Dr. Patterson, superintendent of the Hospital for the Insane at Fergus Falls.
Mr. Merrill, superintendent of the State Public School at Owatonna, an institution for dependent and orphan children.
Miss Patterson, superintendent of the Home School for Girls at Sauk Center.
Dr. Burns, superintendent of the Sanatorium for Consumptives at Ash grabbings.
Dr. Caine, superintendent of the State Asylum for the Insane at Anoka.
Mrs. Yanz, superintendent of the State Asylum for the Insane at Hastings.
Mrs. Caine, wife of the superintendent of the State Reformatory for Women at Shakopee.
And now we have a surprise for the superintendents as well as for our guests. Just recently our superintendent at the Reformatory for Women at Shakopee resigned. She had been with us for two years. She had done very satisfactory work, and we regretted that she preferred to go back to private work rather than remain in charge of a public institution. Her resignation was accepted with regret. We wish to introduce today the young woman who has been appointed her successor, Miss Jamieson. She is the mother of three of the nicest boys in Minnesota. Mr. Merrill for many years.
Mrs. Vevle, wife of the superintendent of the School for the Blind, Faribault.
Mrs. Elistad, superintendent of the School for the Deaf at Faribault.
Dr. Burns, superintendent of the Sanatorium for Consumptives at Ash grabbings.
Dr. Caine, superintendent of the State Asylum for the Insane at Anoka.
Mr. Yanz, superintendent of the State Asylum for the Insane at Hastings.
Mrs. Caine, my niece, whom I brought with me this morning, is from Wisconsin, Miss Waggoner.
Mrs. McBroome, wife of the superintendent of the Colony for Epileptics.
Mrs. Burns, wife of the superintendent of the Sanatorium for Consumptives.
Mrs. Caine, I beg your pardon, I did not recognize you with your new hat. Mrs. Caine, I beg your pardon, I did not recognize you with your new hat.
Mrs. McBroome, wife of the superintendent of the Colony for Epileptics.
Miss McGregor, superintendent of the Gillette State Hospital for Crippled Children, St. Paul.
Mrs. Vevle, superintendent of the School for the Blind, Faribault.
Dr. Burns, superintendent of the Sanatorium for Consumptives at Ash grabbings.
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Miss McGregor, superintendent of the Gillette State Hospital for Crippled Children, St. Paul.
more legitimate reason to give than that we had to have a quarter and did not have
one against support, and I felt the custom in the different institutions was that
some charged men who were employed permanently doing repair work against
repairs and some did not. Years ago it was about half and half.

Dr. McBean: Dr. Murdoch, you have been making a lot of repairs.

James M. Murdoch, M.D., Superintendent, School for Feeble-Minded:
Until June 1932 it was our practice to charge our permanent employees engaged in
repairs to the repair fund. Since June 1932 all permanent employees engaged in
repairs have been carried on the current expense schedule. We still carry a small
lump sum on each of the quarterly repair estimates to cover any emergency which
may occur requiring skilled mechanics. Where we may find necessary for additional
temporary labor to supplement our permanent employees on some special repair or
emergency job. When this change was made, transferring wages from repairs to
current expense, our repair fund was cut down accordingly.

Downer Mullen, Secretary, State Board of Control: I do not know when
the policy of charging ordinary repairs to a special appropriation originated. It
was prior to 1933, when I entered the employment of the Board.

At some institutions certain permanent employes are paid from the repair fund;
at others, they are paid from the current expense fund. It depends largely on the
amount of the appropriation for repairs. If the appropriation is small, it is used
mostly for the purchase of materials, and the employes are paid from the current
expense fund.

However, the policy of requesting and obtaining a special appropriation for
ordinary repairs is to be confined to the state of a large number of states, and find that in every case
ordinary repairs—the general upkeep of the institution—are charged to mainte-
nance. Special appropriations are granted only for extraordinary repairs, which are more of the nature of permanent improvements.

I feel that the appropriations for current expense and for repairs should be
combined, and that the cost of ordinary repairs, both labor and materials, should
be charged to maintenance.

Dr. McBean: Thank you, Mr. Mullen. Would anyone like to add
anything to this discussion?

Dr. Kilbourne: Years ago that item was covered under the heading of re-

Dr. McBean: That special appropriation was limited to repairs, and like
all the other institutions, we do charge up some of the permanent men's wages to
the repair fund. That fund always runs out about the last of January and we get
along from January to June without any repair fund. As Dr. Freeman said,

the repair fund is never big enough. Of course, if the Board thought best, all those
wages could be cut out of the repair fund and charged to current expenses, which
of course would give us more for repairs.

When we ask for $100,000 for repairs, people who are not familiar with the neces-
sity for that item really wonder where you can spend it. As Dr. Murdoch says,
when a report has been established since 1873, on the budget was $200,000, the
repairs are constant. I think the Board would allow necessary repairs out of current expenses even if we did run out of the repair fund. I think shingles
could be put on a roof out of current expenses by consent of the Board even if
we did not have a repair fund with which to do it.

Mrs. LaDu: I was not with the Board at the time this changing back
and forth from one fund to another originated, but I think Dr. Freeman did explain the
origin of it. In order not to ask for one large item of $110,000 for support they
split the item and asked for $100,000 for support and $10,000 for repairs, and in
that way repairs became a separate item. We have always recognized the fact that
repairs are a part of the maintenance of an institution, but we have asked for a
separate appropriation from the legislature because it was easier to get it that way.

I think the shift of personnel from one fund to another has been for the same
reason. If our repair fund has been sufficient, we have paid all employees working
on repairs from that fund. If the repair fund received from the legislature was
small, we paid them out of current expense. We have used that method to adjust
ourselves to the appropriation.

If we decide at any time to adopt a different policy, I think it is very easy
to make the change, but it might not be possible to get all we needed for the
institution in one sum. Many members of the legislature are not familiar with the
size and number of buildings at our various institutions, and unless we go into the
details of each ward, we cannot be sure that the amount requested for repairs and maintenance is equal to the amount required by the institution.

Hence our policy of breaking down the items in our budget for better
understanding. This policy has met with their approval and has been continued.

Dr. McBean: Personally I feel that paying it out of the repair fund is
fairly easy to the advantage of the superintendent. Having repairs separate from
current expense keeps our per-capita cost down.

We have another question, What part of the repair expense should be paid
from the current expense fund and included in the cost of per-capita for main-
tenance?

Is there anyone who cares to discuss that?

Mr. Merrill: You referred to the matter of per-capita cost. The efficiency
of an institution sometimes is judged by the per-capita cost by people who read the
reports.

Per-capita cost is a relative term, any way. So many factors enter into it, con-
ditions in our several institutions vary so widely, considerations of locality, type of
buildings, purposes for which the institutions exist, must be taken into account in
any computation of a reasonable and proper per-capita cost.

If by maintenance is meant only the cost of supporting the inmates, feeding
them, clothing them, and general care, of course the cost of operating buildings and
equipment should not be included. If by maintenance is meant the ordinary cost
of running the institutions, it would seem that the cost of operating the institutions
should include the expense for ordinary upkeep of buildings and equipment.

Extraordinary repairs, such as making the buildings or equipment better than
they originally were, it seems to me should be part of the running expense of the
institution, but should be paid for from a special appropriation for the purpose.
If the current expense appropriation is sufficient to meet the ordinary repairs of the institution and they are attended to promptly and the buildings are not allowed to deteriorate, the cost can be kept at a reasonable figure, but if they are allowed to deteriorate, become dilapidated, and require a heavy expense to repair them, it would seem to me that such expense ought not to be considered a part of the current expense of the institution.

I might say that we have followed that plan as far as we could in charging the salaries of the permanent employees who are engaged in repairs. If the work they were engaged in improved the original buildings, we charged their wages to a special appropriation. In maintaining the ordinary upkeep, the little repairs that occur from day to day, the salaries of the workmen are paid from current expense. The annual report is made out and the workmen have their time paid when they render service.

Dr. McBurney: The next question we have here is the significance of what looks like road dust when you come to tear it out and the wood floors and plaster put onto the wire lath. After forty years or more, you can imagine the cracks in the floors and seeping into this dust that was just under them. The so-called hospital odor comes from just such wood floors and construction as this. We tore out nearly three acres of floor.

Mr. Carlgren: I don't know what the individual experience in the various institutions has been, but I can see where some of your staff would have sufficient knowledge to take care of minor maintenance work in conjunction with the plumbing and heating. When it comes to repairs, you will find that the owner of a large building in the city would not keep a crew constantly meddling with repairs. He may have an engineer there. He may perhaps have a man who has had a little electrical experience, but he would not keep a crew of men to keep the building in repair. He hires his repair work done by experts. When it comes to repairs, you will find that the owner of a large building in the city would not keep a crew of men to keep the building in repair. He hires his repair work done by experts.

Dr. Kilbourne: The superintendents who have all these nice new buildings do not know what repairs mean, but you go back forty or fifty years and you would find how extensive they might be.

When the Rochester State Hospital was built, the construction was very peculiar. I have a little sketch here of the old original construction that might interest you.

In the small bedrooms 2 x 4's were spiked together and laid across from skew to skew across the back walls, and on top of these were ten or twelve inches of wood laid in like a road when you came to take it out. Although it old and the wood floors were laid on top of that. For the ceiling wire lath was tacked on 2 x 4's or 2 x 6's and plaster put onto the wire lath. After forty years or more, you can imagine the condition of these floors, with water and other liquid running down between the cracks in the floors and seeping into this dust that was just under them. The so-called hospital odor comes from just such wood floors and construction as this. We tore out nearly three acres of floor.

We were fortunate in getting a special appropriation for fireproofing. We took the floors out and put in a six-inch reinforced cement slab surfaced with tile or lerrazzo.

Dr. Kilbourne: The superintendents who have all these nice new buildings have done, he is more or less familiar with it.

Leonard M. Elstad, Superintendent, School for the Deaf, Faribault: I was not there when all this happened. I think you are referring to old Mott Hall. I think there was discussion as to whether they should tear it down or leave the walls and build it up again. They decided to tear it down. The engineers at the institution say now he wished they had not done that, but personally I am glad. We have two new buildings in place of it. We know absolutely that these are fireproof.

We still have Barron Hall. The School is seventy years old, and Barron Hall has been there many years. The floors are all wood. It can't help but be a firetrap. I don't think it would be wise to clean out and leave the shell and fireproof it. I would rather see a good modern dormitory go up that would meet the requirements of the up-to-date school. The rooms are big, with twenty-five beds in a room. I don't think it would adapt itself to fireproofing the way we would like to have it done. With the limited experience I have had, I would rather see, instead of fireproofing old buildings, erecting up-building that would be in too good shape to tear down.

Dr. McBurney: Thank you, Mr. Elstad.

Dr. Patterson, you have done considerable work at your institution. May we hear from you?

W. L. Patterson, M. D., Superintendent, Fergus Falls State Hospital: What has been done at Fergus Falls is just the same thing that was done at Rochester. There is no difference in construction. It seemed to be a matter of tearing out wooden floors, laying slabs of concrete, and then tile. It cost $200,000 to lay the tile floors.

The doors are wood, the windows are wood. It is a slow-burning construction. That is all you can say for it. In a building that is under constant surveillance there is not so much danger of it burning down as of the mattresses and bed clothing catching on fire and suffocating people. It does not take a great deal of fire to smother a dozen or so people to death. You get so much smoke on the floor you can hardly find your way through. Although it old and the wood floors were laid on top of that, you can have enough smoke so that many patients could be suffocated to death.

Dr. Kilbourne: I should like to call your attention to something you may not know. The north wing of the St. Peter State Hospital burned down in 1880 with loss of life.

On Ward's Island one of the wards I used to have charge of fifty-one years ago burned. The floor above fell and cut off the escape of people in the rear of that ward. The firemen were able to build in the windows and those people all perished.

The satisfaction of having a fireproof building almost pays for the expense that you have put into it.

Mrs. La Due: I suggest that Mr. Carlgren give us his opinion. He has had some practical experience.

Mr. Carlgren: I don't know what the individual experience in the various institutions has been, but I can see where some of your staff would have sufficient knowledge to take care of minor maintenance work in conjunction with the plumbing and heating. When it comes to repairs, you will find that the owner of a large building in the city would not keep a crew constantly meddling with repairs. He hires his repair work done by experts. When it comes to repairs, you will find that the owner of a large building in the city would not keep a crew of men to keep the building in repair. He hires his repair work done by experts.
In the older institutions if you should hit the plastering with a hammer it would come off like sand in your hand.

When it comes to real renovation or repair in any of our buildings, the work should be turned over to experts who would come to the institution and do the work right so that when it is done it is finished. I think it would be better for the institution. It would be more economical and I am sure it would be more efficient.

I am not saying that the men at the institutions lack qualifications for certain kinds of work, but I presume many of them have not been in private industry for years; consequently they are unable to follow up what is new in the building industry. I don’t know that I should mention it, Mr. Whittier, but we had a little experience at St. Cloud, but I blame no one. I do not blame the man at Faribault. He did not know what is done today. Nor do I blame the man at St. Cloud for not knowing all the details of plastering that is actually being done today in industry. If those repairs to be done, go ahead and do it right and then be done for all time to come. That would probably reduce the so-called maintenance crew. You would have to have some of them, not all of them, probably a carpenter. I presume your engineer is a jack-of-all-trades more or less. That would be my guess. I haven’t had time to go over that matter, but I presume he is a jack-of-all-trades so far as the power plant, plumbing and heating system are concerned. At Faribault you have some carpenters, masons and assistant masons. If you are to repoint all the bricks within their structure by which to identify them in the years to come. Our knowledge of ancient civilisations has been brought to us through the agency of such material as clay tablets and inscribed bricks.

With the present economic condition, I think the state should do everything it can, if you can get the legislature to agree, to carry on repair work at state institutions, get them up-to-date as much as possible can be done. No one can hazard a guess, but I am inclined to believe that the cost will be somewhat increased. I think it is fair to assume that a few years from now it will be higher. Now is the time to do it from the standpoint of economy and from the standpoint of employment. Many of the institutions need repairs.

We have gutters and downspouts at this institution. We have many, but during the last two or three years we haven’t used them very much. They gave relative costs only. They stated that copper was by far the best of all materials used in downspouts and gutters. In connection with this Miss McGregor volunteered to give us a quotation on the comparative cost of the different materials used in downspouts and gutters. Miss McGregor: I asked a number of contractors about the comparative cost. I think they were afraid I was getting prices on some work we had to do, and they gave relative costs only. They stated that copper was by far the best, and I have had no experience in working with this material. The cost of copper during the past few years has been down so that it is not much more expensive than that which was put in back in the beginning.

We have at our institution possibly a mile of drain pipes that constantly need to be replaced. There are screens on the opening, but water does sometimes drip through and freezes frozen and the drain pipes break and have to be replaced. We have no copper in our institution. On some of the buildings at some of the institutions they have copper downspouts and have had no expense in repair.

Dr. Smith: Dr. Smith has miles of so-called boxgutters at this institution. We would like to have them cleaned. 

Dr. McBroom: Dr. Smith, will you let us hear from you relative to downspouts and gutters? We have gutters and downspouts at this institution. We have many, but during the last two or three years we haven’t used them very much. We have gutters and downspouts constructed from zinc, copper and galvanized iron. Some of our gutters are of the suspended type with expansion joints. Some
we have never had any trouble with them. It is the suspended type with expansion joints. Some of the first buildings which were constructed here have consequently there is repair work to be done on the gutters constructed without some of them are nailed. Each spring and fall there is an expansion and contraction and of the fact that copper and zinc do not rust.

Our downspouts are in the center of the building so that we are never bothered with expansion joints. Zinc, copper and iron are the metals usually used, and I think copper and zinc are better than iron on the gutter, and we have never had any trouble with them. It is the suspended type with expansion joints. I believe the same material is used at the laundry and power house. On the suspended type with expansion joints.

I prefer either zinc or copper, but iron will last many years if kept painted.

Dr. McBroom: Flat roofs at Cambridge have eliminated all gutter trouble. Our downspouts are in the center of the building so that we are never bothered by this. We have found the flat roofs very satisfactory.

Another question concerns the institutions buying lumber in carload lots, how to store it and how to issue same.

Mr. Whittier, of St. Cloud, uses a great deal of lumber in his institution. We would like to hear from you, Mr. Whittier.

H. B. Whittier, Acting Superintendent, State Reformatory: We have bought several lots of oak for the manufacture of furniture. This fall we had to buy a carload of green oak which we stored two years. We bought 10,000 feet of No. 1 pine at $78 a thousand. The cheapest price locally was $90 per thousand. The price quoted by Minneapolis companies was $150 a thousand.

This fall we had to buy a carload of 2-inch oak for the inmates' dining room tables and chairs. That cost $180 a thousand. The price quoted by Minneapolis companies was $210 a thousand.

We have never bought in carload lots for institution purposes. Unless your institution is equipped with a planer and plane, I do not think it would be advisable. It would not be feasible if you had to buy different dimensions.

Mr. Carlgren: probably tell us about buying in carload lots.

Mr. Carlgren: Of course if you buy in carload lots you buy cheaper.

Dr. McBroom: Is there anyone here who does repair lumber in carload lots?

Mr. Carlgren: We do buy repair lumber in mixed carload lots, both common and finishing, and make a saving by so doing, of from $10 to $15 a thousand feet.

Dr. McBroom: Will you tell us how it is stored and how issued?

Mr. Carlgren: It is issued on requisition. Every project is figured up by the superintendent of construction, and it is charged against the particular project for which it is used.

We have an open shed in which we store common lumber and an enclosed shed in which we store finishing lumber.
We protect our mattresses with rubber sheets. We sew strips made of ticking to the corners of these rubber sheets and tie them under the bed. Some of the children will get these rubber sheets off, and so we have tried making the rubber sheeting into a tube, into which we slip the mattress, and that protects it both top and bottom.

We usually have one employee in the mattress shop, with two or three boys to help him, and they remove from 15 to 20 mattresses a day. The ticking is removed from the mattress in the sewing room and is used in the mattress shop. Some of the mattresses are taken into the laundry to be washed and used again. Others are repaired. The mattresses are made in the sewing room, stored in the storeroom, and issued from there to the mattress shop.

We use about 2,100 pounds of new hair a year.

Mr. Foley: How do you clean the mattress?

Dr. Murdoch: Ordinarily the mattress is taken apart, the ticking washed and sterilized in the laundry, the hair put through the blower where the hair is torn apart and all short hair and dust removed by a vacuum constantly passing through the blower. Where there seems danger of infection, the whole mattress is sterilized in the laundry before being taken apart.

Dr. Freeman: We do something that Dr. Murdoch doesn't except that on our mattresses are lighter, rather thin. They weigh 18 pounds. We are using rubberized but the curled hair in making our mattresses. We renovate about 1,000 mattresses a year as compared with the larger number the Doctor does, but all our mattresses are sterilized. A soiled mattress is put in the washing machine with cold water and then brought to a boil, then put in the extractor to get rid of the excess water. In the kind of weather we dry the hair outside, in other weather, by means of steam. By bringing the water to a boil we don't find that it increases the brittleness. We can remake our mattresses and use less than a pound of hair. The Doctor talks about the value of the discarded mattresses in a small institution, we could very well present them to an institution which conducts a shop. We use about 100 pounds of hair and we built the extra amount of equipment on hand at some of the institutions, but because of the various types of machinery used in the different institutions and the difference in repairs, it was always thought best to let each institution carry its own repair supplies. If the equipment were standardized in every way, it might be a very simple matter, although every institution would have to carry an emergency supply. As you know, the mattresses in the power plants and shops at the institutions you wonder if they need such large amounts of repair supplies. It is for you superintendents to check with your employees who are in charge of the shops or power plants to see if careful ordering the repair supplies may be kept as low as possible. However, it would be necessary to have at all times the amount required for an emergency, and keeping up repairs is always hard work.
Mr. Vevle: Mr. Chairman, I think this matter of keeping a large supply of equipment is proper and required. For instance, we do not need the quantity which we are buying, and we still have to keep a standard variety on hand. It is a matter of standardizing on all of the items, but it seems to me it would be possible to standardize on many of them.

We have repair items in boxes, all marked, and when estimating time comes all the equipment has to be done to several boxes to see what items are in need of and make out the order for the next period. We have tried to reduce the quantity by asking the engineer to order for a shorter period of time. That did not seem to be practical. We asked him to order a larger quantity that would last over a longer period and to order fewer items. It seemed to me there was too much typing and clerical work needed when making out the estimates. Sometimes there would be 200 different items needed for repairs, even though the supply of each item was not large.

Maybe having a central depot is not practical. If it is not, of course we shall have to go on as we have been going on in the past.

Dr. McMurdoch: What is the problem further discussion? I believe that answers the question in the morning session. I believe that answers the question in the afternoon session.

Dr. Lyle: The next quarterly conference will be held in conjunction with the State Conference of Social Work at the Agricultural College in September, and you will receive tentative programs within a short time.

In the morning we are going to have a general discussion led by Mr. Harry Lurie, Director of the Bureau of Jewish Social Research of New York City. His subject is "An Evaluation of Social Work."

Following this general meeting we may attend any of several panel discussions on the general subject of the evening session.

Our group will have its usual luncheon with a guest speaker, to be announced later.

In the evening the speaker for the state institution group is to be Hon. Sanford Bates, Director of Federal Prisons, Department of Justice. His subject, "Juvenile Delinquency."

Before leaving I want to thank Dr. Smith and Mrs. Smith for the delicious luncheon and all the pleasant arrangements which have been made for us, and to extend to you all the invitations to come over to the house where Mrs. Smith will serve a cup of coffee or a good drink before we leave.

Adjourned.