes residing within the hospital will be entitled to the use of the laundry, but the number of pieces each week shall be determined by the superintendent. Officers and employes who reside outside, and those without board, shall not be entitled to the use of the laundry.

No officer or employe shall receive any perquisite, other than those provided by law, or in the foregoing list of salaries and wages; nor shall any product or supplies of any kind, belonging to the institution, be sold to any officer or employe, or given away, directly or indirectly, to any person.

Salaries in all cases refer to calendar months.

When salaries of employes are fixed without board, \$10 per month will be deducted from salary each month, when they receive board and lodging, and a proportionate amount for any part thereof; and if salary is fixed with board, and it will conduce to efficiency of service for the employe to board and lodge outside of the institution, an addition of \$10 per month may be paid, and a proportionate amount for any part thereof.



The foregoing schedule of salaries and wages, was fixed by the Board of Control, and the explanatory notes were approved June 28, 1898, for the institution herein named, in compliance with section 37, chapter 18, laws of the Twenty-seventh General assembly, and shall become operative on July 1, 1898.

(Signed)

WM. LARRABEE,  
*Chairman.*

[SEAL]

J. G. JORDAN,  
*Secretary.*

Approved June 29, 1898.

L. M. SHAW,  
*Governor of Iowa.*



## HOSPITAL FOR THE INSANE, INDEPENDENCE.

224

FIRST BIENNIAL REPORT

OFFICE OR POSITION.	SALARY PER MONTH, BEGINNING JULY 1, 1898—MAXIMUM.	SALARIES PRIOR TO JULY 1, 1898
<b>ADMINISTRATIVE DEPARTMENT.</b>		
Superintendent (salary fixed by the general assembly).....	\$250.00 with board for self and family.....	\$250.00 with board for self and family.
<b>MEDICAL DEPARTMENT.</b>		
First assistant physician.....	133.33 with board.....	125.00 with board.
Second assistant physician.....	116.67 with board.....	108.33 with board.
Third assistant physician.....	91.67 with board.....	
Fourth assistant physician.....	66.67 with board.....	66.67 with board.
Medical interne.....	25.00 with board.....	50.00 with board.
Pharmacist.....	35.00 with board.....	35.00 with board.
<b>FINANCIAL DEPARTMENT.</b>		
Steward.....	83.33 without board.....	100.00 with board.
Matron.....	35.00 with board.....	41.67 with board.
Storekeeper.....	40.00 with board.....	40.00 with board.
Bookkeeper.....	50.00 with board.....	45.00 with board.
Stenographer.....	35.00 with board.....	40.00 with board.
Stenographer and clinical clerk.....	30.00 with board.....	25.00 with board.
<b>SUPERVISORY DEPARTMENT.</b> (No distinction in salaries on account of sex.)		
Supervisor, female.....	40.00 with board.....	40.00 with board.
Supervisor, male.....	40.00 with board.....	40.00 with board.
Assistant supervisor.....	35.00 with board.....	35.00 with board.
Night watchman.....	35.00 without board.....	35.00 with board.
<b>NURSES' DEPARTMENT.</b> (No distinction in salaries on account of sex.)		
Head nurse.....	40.00 with board.....	40.00 with board.
Attendants, female.....	30.00 with board.....	12.00 to \$5.00 with board.
Attendants, graduates, male.....	27.00 with board.....	15.00 to 30.00 with board.
Attendants, non-graduates.....		
<b>INDUSTRIAL AND BUILDING DEPARTMENT.</b>		
Foreman, industrial building.....	35.00 with board.....	
Foreman, shoe shop.....	42.50 without board.....	18.00 with board.
Carpenter.....	50.00 without board.....	45.50 with board.
Painter.....	50.00 without board.....	40.00 with board.
Tailor.....	25.00 with board.....	30.00 with board.
Head seamstress.....	20.00 with board.....	20.00 with board.
Assistant seamstresses.....	12.00 with board.....	15.00 to \$18.00 with board.
<b>AGRICULTURAL AND GROUNDS DEPARTMENT.</b>		
Farmer.....	50.00 without board.....	30.00 with board.
Gardener and florist.....	50.00 without board.....	40.00 with board.
Farm hands, teamsters and other laborers.....	20.00 with board.....	
<b>ENGINEERS' DEPARTMENT.</b>		
Engineer and electrician.....	83.33 with board.....	100.00 with board.
Assistant engineer.....	40.00 with board.....	50.00 with board.
Firemen.....	30.00 with board.....	30.00 with board.
<b>CULINARY DEPARTMENT.</b>		
Training school teacher in cooking.....	50.00 with board.....	
Head cook.....	25.00 with board.....	27.00 with board.
Assistant cooks.....	15.00 with board.....	18.00 to \$20.00 with board.
Car men.....	18.00 with board.....	18.00 to 25.00 with board.
Baker.....	50.00 without board.....	40.00 with board.
Assistant baker.....	18.00 with board.....	25.00 with board.
Butcher.....	33.00 with board.....	45.00 with board.
<b>DOMESTIC DEPARTMENT.</b>		
Dining room girls.....	12.00 with board.....	12.00 with board.
Chambermaids.....	12.00 with board.....	12.00 with board.
<b>LAUNDRY DEPARTMENT.</b>		
Laundry managers.....	25.00 with board.....	50.00 with board.
Assistants.....	12.00 with board.....	12.00 to \$10.00 with board.
Chaplain (for each Sunday service).....	3.00	

STATE BOARD OF CONTROL.

225



The foregoing list of salaries and wages is in all cases the maximum, as fixed by the Board of Control; but the salary and wages paid must be as much below the maximum as possible, consistent with efficient service.

The maximum number of officers and employes shall at no time exceed one to 6.5 patients; and superintendents are expected to adjust the foregoing schedule in such manner that the monthly pay roll will not aggregate more than one-third of the per capita allowance by the state for the support of patients.

First assistant physician, \$1,200 per annum, for the first year, with \$100 additional for each year of continuous service thereafter, until the maximum of \$1,600 per annum is reached.

Second assistant physician, \$800 per annum, for the first year, with \$100 additional for each year of continuous service thereafter, until the maximum of \$1,400 per annum is reached.

Third assistant physician, \$700 per annum, for the first year, with \$100 additional for each year of continuous service thereafter, until the maximum of \$1,100 per annum is reached.

Fourth assistant physician, \$500 per annum, for the first year, with \$100 additional for each year of continuous service thereafter, until the maximum of \$800 per annum is reached.

Service in other institutions of like nature, will be given due credit.

In all future appointments, head nurses and supervisors shall be graduates of training schools.

Attendants must be graded by the superintendent, according to their efficiency and position in the several wards, the maximum in no case to exceed \$27 per month for non-graduates and \$30 for graduates.

Farm hands and other laborers shall be paid according to the season of the year, the kind of labor, and efficiency; but in no case to exceed \$20 per month.

Assistant cooks shall be paid according to efficiency and responsibility, but not to exceed \$15 per month. Special diet cooks for the sick, of marked ability, may be allowed an increase in wages from the schedule; but in no case shall the maximum exceed \$20 per month.

Whenever employes of any institution, in addition to their other or regular duties, shall act as musicians, they may receive additional compensation for such service, on the recommendation of the superintendent, approved by the Board of

Control, the amount thus expended not to exceed in the aggregate \$60 per month.

The foregoing schedule is made sufficiently comprehensive to meet existing and widely differing conditions in the state hospitals for the insane. Some positions are provided which, obviously, it will not be necessary to fill, and it is not contemplated that each superintendent will fill all the positions enumerated.

Grades of employment, other than those specified in the foregoing schedule, shall not be established in any hospital, except under peculiarly urgent conditions, and after receiving the approval of the Board of Control in each instance.

Mechanics or laborers for special or urgent work, may be employed when absolutely necessary to preserve or save property that would otherwise be injured or destroyed; but in no instance shall the compensation be greater than the regular wages paid in the locality for like labor, and unless in extreme cases, the consent of the Board of Control must be obtained before any additional labor of any kind is employed.

Officers and employes residing within the hospital will be entitled to the use of the laundry, but the number of pieces each week shall be determined by the superintendent. Officers and employes who reside outside, and those without board, shall not be entitled to the use of the laundry.

No officer or employe shall receive any perquisite, other than those provided by law, or in the foregoing list of salaries and wages; nor shall any product or supplies of any kind, belonging to the institution, be sold to any officer or employe, or be given away, directly or indirectly, to any person.

Salaries in all cases refer to calendar months.

When salaries of employes are fixed *without board*, \$10 per month will be deducted from salary each month, when they receive board and lodging, and a proportionate amount for any part thereof, and if salary is fixed *with board*, and it will conduce to efficiency of service for the employe to board and lodge outside of the institution, an addition of \$10 per month may be paid, and a proportionate amount for any part thereof.



The foregoing schedule of salaries and wages was fixed by the Board of Control, and the explanatory notes were approved June 28, 1898, for the institution herein named, in compliance with section 37, chapter 118, laws of the Twenty-seventh General Assembly, and shall become operative on July 1, 1898.

(Signed)

WM. LARRABEE,  
*Chairman.*

[SEAL]

J. G. JORDAN,  
*Secretary.*

Approved June 29, 1898.

L. M. SHAW,  
*Governor of Iowa.*

INDEPENDENCE—WAGE SCHEDULE CHANGES AUTHORIZED BY  
THE BOARD OF CONTROL.

Clinical clerk added, \$30 per month.  
Milkman, increased to \$25 per month.  
Assistant cook, increased to \$20 per month.  
Car man, increased to \$23 per month.  
Assistant baker, increased to \$18 per month.

HOSPITAL AT CHEROKEE.

OFFICE OR POSITION.	SALARY PER MONTH BEGINNING JULY 1, 1898—MAXIMUM.	SALARIES PRIOR TO JULY 1, 1898.
Custodian.....	\$ 23.00.	



# INDUSTRIAL SCHOOL, GIRLS' DEPARTMENT, MITCHELLVILLE.

230

FIRST BIENNIAL REPORT

OFFICE OR POSITION.	SALARY PER MONTH, BEGINNING JULY 1, 1898—MAXIMUM.	SALARIES PRIOR TO JULY 1, 1898.
<b>ADMINISTRATIVE DEPARTMENT.</b>		
Superintendent and steward (fixed by G. A.).....	\$100.00 with board for self and family.....	\$ 75.00 with board for self and family.
<b>MEDICAL DEPARTMENT.</b>		
Physician.....	22.50 with board.....	22.50 with board.
<b>FINANCIAL DEPARTMENT.</b>		
Matron.....	25.00 with board.....	50.00 with board.
Storekeeper, music and relief.....	25.00 with board.....	25.00 with board.
<b>SUPERVISORY DEPARTMENT.</b>		
Family manager, No. 2.....	25.00 with board.....	27.50 with board.
Family manager, No. 1.....	25.00 with board.....	27.50 with board.
Family manager, No. 3.....	20.00 with board.....	
Family manager, main building.....	25.00 with board.....	25.00 with board.
Kitchen manager, No. 2.....	18.00 with board.....	22.50 with board.
Kitchen manager, No. 1.....	18.00 with board.....	22.50 with board.
Kitchen manager, main building.....	18.00 with board.....	22.50 with board.
<b>EDUCATIONAL DEPARTMENT.</b>		
Principal of schools.....	25.00 with board.....	27.50 with board.
Teacher.....	25.00 with board.....	22.50 with board.
<b>INDUSTRIAL DEPARTMENT.</b>		
Dressmaker.....	25.00 with board.....	22.50 with board.
Manager mending room.....	18.00 with board.....	20.00 with board.
<b>AGRICULTURAL AND GROUNDS DEPARTMENT.</b>		
Farmer.....	35.00 with house.....	35.00 with board.
Gardener and florist.....	25.00 with board.....	35.00 with board.

<b>ENGINEERS' DEPARTMENT.</b>		
Engineer.....	40.00 with board.....	40.00 with board.
<b>CULINARY DEPARTMENT.</b>		
Cook for officers' kitchen and manager of dairy.....	20.00 with board.....	25.00 with board.
Baker and poultry manager.....	18.00 with board.....	22.50 with board.
<b>LAUNDRY DEPARTMENT.</b>		
Laundress.....	20.00 with board.....	22.50 with board.

STATE BOARD OF CONTROL.

231



The foregoing list of salaries and wages is in all cases the maximum, as fixed by the Board of Control; but the salary and wages paid must be as much below the maximum as possible, consistent with efficient service.

The maximum number of officers and employes shall at no time exceed 1 to 7.5 pupils.

Every person employed as a teacher must have passed a satisfactory examination, as required by law, and must hold a teacher's certificate not lower than second grade. The salaries of all teachers shall be fixed by the superintendent, having due regard to experience, ability and efficiency, subject only to the maximum amounts in the foregoing schedule.

In addition to their other duties, all teachers shall be present in the girls' dining hall at all meals to assist in maintaining good order, to see that the food is properly distributed, and to inculcate by precept and example the etiquette necessary at an exemplary dining table.

Whenever employes of the institution, in addition to their other or regular duties, shall act as musicians, they may receive additional compensation for such service, on the recommendation of the superintendent, approved by the Board of Control.

Grades of employment, other than those specified in the foregoing schedule, shall not be established in the institution, except under peculiarly urgent conditions, and after receiving the approval of the Board of Control in each instance.

Mechanics or laborers for special or urgent work may be employed when absolutely necessary to preserve or save property that would otherwise be injured or destroyed; but in no instance shall the compensation be greater than the regular wages paid in the locality for like labor; and, unless in extreme cases, the consent of the Board of Control must be obtained before any additional labor of any kind is employed.

Officers and employes residing within the institution will be entitled to use the laundry, but the number of pieces each week shall be determined by the superintendent. Officers and employes who reside outside, and those without board, shall not be entitled to the use of the laundry.

No officer or employe shall receive any perquisite other than those provided by law or in the foregoing list of salaries and wages; nor shall any product or supplies of any kind, belong-

ing to the institution, be sold to any officer or employe, or given away, directly or indirectly, to any person.

Salaries in all instances refer to calendar months.

When salaries of employes are fixed *without board*, \$10 per month will be deducted from salary each month when they receive board and lodging, and a proportionate amount for any part thereof; and if salary is fixed *with board*, and it will conduce to efficiency of service for the employe to board and lodge outside of the institution, an addition of \$10 per month may be paid, and a proportionate amount for any part thereof.

The foregoing schedule of salaries and wages was fixed by the Board of Control, and the explanatory notes were approved June 28, 1898, for the institution herein named, in compliance with section 37, chapter 118, laws of the Twenty-seventh General Assembly, and shall become operative on July 1, 1898.

(Signed)

WM. LARRABEE,

Chairman.

[SEAL]

J. G. JORDAN,

Secretary.

Approved June 29, 1898.

L. M. SHAW,  
Governor of Iowa.



# INDUSTRIAL SCHOOL, BOYS' DEPARTMENT, ELDORA.

234

FIRST BIENNIAL REPORT

OFFICE OR POSITION.	SALARY PER MONTH, BEGINNING JULY 1, 1896—MAXIMUM.	SALARIES PRIOR TO JULY 1, 1898.
<b>ADMINISTRATIVE DEPARTMENT.</b>		
Superintendent (salary fixed by general assembly) .....	\$150.00 with board for self and family ....	\$140.00 with board for self and family.
Assistant superintendent. ....	50.00 with board .....	70.00 with board.
<b>MEDICAL DEPARTMENT.</b>		
Physician .....	25.00 without board .....	30.00 without board.
<b>FINANCIAL DEPARTMENT.</b>		
Steward and bookkeeper .....	50.00 with board .....	—
Matron .....	35.00 with board .....	60.00 with board.
Storekeeper .....	35.00 with board .....	—
Stenographer .....	30.00 with board .....	25.00 with board.
<b>SUPERVISORY AND EDUCATIONAL DEPARTMENT.</b>		
Family managers and teachers .....	45.00 with board .....	40.00 to \$55 with board.
Housekeepers and teachers .....	25.00 with board .....	25.00 with board.
Military instructor and yard master .....	35.00 with board .....	35.00 with board.
Relief work and assistant manager .....	35.00 with board .....	35.00 with board.
Relief man .....	20.00 with board .....	35.00 with board.
Night watchman .....	20.00 with board .....	40.00 with board.
Manager boys' dining room .....	25.00 with board .....	25.00 with board.
<b>NURSE DEPARTMENT.</b>		
Trained nurse .....	30.00 with board .....	15.00 with board (nurse and charge of (poultry)
<b>INDUSTRIAL AND BUILDING DEPARTMENT.</b>		
Carpenter and blacksmith .....	50.00 without board .....	50.00 and one meal a day.
Shoemaker .....	35.00 with board .....	50.00 with board.
Tailor .....	35.00 with board .....	40.00 with board.
Sewing room manager .....	20.00 with board .....	20.00 with board.
<b>AGRICULTURAL AND GROUNDS DEPARTMENT.</b>		
Farmer .....	35.00 with board .....	35.00 with board.
Gardener and florist .....	35.00 with board .....	40.00 with board.

<b>ENGINEERS' DEPARTMENT.</b>		
Engineer and electrician .....	50.00 with board .....	60.00 with board.
Night engineer and electrician .....	30.00 with board .....	25.00 with board.
<b>CULINARY DEPARTMENT.</b>		
Head cook .....	25.00 with board .....	25.00 with board.
Assistant cook .....	15.00 with board .....	—
Baker .....	30.00 with board .....	25.00 with board
<b>DOMESTIC DEPARTMENT.</b>		
Kitchen and dining room help .....	15.00 with board .....	10.00 to \$20 with board.
<b>LAUNDRY DEPARTMENT.</b>		
Laundry manager .....	25.00 with board .....	30.00 with board.
Chaplain (for each Sunday) .....	3.00 .....	—

STATE BOARD OF CONTROL.

235



# PENITENTIARY AT ANAMOSA.

235

FIRST BIENNIAL REPORT

OFFICE OR POSITION.	SALARIES PER MONTH, BEGINNING JULY 1, 1898—MAXIMUM.	SALARIES PRIOR TO JULY 1, 1898.
<b>ADMINISTRATIVE DEPARTMENT.</b>		
Warden.....	\$125.67 with house rent, water, fuel, light.	
Deputy warden (\$10 house rent).....	100.00	
Assistant deputy warden.....	83.34	
<b>MEDICAL DEPARTMENT.</b>		
Physician.....	100.00	
<b>FINANCIAL DEPARTMENT.</b>		
Clerk.....	100.00	
Matron.....	75.00	
Hospital steward (guard).....	50.00	
Storekeeper (guard).....	50.00	
Superintendent of supplies (guard).....	50.00	
Bookkeeper and stenographer (guard).....	50.00	
Steward (guard).....	50.00	
<b>GUARDS' DEPARTMENT.</b>		
Turnkey.....	50.00	
Night turnkey.....	50.00	
60 guards, each.....	50.00	
<b>BUILDING AND CONSTRUCTION DEPARTMENT.</b>		
Constructing engineer and foreman stonecutters.....	100.00	\$100.00
Foreman, stone masons.....	75.00	75.00
Foreman, derricks.....	75.00	75.00
Foreman, quarries.....	75.00	75.00
<b>ENGINEERS' DEPARTMENT.</b>		
Chief engineer.....	83.33	83.33

<b>AGRICULTURAL AND GROUNDS DEPARTMENT.</b>		
Farmer and wagonmaster (guard).....	50.00	
Teamster.....	35.00	35.00
<b>DEPARTMENT OF GENERAL HELP.</b>		
Patrol officer (guard).....	50.00	
Sergeant of quarry guards (guard).....	50.00	
Usher (guard).....	50.00	
Mailing clerk (guard).....	50.00	
Night officer (guard).....	50.00	
Sergeant, cell house (guard).....	50.00	
Night sergeant, cell house (guard).....	50.00	
Kitchen steward.....	40.00	
<b>RELIGIOUS DEPARTMENT.</b>		
Chaplain.....	70.00	
Organist for each Sunday.....	1.00	

STATE BOARD OF CONTROL.

239



In the foregoing list of salaries and wages, the compensation for the warden, deputy warden, assistant deputy warden, physician, clerk, matron, chaplain, turnkey and guards, is fixed by law; in all other cases, the compensation is the maximum as fixed by the Board of Control; but the salaries and wages paid must be as much below the maximum as possible, consistent with efficient service.

The maximum number of guards shall not exceed one for every eight convicts; and the number of officers and employes shall at no time exceed the number now employed, without the approval of the Board of Control.

The warden shall also be furnished with house rent, fuel and lights, for himself and family, at the expense of the state. (Section 5717 of the code.)

The deputy warden shall be allowed \$10 per month, in addition to salary, for house rent, until the new residence for the warden is completed. From and after the completion of the warden's house, the deputy warden shall be entitled to occupy the building now used as the warden's residence, which shall be furnished with heat and lights. (Chapter 116, laws of Twenty-seventh General Assembly.)

Grades of employment, other than those specified in the foregoing schedule, shall not be established in the prison, except under peculiarly urgent conditions, and after receiving the special approval of the Board of Control in each instance.

Mechanics or laborers for special or urgent work may be employed when absolutely necessary to preserve or save property that would otherwise be injured or destroyed; but in no instance shall the compensation be greater than the regular wages paid in the locality for like labor; and unless in extreme cases, the consent of the Board of Control must be obtained before any additional labor of any kind is employed.

No officer or employe shall receive any perquisite, other than those allowed by law, or in the foregoing list of salaries and wages; nor shall any product or supplies of any kind, belonging to the institution, be sold to any officer or employe; or given away, directly or indirectly, to any person.

Salaries in all instances refer to calendar months.

The foregoing schedule of salaries and wages was fixed by the Board of Control, and the explanatory notes were approved

June 28, 1898, for the institution herein named, in compliance with section 37, chapter 118, laws of the Twenty-seventh General Assembly, and shall become operative on July 1, 1898.

(Signed)

WM. LARRABEE,

*Chairman.*

[SEAL]

J. G. JORDAN,

*Secretary.*

Approved June 29, 1898.

L. M. SHAW,

*Governor of Iowa.*



## PENITENTIARY AT FORT MADISON.

OFFICE OR POSITION.	SALARY PER MONTH, BEGINNING JULY 1, 1898—MAXIMUM.	SALARIES PRIOR TO JULY 1, 1898.
<b>ADMINISTRATIVE DEPARTMENT.</b>		
Warden.....	\$ 165.67, house rent, water, fuel and lights.	
Deputy warden.....	100.00	
<b>MEDICAL DEPARTMENT.</b>		
Physician.....	50.00	
<b>FINANCIAL DEPARTMENT.</b>		
Clerk.....	100.00	
Hospital steward.....	50.00	
Storekeeper.....	50.00	
<b>GUARDS' DEPARTMENT.</b>		
Turnkey.....	50.00	
Guards.....	50.00	
<b>BUILDING AND CONSTRUCTION DEPARTMENT.</b>		
Foreman of construction.....	100.00	\$ 100.00
<b>ENGINEERS' DEPARTMENT.</b>		
Engineer and electrician.....	70.00	70.00
Night engineer.....	50.00	50.00
<b>DEPARTMENT OF GENERAL HELP.</b>		
Teamsters.....	35.00	40.00
Janitor and messenger.....	31.67	35.00
<b>RELIGIOUS DEPARTMENT.</b>		
Chaplain.....	70.00	

In the foregoing list of salaries and wages, the compensation for the warden, deputy warden, physician, clerk, chaplain, turnkey and guards, is fixed by law; in all other cases the compensation is the maximum, as fixed by the Board of Control; but the salary and wages paid must be as much below the maximum as possible, consistent with efficient service.

The maximum number of guards shall not exceed one for every ten convicts; and the number of officers and employes shall at no time exceed the number employed at the present time, without the approval of the Board of Control.

Grades of employment, other than those specified in the foregoing schedule, shall not be established in the prison, except under peculiarly urgent conditions, and after receiving the special approval of the Board of Control in each instance.

Mechanics or laborers for special or urgent work may be employed when absolutely necessary to preserve or save property that would otherwise be injured or destroyed; but in no instance shall the compensation be greater than the regular wages paid in the locality for like labor; and, unless in extreme cases, the consent of the Board of Control must be obtained before any additional labor of any kind is employed.

No officer or employe shall receive any perquisite other than those allowed by law or in the foregoing list of salaries and wages; nor shall any product or supplies of any kind, belonging to the institution, be sold to any officer or employe, or given away, directly or indirectly, to any person.

Salaries in all instances refer to calendar months.

The foregoing schedule of salaries and wages was fixed by the Board of Control, and the explanatory notes were approved June 28, 1898, for the institution herein named, in compliance with section 37, chapter 118, laws of the Twenty-seventh General Assembly, and shall become operative on July 1, 1898.

(Signed) WM. LARRABEE,  
Chairman.

[SEAL]  
J. G. JORDAN,  
Secretary.

Approved June 29, 1898.

L. M. SHAW,  
Governor of Iowa.



## INDUSTRIAL HOME FOR THE BLIND, KNOXVILLE.

OFFICE OR POSITION.	SALARY PER MONTH, BEGINNING JULY 1, 1898—MAXIMUM.	SALARIES PRIOR TO JULY 1, 1898.
<b>ADMINISTRATIVE DEPARTMENT.</b>		
Superintendent (salary fixed by general assembly).....	\$ 50.00 with board for self and family....	\$ 50.00 with board for self and family.
<b>FINANCIAL DEPARTMENT.</b>		
Clerk and storekeeper.....	20.00 with board.....	15.00 with board.
Matron.....	25.00 with board.....	25.00 with board.
<b>INDUSTRIAL DEPARTMENT.</b>		
Salesman.....	40.00 without board.....	125.00. Pays his own expenses 40.00 without board.
Foreman in shop.....	25.00 with board.....	25.00 with board.
<b>ENGINEERS' DEPARTMENT.</b>		
Engineer and fireman.....	20.00 with board.....	20.00 with board.
<b>CULINARY DEPARTMENT.</b>		
Head cook.....	12.00 with board.....	8.00 with board.
<b>DOMESTIC DEPARTMENT.</b>		
Domestics.....	15.00 with board.....	16.00 with board.
<b>LAUNDRY DEPARTMENT.</b>		
Laundress.....	20.00 with board.....	20.00 with meals.
<b>AGRICULTURAL AND GROUND'S DEPARTMENT.</b>		
Teamster.....		

The foregoing list of salaries and wages is in all cases the maximum, as fixed by the Board of Control; but the salary and wages paid must be as much below the maximum as possible, consistent with efficient service.

The maximum number of officers and employes shall at no time exceed one to five inmates.

The compensation of a salesman will be determined after consultation of the Board with the superintendent.

Grades of employment, other than those specified in the foregoing schedule, shall not be established in the institution, except under peculiarly urgent conditions, and after receiving the approval of the Board of Control in each instance.

Mechanics or laborers for special or urgent work may be employed when absolutely necessary to preserve or save property that would otherwise be injured or destroyed; but in no instance shall the compensation be greater than the regular wages paid in the locality for like labor; and, unless in extreme cases, the consent of the Board of Control must be obtained before any additional labor of any kind is employed.

Officers and employes residing within the institution will be entitled to the use of the laundry, but the number of pieces each week shall be determined by the superintendent. Officers and employes who reside outside, and those without board, shall not be entitled to the use of the laundry.

No officer or employe shall receive any perquisite other than those provided by law or in the foregoing schedule of salaries and wages; nor shall any product or supplies of any kind, belonging to the institution, be sold to any officer or employe, or given away, directly or indirectly, to any person.

Salaries in all instances refer to calendar months.

When salaries of employes are fixed *without board*, \$10 per month will be deducted from salary each month when they receive board and lodging, and a proportionate amount for any part thereof; and if salary is fixed *with board*, and it will conduce to efficiency of service for the employe to board and lodge outside of the institution, an addition of \$10 per month may be paid, and a proportionate amount for any part thereof.

The foregoing schedule of salaries and wages was fixed by the Board of Control, and the explanatory notes were approved June 28, 1898, for the institution herein named, in compliance



with section 37, chapter 118 laws of the Twenty-seventh General Assembly, and shall become operative on July 1, 1898.

(Signed)

WM. LARRABEE,  
*Chairman.*

[SEAL]

J. G. JORDAN,  
*Secretary.*

Approved June 29, 1898.

L. M. SHAW,  
*Governor of Iowa.*



# COLLEGE FOR THE BLIND, VINTON.

248

FIRST BIENNIAL REPORT

OFFICE OR POSITION.	SALARY PER MONTH, BEGINNING JULY 1, 1898—MAXIMUM.	SALARIES PRIOR TO JULY 1, 1898.
<b>ADMINISTRATIVE DEPARTMENT.</b>		
Superintendent (salary fixed by general assembly) .....	\$100.00 with board for self and family .....	\$100.00 with board for self and family.
<b>MEDICAL DEPARTMENT.</b>		
Physician (9 months) .....	40.00 without board .....	450.00 per annum without board.
<b>FINANCIAL DEPARTMENT.</b>		
Steward and storekeeper .....	60.00 without board .....	100.00 with meals.
Assistant steward .....	20.00 with board .....	45.00 with meals.
Matrons .....		25.00 with board.
<b>SUPERVISORY DEPARTMENT.</b>		
Housekeeper .....	35.00 with board .....	50.00 with board.
Night watchman .....	20.00 with board .....	35.00 with board.
<b>EDUCATIONAL DEPARTMENT.</b>		
First teacher .....	35.00 with board .....	45.00 with board.
Second teacher .....	50.00 without board .....	70.00 and one meal.
Other grade teachers .....	32.50 with board .....	32.50 with board.
Piano teachers .....	35.00 with board .....	40.00 with board.
Small instrument teacher .....	60.00 without board .....	75.00 with one meal.
Sewing teacher .....	20.00 with board .....	20.00 with board.
General work teacher .....	40.00 without board .....	40.00 with two meals.
Tuning teacher .....	50.00 without board .....	50.00 with board.
<b>AGRICULTURAL AND GROUNDS DEPARTMENT.</b>		
Porter .....	20.00 with board .....	25.00 with board.
Farm hands and other laborers .....	20.00 with board .....	
<b>ENGINEERS' DEPARTMENT.</b>		
Engineer .....	50.00 without board .....	70.00 and meals.
Fireman .....	35.00 without board .....	25.00 with board.
<b>CULINARY DEPARTMENT.</b>		
First cook .....	25.00 with board .....	20.00 with board.
Second cook .....	15.00 with board .....	30.00 with board.
Kitchen girl .....	12.00 with board .....	12.00 with board.
<b>DOMESTIC DEPARTMENT.</b>		
Visitors' attendant .....	12.00 with board .....	12.00 with board.
Dining room girls .....	12.00 with board .....	12.00 with board.
Chambermaids .....	12.00 with board .....	12.00 with board.
<b>LAUNDRY DEPARTMENT.</b>		
Laundry manager .....	20.00 with board .....	20.00 with board.
Assistant laundry girls .....	12.00 with board .....	15.00 with board.

STATE BOARD OF CONTROL.



The foregoing list of salaries and wages is in all cases the maximum, as fixed by the Board of Control; but the salary and wages paid must be as much below the maximum as possible, consistent with efficient service.

The maximum number of officers and employes shall at no time exceed one to four pupils.

The steward and storekeeper shall, in addition to his other duties, serve as bookkeeper.

Every person employed as a teacher must have passed a satisfactory examination as required by law, and must hold a teacher's certificate not lower than second-class, and possess the necessary qualifications as a teacher of the blind. The salaries of all teachers shall be fixed by the superintendent, having due regard to experience, ability and efficiency, subject only to the maximum amounts in the foregoing schedule.

Teachers will be required to teach in their respective rooms six hours for five days in the week, unless legal holidays occur.

Farm hands and other laborers shall be paid according to the season of the year, the kind of labor and efficiency; but in no case to exceed \$20 per month.

Assistant cooks shall be paid according to efficiency and responsibility, but not to exceed \$15 per month.

Grades of employment, other than those specified in the foregoing schedule, shall not be established in the institution, except under peculiarly urgent conditions, and after receiving the approval of the Board of Control in each instance.

Mechanics or laborers for special or urgent work may be employed when absolutely necessary to preserve or save property that would otherwise be injured or destroyed; but in no instance shall the compensation be greater than the regular wages paid in the locality for like labor; and unless in extreme cases, the consent of the Board of Control must be obtained before any additional labor of any kind is employed.

Officers and employes residing within the institution will be entitled to the use of the laundry, but the number of pieces each week shall be determined by the superintendent. Officers and employes who reside outside, and those without board, shall not be entitled to the use of the laundry.

No officer or employe shall receive any perquisite, other than those provided by law, or in the foregoing list of salaries and wages; nor shall any product or supplies of any kind,

belonging to the institution, be sold to any officer or employe; or given away, directly or indirectly, to any person.

Salaries in all cases refer to calendar months. The term of office of the steward, engineer, housekeeper, sewing teacher, porter, farm hands, laundry manager, cook, and one dining-room girl, shall be twelve months; of the fireman, eight months; all other officers and employes, nine months. When salaries of employes are fixed *without board*, \$10 per month will be deducted from salary each month when they receive board and lodging, and a proportionate amount for any part thereof; and if salary is fixed *with board*, and it will conduce to efficiency of service for the employe to board and lodge outside of the institution, an addition of \$10 per month may be paid, and a proportionate amount for any part thereof.

The foregoing schedule of salaries and wages was fixed by the Board of Control, and the explanatory notes were approved June 28, 1898, for the institution herein named, in compliance with section 87, chapter 118, laws of the Twenty-seventh General Assembly, and shall become operative on July 1, 1898.

(Signed) WM. LARRABEE,  
*Chairman.*

[SEAL]  
J. G. JORDAN,  
*Secretary.*  
Approved June 29, 1898.

L. M. SHAW,  
*Governor of Iowa.*



**SOLDIERS' ORPHANS' HOME, DAVENPORT.**

252

FIRST BIENNIAL REPORT

OFFICE OR POSITION.	SALARY PER MONTH, BEGINNING JULY 1, 1898—MAXIMUM.	SALARIES PRIOR TO JULY 1, 1898.
<b>ADMINISTRATIVE DEPARTMENT.</b>		
Superintendent (salary fixed by general assembly).....	\$ 100.00 with board for self and family.....	\$ 100.00 with board for self and family.
<b>MEDICAL DEPARTMENT.</b>		
Physician.....	33.33 without board.....	33.33 without board.
<b>FINANCIAL DEPARTMENT.</b>		
Steward and storekeeper.....	50.00 without board.....	50.00 with board.
Matron.....	35.00 with board.....	50.00 with board.
Stenographer.....	29.00 with board.....	30.00 with board.
<b>SUPERVISORY DEPARTMENT.</b>		
Cottage matrons.....	22.00 with board.....	22.00 with board.
Cottage supply.....	22.00 with board.....	22.00 with board.
Night watchman.....	20.00 with board.....	25.00 with board.
<b>EDUCATIONAL DEPARTMENT.</b>		
Teacher and musician.....	30.00 with board.....	30.00 with board.
Teachers.....	25.00 with board.....	25.00 with board.
Chaplain (for each Sunday).....	3.00	
<b>NURSE DEPARTMENT.</b>		
Trained nurses, graduates.....	30.00 with board.....	
Nurses, non-graduates.....	27.00 with board.....	
<b>INDUSTRIAL AND BUILDING DEPARTMENT.</b>		
Carpenter and foreman of cabinet shop.....	45.00 with one meal.....	45.00 with one meal.
Painter and janitor.....	40.00 with meals.....	40.00 with meals.
Shoemaker and cobbler.....	25.00 with meals.....	26.00 with board.
Dressmaker and manager.....	20.00 with board.....	18.00 with board.

Sewing-room manager and tailoress.....	25.00 with board.....	25.00 with board.
Seamstresses.....	12.00 with board.....	15.00 with board.
Cooking-school teacher.....	25.00 with board.....	25.00 with board.
<b>AGRICULTURAL AND GROUNDS DEPARTMENT.</b>		
Farmer, gardener and florist.....	25.00 with board.....	25.00 with board.
Farm hands, teamsters and other laborers.....	20.00 with board.....	20.00 with board.
<b>ENGINEERS' DEPARTMENT.</b>		
Engineer and electrician.....	55.00 with two meals.....	55.00 has two meals in home only.
Assistant engineer and electrician.....	26.00 with board.....	25.00 with board.
<b>CULINARY DEPARTMENT.</b>		
Head cook and kitchen manager.....	25.00 with board.....	30.00 with board. (on farm.
Baker.....	42.50 with one-fourth board.....	35.00 table board only and rent of house
<b>DOMESTIC DEPARTMENT.</b>		
Dining-room managers*.....	12.00 with board.....	15.00 with board.
Kitchen help.....	12.00 with board.....	— with board.
<b>LAUNDRY DEPARTMENT.</b>		
Laundry manager.....	22.00 with board.....	22.00 with board.
Laundry assistants.....	12.00 with board.....	15.00 to \$18.00 with board.

\*Approved at \$15 August 13, 1898.

STATE BOARD OF CONTROL.

253



The foregoing list of salaries and wages is in all cases the maximum, as fixed by the Board of Control; but the salary and wages paid must be as much below the maximum as possible, consistent with efficient service.

The maximum number of officers and employees shall at no time exceed one to 7.5 pupils.

Every person employed as a teacher must have passed a satisfactory examination, as required by law, and must hold a teacher's certificate not lower than second grade. The salaries of all teachers shall be fixed by the superintendent, having due regard to experience, ability and efficiency, subject only to the maximum amounts in the foregoing schedule.

In addition to their other duties, all cottage matrons shall be present in the children's dining hall at all meals, to assist in maintaining good order, to see that the food is properly distributed, and to inculcate, by precept and example, the etiquette necessary at an exemplary dining table.

Whenever employees of the institution, in addition to their other or regular duties, shall act as musicians, they may receive additional compensation for such service, on the recommendation of the superintendent, approved by the Board of Control.

Grades of employment, other than those specified in the foregoing schedule, shall not be established in the institution, except under peculiarly urgent conditions, and after receiving the approval of the Board of Control in each instance.

Mechanics or laborers for special or urgent work, may be employed when absolutely necessary to preserve or save property that would otherwise be injured or destroyed; but in no instance shall the compensation be greater than the regular wages paid in the locality for like labor; and unless in extreme cases, the consent of the Board of Control must be obtained before any additional labor of any kind is employed.

Officers and employees residing within the institution will be entitled to the use of the laundry, but the number of pieces each week shall be determined by the superintendent. Officers and employees who reside outside, and those without board, shall not be entitled to the use of the laundry.

No officer or employee shall receive any perquisite, other than those provided by law, or in the foregoing list of salaries and wages; nor shall any product or supplies of any kind, belonging

to the institution, be sold to any officer or employee; or given away, directly or indirectly, to any person.

Salaries in all instances refer to calendar months.

When salaries of employees are fixed *without board*, \$10 per month will be deducted from salary each month, when they receive board and lodging, and a proportionate amount for any part thereof; and if salary is fixed *with board*, and it will conduce to efficiency of service for the employee to board and lodge outside of the institution, an addition of \$10 per month may be paid, and a proportionate amount for any part thereof.

The foregoing schedule of salaries and wages was fixed by the Board of Control, and the explanatory notes were approved June 28, 1898, for the institution herein named, in compliance with section 37, chapter 118, laws of the Twenty-seventh General Assembly, and shall become operative on July 1, 1898.

(Signed) WM. LARRABEE,  
Chairman.

[SEAL]

J. G. JORDAN,  
Secretary.

Approved June 29, 1898.

L. M. SHAW,  
Governor of Iowa.



## IOWA SOLDIERS' HOME, MARSHALLTOWN.

276

FIRST BIENNIAL REPORT

STATE BOARD OF CONTROL

277

No.	OFFICE OR POSITION.	SALARY PER MONTH, BEGINNING JULY 1, 1898—MAXIMUM.	SALARIES PRIOR TO JULY 1, 1898.
<b>ADMINISTRATIVE DEPARTMENT.</b>			
1	Commandant (salary fixed by law).....	\$150.00 with house, light, water, fuel.....	\$150.00 with house, light, fuel and water.
<b>MEDICAL DEPARTMENT.</b>			
1	Surgeon.....	83.33 without board.....	125.00 with house, light, fuel and water.
<b>FINANCIAL DEPARTMENT.</b>			
1	Adjutant.....	83.33 without board.....	75.00 with house, light, fuel and water.
1	Quartermaster.....	83.33 without board.....	75.00 with house, light, fuel and water.
1	Quartermaster clerk, member.....	10.00 with board.....	
1	Bookkeeper, civilian.....	50.00 with board.....	
1	Matron (in dormitory).....	35.00 with board.....	35.00 with board.
1	Assistant matron, civilian.....	12.00 with board.....	
1	Head waiter, com. sgt., member (main building).....	20.00.....	
1	Clerk in adjutant's office, member.....	10.00.....	
1	Stenographer, member.....	13.00.....	8.00 with board.
1	Quartermaster-sergeant.....	15.00.....	
1	Hospital steward, member.....	15.00.....	15.00 with board.
<b>SUPERVISORY DEPARTMENT.</b>			
1	Librarian, member.....	10.00.....	
1	Captain, old men's building, member.....	12.00.....	
3	Ward sergeants, members (ward No. 17).....	8.00.....	
3	Ward sergeants, members, each.....	4.00.....	
3	Ward sergeants, members, each.....	3.00.....	
4	Ward sergeants, members, each.....	2.00.....	
1	Ward sergeant, member.....	7.00.....	
1	Park sergeant, member.....	7.00.....	
1	Night watch, main building, member.....	15.00.....	15.00 with board.
1	Bugler, member.....	7.00.....	
2	Guides, members, each.....	3.00.....	
1	Baggage man, member.....	3.00.....	
1	Chapel janitor, member.....	2.00.....	
1	Lawn sergeant, member.....	15.00.....	
12	Men under lawn sergeant, members, each.....	10.00.....	
1	Sexton, member (care of grounds and grave digging).....	9.00.....	
1	Night watch, member.....	8.00.....	8.00 with board.
<b>NURSES' DEPARTMENT.</b>			
17	Head nurse, civilian.....	35.00 with board.....	40.00 with board.
3	Women nurses, civilians, each.....	13.00 with board.....	11.00 with board.
1	Woman nurse, civilian.....	11.50 with board.....	10.00 with board.
1	Woman nurse, civilian.....	15.17 with board.....	14.00 with board.
1	Male nurse, civilian.....	25.00 with board.....	25.00 with board.
2	Male nurses, members, each.....	15.00.....	15.00 member.
<b>INDUSTRIAL DEPARTMENT.</b>			
1	Shoemaker and sergeant, member.....	10.00.....	10.00 member.
1	Tailor, member.....	10.00.....	10.00 member.
1	Boat carpenter, member.....	14.00.....	14.00 member.
1	Seamstress, civilian.....	12.00 with board.....	13.00 with board.
<b>AGRICULTURAL AND GROUNDS DEPARTMENT.</b>			
1	Florist, member.....	10.00.....	
1	Vegetable man, member.....	4.00.....	
2	Teamsters, members, each.....	12.00.....	24.00 member.
1	Mail, express and baggage driver, member.....	10.00.....	
1	Cartman, member.....	10.00.....	
1	Farm teamster, member.....	12.00.....	
1	Stable man, member.....	8.00.....	
1	Gardener, member.....	35.00.....	40.00 member.
6	Helpers, members, each.....	10.00.....	
1	Horticulturist, member.....	12.50.....	
1	Helper, member.....	8.00.....	
<b>ENGINEERS' DEPARTMENT.</b>			
1	Engineer, electrician and plumber, civilian.....	75.00 without board.....	75.00 with board.
1	First assistant engineer, member.....	35.00.....	40.00 civilian, with board.
1	Second assistant engineer, civilian.....	30.00 with board.....	
2	Firemen, civilians, each.....	25.00 with board.....	25.00 with board.
3	Firemen (if civilians, \$30 per month), if members, each.....	15.00 with board.....	
	Helper for engineer, member, per day.....	.50.....	
<b>CULINARY DEPARTMENT.</b>			
1	Baker, civilian.....	35.00 with board.....	40.00 with board.
1	Cook, civilian.....	25.00 with board.....	45.00 with board.
1	Assistant cook, member.....	10.00.....	10.00 member.
1	Assistant cook, member.....	8.00.....	
1	Cook, special diet, civilian.....	30.00 with board.....	50.00 with board.



## IOWA SOLDIERS' HOME, MARSHAL TOWN—CONTINUED.

No.	OFFICE OR POSITION.	SALARY PER MONTH, BEGINNING JULY 1, 1898—MAXIMUM.	SALARIES PRIOR TO JULY 1, 1898.
DOMESTIC DEPARTMENT.			
2	Bath men, members, each	3.00	
2	Closet cleaners, members, each	4.00	
1	Cookman, member	4.00	
1	Lineman, member	7.00	
1	Linen room man, member	8.00	
1	Cleaner, hall and offices, member	4.00	
3	Cleaners, members, each	5.00	
18	Dining room waiters for hospital, members, each	10.00	
2	Cleaners, members, each	10.00 with board	
1	Dining room waiter and general help, civilian		10.00 with board.
LAUNDRY DEPARTMENT.			
1	Laundryman, member	10.00	
1	Assistant laundrymen, members, each	7.00	
4	Assistant woman, civilian (three days each week)	13.00 with board	
1	Laundress and helper, civilian	12.00 with board	
CHAPLAIN DEPARTMENT.			
1	Chaplain, per Sunday	3.00	

North—Officers and employes not noted as civilians are members of the Home.

The foregoing list of salaries and wages is in all cases the maximum, as fixed by the Board of Control; but the salary and wages paid must be as much below the maximum as possible, consistent with efficient service.

The maximum number of officers and employes shall at no time exceed the number now employed, in proportion to the number of inmates domiciled in the home, and the commandant is expected to adjust the foregoing schedule in such manner that the aggregate amount expended for salaries and wages shall be as small as possible, consistent with efficient service.

Grades of employment, other than those specified in the foregoing schedule, shall not be established in the institution, except under peculiarly urgent conditions, and after receiving the approval of the Board of Control in each instance.

Mechanics or laborers for special or urgent work, may be employed when absolutely necessary to preserve or save property that would otherwise be injured or destroyed; but in no instance shall the compensation be greater than the regular wages paid in the locality for like labor; and unless in extreme cases, the consent of the Board of Control must be obtained before any additional labor of any kind is employed.

Officers and employes residing within the institution will be entitled to the use of the laundry, but the number of pieces each week shall be determined by the commandant. Officers and employes who reside outside, and those without board, shall not be entitled to the use of the laundry.

No officer or employe shall receive any perquisite, other than those provided by law, or in the foregoing list of salaries and wages; nor shall any product or supplies of any kind, belonging to the institution, be sold to any officer or employe, or given away, directly or indirectly, to any person.

Salaries in all cases refer to calendar months.

When salaries of employes are fixed *without board*, \$10 per month will be deducted from salary each month, when they receive board and lodging, and a proportionate amount for any part thereof; and if salary is fixed *with board*, and it will conduce to efficiency of service for the employe to board and lodge outside of the institution, an addition of \$10 per month may be paid, and a proportionate amount for any part thereof.

The foregoing schedule of salaries and wages was fixed by the Board of Control and the explanatory notes were approved June 28, 1898, for the institution herein named, in compliance



with section 37, chapter 118, laws of the Twenty-seventh General Assembly, and shall become operative on July 1, 1898.

(Signed)

WM. LARRABEE,

*Chairman.*

[SEAL]

J. G. JORDAN,

*Secretary.*

Approved June 29, 1898.

L. M. SHAW,  
*Governor of Iowa.*



# INSTITUTION FOR FEEBLE-MINDED CHILDREN, GLENWOOD.

OFFICE OR POSITION.	SALARY PER MONTH, BEGINNING JULY 1, 1898—MAXIMUM.	SALARIES PRIOR TO JULY 1, 1898.
<b>ADMINISTRATIVE DEPARTMENT.</b>		
Superintendent (salary fixed by the general assembly)....	\$300.00 with board for self and family.....	\$200.00 with board for self and family.
<b>MEDICAL DEPARTMENT.</b>		
Assistant superintendent and physician.....	100.00 with board.....	100.00 with board.
Assistant physician.....	83.33 with board.	
<b>FINANCIAL DEPARTMENT.</b>		
Steward.....	83.33 without board.....	83.33 with board.
Assistant bookkeeper.....	40.00 with board.....	30.00 with board.
Matron.....	35.00 with board.....	60.00 with board.
First assistant matron.....	30.00 with board.....	40.00 with board.
Second assistant matron, custodial building.....	25.00 with board.....	30.00 with board.
Housekeeper, custodial building.....	20.00 with board.....	26.00 with board.
Storekeeper.....	50.00 without board.....	50.00 and one meal.
Clerical statistician.....	40.00 with board.....	— with board.
Stenographer.....	35.00 with board.....	35.00 with board.
Assistant bookkeeper.....	40.00 with board.....	
<b>SUPERVISORY DEPARTMENT.</b> (No distinction in salaries on account of sex.)		
Supervisor, girls' department.....	35.00 with board.....	35.00 with board.
Supervisor, boys' department.....	35.00 with board.....	35.00 with board.
Supervisor, outside.....	35.00 without board.....	
Night watchman.....	35.00 without board.....	33.00 without board.
Night watchers.....	30.00 with board.....	
<b>NURSE DEPARTMENT.</b> (No distinction in salaries on account of sex.)		
Head nurse, trained.....	40.00 with board.....	35.00 with board.
Assistant nurses.....	35.00 with board.....	18.00 to \$22 with board.
Attendants, graduates.....	30.00 with board.....	16.00 to \$28 with board.
Attendants, non-graduates.....	27.00 with board.....	
<b>EDUCATIONAL DEPARTMENT.</b>		
Principal of school.....	40.00 with board.....	45.00 with board.
<b>TEACHERS.</b>		
Teachers.....	35.00 with board.....	35.00 with board.
Industrial teacher.....	40.00 with board.....	50.00 with board.
<b>INDUSTRIAL AND BUILDING DEPARTMENT.</b>		
Carpenter.....	50.00 without board.....	52.00 without board.
Shoemaker.....	50.00 without board.....	50.00 without board.
Head seamstress.....	15.00 without board.....	19.00 without board.
<b>AGRICULTURAL AND GROUND DEPARTMENT.</b>		
Farmer and horticulturist.....	40.00 without board.....	50.00 without board, but house furnished.
Special horticulturist.....	35.00 and house rent.....	45.00 without board, but house furnished.
Gardener and florist.....	30.00 without board.....	28.00 with board.
Farm hands.....	30.00 with board.....	30.00 to \$25 with board.
<b>ENGINEERS' DEPARTMENT.</b>		
Engineer and electrician.....	70.00 without board.....	95.00 with board.
Assistant engineer and electrician.....	60.00 without board.....	50.00 with board.
Second assistant engineer and electrician.....	44.00 and house rent.....	50.00 with board.
Fireman.....	40.00 without board.....	45.00 without board, but house furnished
Assistant engineer and electrician, custodial building....	50.00 without board.....	55.00 without board.
<b>CULINARY DEPARTMENT.</b>		
Head cook.....	25.00 with board.....	22.00 with board.
Cook, custodial building.....	22.00 with board.....	26.00 with board.
Assistant cooks.....	15.00 with board.....	16.00 to \$22 with board.
Special cooks.....	30.00 with board.....	
Baker.....	50.00 without board.....	50.00 without board.
<b>DOMESTIC DEPARTMENT.</b>		
Dining room girls.....	15.00 with board.....	16.00 with board.
Dining room special.....	15.00 with board.....	
Domestics.....	15.00 with board.....	
Clothing room managers.....	15.00 with board.....	18.00 with board.
<b>LAUNDRY DEPARTMENT.</b>		
Laundry managers.....	35.00 with board.....	55.00 with board.
Head laundryman.....	34.00 with board.....	35.00 without board.
Assistants.....	15.00 with board.....	12.00 to \$16 with board.
Assistant mangle.....	15.00 with board.....	14.00 with board.
Assistant head ironer.....	15.00 with board.....	
<b>INMATES DEPARTMENT.</b>		
Inmates.....	1.50 with board.....	
Carpenter, painter and upholsterer.....	35.00 without board.....	



The foregoing list of salaries and wages is in all cases the maximum, as fixed by the Board of Control, but the salary and wages paid must be as much below the maximum as possible, consistent with efficient service.

The maximum number of officers and employes shall at no time exceed one to five and five-tenths inmates, and the superintendent is expected to adjust the foregoing schedule in such manner that the monthly pay roll will not aggregate more than one third of the per capita allowance by the state for the support of inmates.

The steward, in addition to other duties shall serve as book-keeper.

Every person employed as a teacher must have passed a satisfactory examination, as required by law, and must hold a teacher's certificate not lower than second class. The maximum salary for teachers holding first class or a higher grade of certificates, shall not exceed \$35 per month. The maximum salary for teachers holding second class certificates shall not exceed \$30 per month. The salaries of all teachers shall be fixed by the superintendent, having due regard to experience, ability and efficiency, subject only to the maximum amounts herein stated.

In all future appointments, head nurses and supervisors shall be graduates of training schools.

Attendants must be graded by the superintendent according to their efficiency and position in the several departments, the maximum in no case to exceed \$27 per month for non-graduates and \$30 for graduates.

The farmer and horticulturist is to be allowed the use of a house and garden in addition to the salary named above.

Farm hands and other laborers shall be paid according to the season of the year, the kind of labor, and efficiency; but in no case to exceed \$20 per month.

Assistant cooks shall be paid according to efficiency and responsibility, but not to exceed \$15 per month. Special diet cooks for the sick, of marked ability, may be allowed an increase in wages from the schedule; but in no case shall the maximum exceed \$20 per month.

Whenever employes of the institution, in addition to their other or regular duties, shall act as musicians, they may receive additional compensation for such service, on the recommendation of the superintendent, approved by the Board of Control.

Grades of employment, other than those specified in the foregoing schedule, shall not be established in the institution, except under peculiarly urgent conditions, and after receiving the approval of the Board of Control in each instance.

Mechanics or laborers for special or urgent work may be employed when absolutely necessary to preserve or save property that would otherwise be injured or destroyed; but in no instance shall the compensation be greater than the regular wages paid in the locality for like labor; and, unless in extreme cases, the consent of the Board of Control must be obtained before any additional labor of any kind is employed.

Officers and employes residing within the institution will be entitled to the use of the laundry, but the number of pieces each week shall be determined by the superintendent. Officers and employes who reside outside, and those without board, shall not be entitled to the use of the laundry.

No officer or employe shall receive any perquisite other than those provided by law, or in the foregoing list of salaries and wages; nor shall any product or supplies of any kind, belonging to the institution, be sold to any officer or employe, or given away, directly or indirectly, to any person.

Salaries in all cases refer to calendar months.

When salaries of employes are fixed *without board*, \$10 per month will be deducted from salary each month when they receive board and lodging, and a proportionate amount for any part thereof; and if salary is fixed *with board*, and it will conduce to efficiency of service for the employe to board and lodge outside of the institution, an addition of \$10 per month may be paid, and a proportionate amount for any part thereof.

In the employment of teachers, ten calendar months will constitute a school year.

The foregoing schedule of salaries and wages was fixed by the Board of Control, and the explanatory notes were approved June 28, 1898, for the institution herein named, in compliance with section 37, chapter 118, laws of the Twenty-seventh General Assembly, and shall become operative on July 1, 1898.

(Signed)

WM. LARRABEE,

Chairman.

[SEAL]

J. G. JORDAN,

Secretary.

Approved June 29, 1898.

L. M. SHAW,  
Governor of Iowa.



# SCHOOL FOR THE DEAF, COUNCIL BLUFFS.

266

FIRST BIENNIAL REPORT

STATE BOARD OF CONTROL

267

OFFICE OR POSITION.	SALARY PER MONTH, BEGINNING JULY 1, 1898—MAXIMUM.	SALARIES PRIOR TO JULY 1, 1898.
<b>ADMINISTRATIVE DEPARTMENT.</b>		
†Superintendent (fixed by the general assembly).....	\$125.00 with board for self and family.....	\$187.50 with board for self and family.
<b>MEDICAL DEPARTMENT.</b>		
Physician.....	30.00 without board.....	30.00 without board.
<b>FINANCIAL DEPARTMENT.</b>		
†Steward and bookkeeper.....	50.00 without board.....	60.00 and two meals.
†Matron.....	35.00 with board.....	62.50 with board.
†Assistant matron and seamstress.....	20.00 with board.....	20.00 with board.
†Stenographer.....	25.00 with board.....	20.00 with board.
<b>SUPERVISORY DEPARTMENT.</b>		
†Supervisor, girls.....	25.00 with board.....	35.00 with board.
†Supervisor, boys.....	25.00 with board.....	60.00 with board.
Night watchman.....	20.00 with board.....	40.00 with board.
Girls' night watch.....	12.00 with board.....	15.00 with board.
<b>EDUCATIONAL DEPARTMENT.</b>		
†Principal of school.....	111.11 without board.....	188.88 and one meal and hay for horse.
†Teachers (17 aggregate).....	765.00 without board (18).....	1,344.44 with board.
<b>NURSE DEPARTMENT.</b>		
Trained nurse, graduate.....	30.00 with board.....	30.00 with board.
Nurse, non-graduate.....	27.00 with board.....	30.00 with board.
<b>INDUSTRIAL AND BUILDING DEPARTMENT.</b>		
†Carpenter.....	50.00 without board.....	70.00 and one-half board.
†Printer.....	45.00 without board.....	60.00 and one-half board.
†Shoemaker.....	42.50 without board.....	60.00 and one-half board.
†Seamstress.....	25.00 with board.....	35.00 with board.
<b>AGRICULTURAL AND GROUNDS DEPARTMENT.</b>		
Farmer, dairyman, gardener and florist.....	50.00 without board.....	40.00 with meals.
Farm hands and other laborers.....	20.00 with board.....	20.00 with board.
<b>ENGINEERS' DEPARTMENT.</b>		
Engineer and electrician.....	75.00 without board.....	85.00 without board, but free rent and [c al.
Assistant engineer.....	30.00 with board.....	50.00 with board.
Day fireman.....	30.00 with dinner.....	30.00 with board.
Night fireman.....	25.00 with board.....	25.00 with board.
<b>CULINARY DEPARTMENT.</b>		
†Cooking school teacher.....	25.00 with board.....	35.00 with board.
†Chief cook.....	25.00 with board.....	50.00 with board.
†Assistant cook.....	15.00 with board.....	25.00 with board.
†Baker.....	35.00 with board.....	55.00 and three meals.
<b>DOMESTIC DEPARTMENT.</b>		
Domestics.....	12.00 with board.....	12.00 with board.
Janitor.....	12.00 with board.....	15.00 with board.
<b>LAUNDRY DEPARTMENT.</b>		
†Laundry manager.....	20.00 with board.....	20.00 with board.
†Assistant launderer.....	12.00 with board.....	18.50 with board.
†Assistant laundress.....	17.00 with board.....	18.50 with board.
†Ironing room manager.....	15.00 with board.....	18.50 with board.



The foregoing list of salaries and wages is in all cases the maximum, as fixed by the Board of Control; but the salary and wages paid must be as much below the maximum as possible, consistent with efficient service.

The maximum number of officers and employes shall at no time exceed one to five pupils.

Those positions marked † are classed either as officers or teachers; all others are employes.

Every person employed as a teacher must have passed a satisfactory examination, as required by law, and must hold a teacher's certificate not lower than second class, and possess the necessary qualifications as a teacher of the deaf. The salaries of all teachers shall be fixed by the superintendent, having due regard to experience, ability and efficiency, subject only to the maximum amounts herein stated.

The aggregate amount of \$765 monthly for teachers' salaries is computed for seventeen teachers, and should a less number be required a proportionate decrease in salary must be made; and, with the exception of the principal, no teacher shall receive more than \$60 per month, and if board, room and laundry work are furnished, there will be a uniform charge of \$15 per month. Teachers will be required to teach in their respective rooms six hours for five days each week, unless legal holidays occur.

Farm hands and other laborers shall be paid according to the season of the year, the kind of labor, and efficiency; but in no case to exceed \$20 per month.

Assistant cooks shall be paid according to efficiency and responsibility, but not to exceed \$15 per month.

Grades of employment, other than those specified in the foregoing schedule, shall not be established in the institution, except under peculiarly urgent conditions, and after receiving the approval of the Board of Control in each instance.

Mechanics or laborers for special or urgent work, may be employed when absolutely necessary to preserve or save property that would otherwise be injured or destroyed; but in no instance shall the compensation be greater than the regular wages paid in the locality for like labor; and unless in extreme cases, the consent of the Board of Control must be obtained before any additional labor of any kind is employed.

Officers and employes residing within the institution will be entitled to the use of the laundry, but the number of pieces each week shall be determined by the superintendent. Officers and employes who reside outside, and those without board, shall not be entitled to the use of the laundry.

No officer or employe shall receive any perquisite, other than those provided by law, or in the foregoing list of salaries and wages; nor shall any product or supplies of any kind, belonging to the institution, be sold to any officer or employe; or given away, directly or indirectly, to any person.

Salaries in all cases refer to calendar months. The term of service of all teachers, supervisors, the physician, nurse, printer, shoemaker, baker, head cook, seamstress, laundry manager, ironing-room manager, day fireman, girls' night watch, and all except three domestics will be for nine months, with one night fireman for six months; all others, twelve months.

When salaries of employes are fixed *without board*, \$10 per month will be deducted from salary each month when they receive board and lodging, and a proportionate amount for any part thereof; and if salary is fixed *with board*, and it will conduce to efficiency of service for the employe to board and lodge outside of the institution, an addition of \$10 per month may be paid, and a proportionate amount for any part thereof.

The foregoing schedule of salaries and wages was fixed by the Board of Control, and the explanatory notes were approved June 28, 1898, for the institution named herein, in compliance with section 37, chapter 118, laws of the Twenty-seventh General Assembly, and shall become operative on July 1, 1898.

(Signed) WM. LARRABEE,  
Chairman.

[SEAL]  
J. G. JORDAN,  
Secretary.

Approved June 29, 1898.

L. M. SHAW,  
Governor of Iowa.

THE FOLLOWING AMENDMENTS TO RULES ATTACHED TO SALARY AND WAGES SCHEDULE WERE ADOPTED BY THE BOARD AND ORDERED SPREAD UPON THE RECORD:

I. When employes receiving \$20, or less, per month are peculiarly skilled in special work, or have proved unusually



faithful and efficient in the discharge of their duties, they may be allowed compensation in addition to the amount fixed by the schedule of wages, but not to exceed \$5 per month, on the recommendation of the chief executive officer, and the approval of the Board of Control of State Institutions.

II. The uniform rate for board and lodging of employes whose wages are less than \$35 per month, is \$10 per month, to be added to or deducted from salary as may be necessary, consistent with schedule of wages adopted July 1, 1898; but in the case of officers, or those whose salaries are \$35, or more, per month, the amount to be added or deducted in compliance with the schedule, shall be \$15 per month for board and lodging, and a proportionate amount for any part thereof; one meal or lodging being computed as one-fourth of the foregoing, respectively.

III. The foregoing rules in regard to increased compensation for faithful employes, and fixing the amount to be credited or deducted for board of officers, teachers or employes, was adopted by the Board of Control of State Institutions on July 18, 1898, and the same must be attached to schedule of wages, and rules concerning same, which became operative July 1, 1898.

(Signed) Board of Control of State Institutions.

WM. LARRABEE,

*Chairman.*

[SEAL]

J. G. JORDAN,

*Secretary.*

Approved August 2, 1898.

L. M. SHAW,  
*Governor of Iowa.*

## CHAPTER XVI.

### REPORT ON EDUCATIONAL INSTITUTIONS.

The twelfth biennial report of the State Normal school was filed in this office August 21, 1899. On October 24, 25, 26 and 27, 1899, with the assistance of Accountant A. B. McCown, we investigated the reports and doings of the trustees and officers, and made an examination of the books, records and vouchers of the school.

We found that the persons holding official positions had faithfully accounted for all moneys of the state which had been drawn from the state treasury, and what had come into their hands otherwise. We also found that appropriations had been drawn from the state treasury in accordance with law. We did not find that officers and trustees had drawn moneys for service, per diem, mileage or expense not authorized by law. The record shows that a few small expenditures had been made, of doubtful propriety, viz., \$100 to aid the alumni association in defraying expenses of their annual meeting; a small sum to defray the funeral expenses of Guy Hawk, a pupil who had died from an injury by the explosion of a cartridge in the hands of a cadet. It is claimed that these sums were paid out of the funds collected for fees of the students, and hence the expenditure is not unlawful. The statute provides for the collection of these fees from the pupils to aid in the support of the school, and it is at least questionable whether such use of the school funds is proper. However worthy these objects may have been, perhaps it would have been better to have left them to be provided for by the generosity of private contributions. Students are charged a fee of \$5 for each term and a graduation fee of \$2. Soldiers of the Spanish war, and Linnie Hague-wood, are admitted to the school without the payment of the \$5 fee.

We examined the contracts made by the trustees and found the matters under the charge of such officials are conducted in a reasonably economical and businesslike manner. Some



improvements can be made in the method of keeping the books and accounts of the institution.

The school has contracts with two school districts of Black Hawk county, under which the children of the districts are taught by the pupils and teachers of the Normal school, the district paying the Normal school about \$16.45 for each pupil for the school year. This contract seems to be favorable for the Normal school, and also for the school districts. It gives the former the opportunity for practice of school teaching, and the districts have the use of schoolrooms and apparatus, free.

During this biennial period, a summer term has been made a part of the regular school year, sessions having been held both years. There seems to be much demand for this, and it will certainly be in the interest of economy to continue it, thereby using the plant of the state for twelve months of the year instead of nine, as had been done formerly.

This school is evidently doing good work at the present time. Evidence of vigor and efficiency of management is conspicuous in the office of the president, and is found in all departments of the school.

## STATE UNIVERSITY.

On December 7, 8 and 9, 1899, the chairman of this Board and Member Kinne, accompanied by A. B. McCown, accountant, performed the duties enjoined upon this Board by sections 51 to 58, inclusive, of chapter 118 of the acts of the Twenty-seventh General Assembly, and submit the following as the report of the Board:

### TREASURER'S BOOKS AND ACCOUNTS.

We examined all books of the treasurer of the university and found that he had accounted for all sums received by him as such officer. We also find that by an error he was charged 75 cents too much during the first year of the biennial period.

All appropriations appear to have been drawn by said treasurer in accordance with law.

The permanent fund of the university has been kept loaned by the treasurer, and he has promptly collected the interest due on the securities, and has properly accounted for the same. While the time at our command did not permit us to make a personal examination of the mortgaged lands, still, from all we could learn, we think the fund has been well managed.

Under the system of bookkeeping followed by the treasurer, the books are not a proper check on the secretary, for the reason that the treasurer

does not keep a separate account of each of the several funds. In our judgment he should keep such an account so that he can know at any time a warrant is drawn on a particular fund, whether there are funds in it to pay said warrant. This, of course, would require that every warrant drawn by the secretary should show on its face the particular fund out of which it should be paid.

We found that the following warrants, viz: One, No. 16833, for \$526.10, issued September 23, 1897, and one, No. 17133 for \$344.05, issued October 7, 1897, did not appear on the treasurer's books. From his statement it appears that these warrants were issued on account of per diem and mileage due regents, and were turned into the First National bank, of Iowa City, as cash items, and the money placed in envelopes for the several regents and sent to the secretary's office for them.

### THE SECRETARY'S BOOKS AND ACCOUNTS.

The secretary keeps an account with each fund of the university, showing the receipts and expenditures in each, and we found that his accounts, as stated in his report filed with the governor, were correct.

Code, section 2642, provides for the election of an executive committee from the members of the board of regents, to consist of three members, "which committee shall audit all claims against the university." We found that claims have, in many instances, been audited by but one member of this committee and have been paid. We think that auditing a claim by one member of said committee is not a compliance with the law, and that no warrant should be drawn in payment of a claim which has not received at least the approval of two members of the committee. With the knowledge and approval of the board of regents, the secretary sometimes pays bills prior to their being audited by anyone, they being audited after they have been paid. Of such bills are express charges, railroad freight, postage, compensation of lecturers, to pay for material for dissection, dental clinic material, which must be had, traveling expenses of professors, where the board has made an allowance therefor, etc. The sums thus paid in advance of auditing the bills, therefore, amount as to dissection material alone, to more than \$8,000 during the biennial period.

While the executive committee has authorized the secretary to issue warrants in such cases in advance of auditing the bills therefor, and while it is no doubt a convenience to all parties to do so, still we think some way should be provided whereby no necessity would exist for pursuing such a course. This method is a plain violation of the law, and should cease.

At present the secretary receives all tuition fees from students; he also receives all graduation fees from students in the collegiate and law departments; also the earnings of the dental department, and the receipts from the university hospital. These sums are paid over to the university treasurer, and he keeps no separate account of the receipts from each of these sources. We were unable to discover any proper check on the secretary for the funds thus received.

There is a lack of a proper system here. There appears to be no good reason why, after a student has been found qualified to enter any department of the university, a certificate to that effect should not be given him, which might be presented to the treasurer and his tuition paid to him, his



receipt from the treasurer to be presented to and O. K'd by the secretary, before he enters his classes.

Under the present plan the secretary collects from the above sources more than \$50,000 per year.

Under this or some similar plan, the money would go direct to the treasurer, and the secretary would also have an account of it. Other plans might be devised, such as issuing to the secretary tickets and charging him with them. A similar arrangement might be made as to graduation fees.

Provision should also be made for the prompt deposit of the earnings of the dental department and the receipts from the university hospital with the treasurer.

#### THE REGENTS AND EXECUTIVE COMMITTEE.

It appears that the university owns some lands, from which it derives no rent. It occurs to us that every acre of land held by the institution should produce some revenue.

October 6, 1897, the board of regents caused certain lands held by the university to be mortgaged for the sum of \$1,000 to procure a fund to be expended in the purchase of books to replace those destroyed by fire. These lands had been donated to the university by various parties.

However meritorious the object may have been in thus raising this money, we do not understand that the board of regents had any legal authority to mortgage the property of the state; as, however, this mortgage has since been paid off, we need not give it further consideration.

The board of regents authorized the printing of Frank Russell's report of explorations in the northern British provinces, and similar expenditures, without undertaking to say whether these expenditures were legitimate under the law; we respectfully call attention to them.

The board also authorized and approved the following expenditures, viz.: Salary of ex-President Schaeffer (who died September 23, 1898), for the months of September and October, 1898.

We discover no authority for paying the ex-president's salary for the period from September 24 to November 1, 1898. It might be a gracious thing for an individual who was dispensing his own money to do such an act, but it was clearly outside of the power of the agents of the state thus to give away funds entrusted to them.

The claim of W. P. Hohenschuh, of Iowa City, for \$45 for a casket, box and flowers for Fireman Lycurgus Seek, and \$15 for funeral cortege for same, was paid out of the contingent fire account of the university. Here was a case where the man died as a result of the performance of duty, and in an attempt to save the state's property. While it was a case appealing to the generosity of the legislature, still we know of no law authorizing the board of regents to pay this bill from the funds of the university.

The dean of the dental department was allowed \$75 cash, as expenses to the National Association of Dental Faculties' meeting. If the expense of the dean of the department to this meeting was proper to be paid out of the university funds, he should have been required to have filed an itemized bill of expenses. There is nothing to show whether he expended any of this money which he drew.

The dean of the collegiate department filed a bill covering his expenses of attending the laying of the corner stone of the Historical building at Des Moines, and it was paid. We think this payment was unwarranted.

The loss of over \$300, by the blowing up of the safe in the secretary's office, was due to the fact that the money had not been deposited in the bank.

The secretary advises us it was held in his safe on the order of the executive committee to pay for dissecting material and another bill. We think all moneys should be in the treasurer's hands, and regularly drawn on proper warrants to meet bills due.

The contract for the erection of the basement of the new building provided for \$20 a day as liquidated damages if the work was not completed within the time provided. The work was not so completed, and no damages were collected. It is said, however, that no damages ensued by reason of said failure to comply with the contract.

We observe that bills for work on the basement of this new building have been paid without being properly certified to by the architects. The certificate says the work is "completed." There is no certificate of the architects that the work has been completed according to the plans and specifications, as there should be before payment is made.

Money is drawn for dental clinics by the dean of the department, and is expended by him in the purchase of material. Sometimes there is no bill of such materials filed.

There appears to be no good reason why this material should not be paid for in the same manner as other bills against the university. The demonstrator of anatomy draws about \$3,000 per annum for the purchase of dissecting material. There is no evidence, so far as the secretary's office is concerned, that the material is received or that the amount of the bill he puts in for it is just.

Some system should be devised which would require the dean of the department, or some other person, to certify that the material has been received. At present this business is very loosely conducted, and there is no check whatever upon the person expending this money.

#### THE UNIVERSITY HOSPITAL.

There is much deficiency in the methods of keeping the records of the financial affairs of this department, and the matters in charge of the hospital officials are not, in our opinion, conducted in an economical and businesslike manner.

Some one should be authorized to determine what the hospital needs, and it should be so purchased as to secure a good article for the least price. If its purchases were properly supervised, and carefully made, it would not be operated every year at so large a loss.

The matron receives all the money paid in by or for patients. For several months after the hospital opened the matron only turned over to the secretary a part of her receipts and collections, and there has accumulated in her hands several hundred dollars belonging to the university. As she pays no bills and has no legitimate use for these funds, they should be promptly deposited with the treasurer, instead of being kept in bank by the matron.



As we have indicated, the financial management of this hospital needs revision and a better system.

We examined the contract for the erection of the superstructure of the new building, and the bond given by the contractors, and both appeared to be in proper form and the latter ample security.

Aside from these matters mentioned, we found that the board of regents had managed the affairs of the institution with fidelity and good business ability.

With all irregularities corrected, and scrupulous care not to expend the funds of the institution for improper or doubtful purposes, nor in a wasteful manner, we believe the legislature will be eager to appropriate the funds necessary to place the university in the front rank of educational institutions of the nation.

### IOWA STATE COLLEGE OF AGRICULTURE AND MECHANIC ARTS.

In compliance with the provisions of sections 51-53, chapter 118, of the acts of the Twenty-seventh General Assembly, Wm. Larrabee and John Cownie, members of the Board of Control of State Institutions, and A. B. McCown, accountant for the Board, made, on the 18th and 19th days of December, A. D. 1899, an investigation of the reports and doings of the trustees of the Iowa State College of Agriculture and Mechanic Arts, for the biennial period ending June 30, 1899.

An examination of the accounts shows that there has been paid to the trustees of the college for the biennial period, \$5,170.60 per diem and mileage, but in no case did the amount exceed the sum authorized by law.

A large amount of money is annually received by a number of the departments of the college, and while the larger part of the receipts are paid directly to the treasurer, there are times when collections are made by the heads of the several departments, who deposit the same with the treasurer, taking his receipt for the amount. While at times it may appear necessary to receive money in this manner, owing to the difficulty of reaching the treasurer, and when small amounts are paid, we believe that some method could be devised whereby all payments could be made direct to the college treasurer, thus relieving the heads of the departments from any responsibility in the matter.

In a few instances we found that small sums had been expended, in regard to legality of which there might be some question, but an examination of the records showed that among the trustees there was a difference of opinion in these matters,

and in one instance the expenditure was allowed by a majority of only one vote. An allowance of \$150 for the purpose of furnishing a free lunch for excursionists to the college had been made by the trustees, but before the excursion the order was canceled, and we most heartily commend the action of the trustees in thus preventing an expenditure, concerning the legality of which there would have been serious doubts. As the state has nothing of its own to bestow, if it is generous to some, it must of necessity be oppressive to others, and all that should be expected of those who spend public money, is to deal justly, leaving generosity to those who spend their own money.

In purchasing articles for the department of domestic economy, the girls taking that course are given an object lesson in being allowed to purchase groceries and other supplies from local dealers. As all articles are purchased on credit, bills being presented at the end of each month, when they are audited and paid, the value of the lesson is not so apparent. The pernicious system of buying on credit, or "running a store account" should not be encouraged, for buyers on credit cannot expect to secure as low prices as the cash purchaser, and some means should be devised whereby the articles required in this department could be paid for by the students at the time of purchase. If this is done, the prices paid will be more closely scrutinized, better value will be secured, and if the habit of invariably paying cash for all purchases is followed in after life by the young ladies in this department, the object lesson will prove of inestimable value.

The examination of the books proved an easy matter, every credit and debit being properly entered, and a voucher was promptly produced for every expenditure. While heretofore the biennial period has begun and closed in November, and it became necessary to make our investigation extend from July 1, 1897, to June 30, 1899, inclusive, no difficulty whatever was experienced in having the balances agree.

We had procured from the auditor of state a list of the warrants issued to the college during the biennial period, and found each one duly entered upon the books, as also all other money received by the treasurer, with full information in regard to the same. While there are a large number of different funds, each one is kept separate and distinct from the others, and all accounts were found to be correct.



A copy of the financial statement as taken from the treasurer's books is herewith given:

## FINANCIAL STATEMENT.

Receipts and disbursements from the several departments of the State College of Agriculture and Mechanic Arts, at Ames, for the biennial period commencing July 1, 1897, and ending June 30, 1899:

## RECEIPTS.

Cash on hand July 1, 1897 .....	\$	6,611.19
National support fund .....	\$	144,923.71
National experiment fund .....		30,000.00
Diploma fund .....		745.00
Donation fund .....		64.00
Room rent .....		5,019.26
Annual state appropriation .....		40,007.12
<b>Total .....</b>		<b>220,759.09</b>

*Net Biennial Income.*

Special appropriations buildings and improvements .....	19,507.36
Accumulated interest paid in transfer to the state treasurer .....	47,925.00
Donation land sold .....	150.00

*Department Sales.*

Experiment station .....	\$	5,037.14
Farm .....		14,439.16
Creamery .....		49,144.06
Dairy .....		1,819.55
Horticulture .....		3,309.97
Veterinary .....		438.70
Mechanical .....		6,124.56
Civil engineering .....		115.09
Physics and electrical engineering .....		589.54
Mining engineering .....		2.50
Agricultural engineering .....		768.30
Chemistry .....		2,257.27
Geology .....		3.35
Zoology .....		394.62
Pathology .....		9.25
Botany .....		647.45
Domestic economy .....		493.73
Library .....		4.25
Public grounds .....		108.00

**Total .....** 76,706.49

**Total receipts .....** \$ 371,659.13

## DISBURSEMENTS.

Mortgages receivable .....	\$	1,300.00
Diploma fund .....		621.20
Room rent .....		2,803.32
Morrill support fund .....		43,308.94
Salaries .....		26,254.06
Farm .....		20,039.55
Creamery .....		42,060.79
Dairy .....		4,791.62
Horticulture .....		4,927.28
Chemistry .....		4,966.85
Civil engineering .....		2,492.47
Zoology .....		1,932.42
Mechanical .....		15,127.95
Physics .....		3,651.13
Veterinary .....		1,720.98
Botany .....		2,145.97
Music .....		1,254.57
Public rooms .....		5,052.51
Contingent expenses .....		13,905.72
Library .....		5,408.48
Domestic economy .....		1,868.15
Mathematics .....		3,528.02
Military .....		498.31
Mining engineering .....		198.73
Public grounds .....		3,495.82
Sabbath services .....		916.78
Pathology .....		198.25
Agricultural chemistry .....		1,731.00
Endowment land purchases .....		2,000.00
Contingent principal fund .....		43,955.00
Donation fund .....		159.57
Political economy .....		91.80
Experiment station .....		31,834.99
Department of English .....		720.00
Geology .....		193.35
Improvement and current expense .....		36,826.17
State experimental fund .....		1,086.08
Deep well .....		2,162.36
Water works .....		4,332.50
Forgeshop .....		5,000.00
State contingent fund .....		1,026.75
Remodeling farm barn .....		3.32
Sewage disposal system .....		3,455.45
Carpenter shop .....		5,000.00
State repair and improvement fund .....		1,089.94

**Total .....** \$ 358,290.15

**Cash on hand July 1, 1899 .....** 13,368.98

\$ 371,659.13    \$ 371,659.13



From the foregoing statement it is seen that all the departments are operated at a financial loss, the farm being debtor \$5,600.39, the creamery \$1,916.73, and the mechanical department \$9,003.39. While the foregoing figures may be somewhat misleading, being taken from the financial books of the college without reference to the amount of stock or material on hand at the beginning or close of the biennial period, it must be borne in mind that all these departments are educational, operated for the benefit of the students in practical work, and with the salaries paid teachers, and cost of material, apparatus, etc., it could not be expected the receipts would equal the expenditures.

We cannot too highly commend the excellent and thorough business manner in which the financial books of the college are kept, the attention given to the smallest detail, the accuracy of all accounts, and the full information in regard to the source of all receipts, and the reason for all expenditures were so promptly produced when asked for, together with the vouchers for every expenditure, as to leave no doubt in regard to the painstaking and efficient work of the officers of the financial department.

With the assurance that no expenditure of funds will be made, the legality, or even the propriety, of which can be questioned, and with all money received paid directly to the treasurer, under a system of proper checks, as a means of self protection to those handling the funds of the institution, there can be no cause for complaint in regard to the financial management of the Agricultural college.

## CHAPTER XVII.

### STATISTICS OF THE BOARD.

We present in Chapters I and II of Part II, of this report, statistical tables prepared under the direction of the Board by W. R. Patterson, Ph. D., as follows:

### PART II.

#### CHAPTER I.

##### INDEPENDENCE STATE HOSPITAL.

Table	I—Movement of population.
Table	II—Age of patients admitted.
Table	III—Civil condition of patients admitted.
Table	IV—Nativity of patients admitted.
Table	V—Occupations of patients prior to admission.
Table	VI—Supposed or assigned cause of insanity of patients admitted.
Table	VII—Residence in hospital of those discharged as recovered or died.
Table	VIII—Cause of death.
Table	IX—Hereditary tendency in those admitted.
Table	X—Term of insanity of those admitted.
Table	XI—Average number of patients employed.

##### MT. PLEASANT STATE HOSPITAL.

Table	XII—Movement of population.
Table	XIII—Age of patients admitted.
Table	XIV—Civil condition of patients admitted.
Table	XV—Nativity of patients admitted.
Table	XVI—Occupations of patients prior to admission.
Table	XVII—Supposed or assigned cause of insanity of patients admitted.
Table	XVIII—Number of attacks of those admitted.
Table	XIX—Number at each age when attacked.
Table	XX—Form of disease of those admitted.
Table	XXI—Duration of insanity before entrance of those admitted.
Table	XXII—Duration of treatment of those recovered.
Table	XXIII—Cause of deaths.
Table	XXIV—Ages at death.