

Subject File

PSF - WARM SPRINGS

1938-39

Box
191

PSF

Warm Springs

1938-1939

191

Box ~~191~~

CONTINUED

W. S. MOORE
7 EAST 96TH STREET
NEW YORK

file

*PSF
Warm Springs*

January 27th, 1939.

The Honorable Marvin H. McIntyre,
The White House,
Washington, D.C.

Dear Mac:

I do not want to bother The President with a lot of correspondence about his Lake at Warm Springs but, as I know that he is interested, I would like to keep him informed from time to time, so, I am enclosing the latest letter from Cason Callaway. I would also like to assure The President that we will positively not raise any money in the North for this project.

I am leaving for Warm Springs Monday, and will see Cason and Ben and hope to get this project underway very quickly.

With kindest regards,

Sincerely yours,

Wise.

P.S. Cissy Lord will be at Mayflower from the 27th to the 31st.

Enclosure.

MERIWETHER RESERVE INC.

(e) In view of the close approximation of the amount of annual savings between the cafeteria and individual service systems, I believe the retention of the meal service feature will have a favorable psychological effect on employees' moral. It should be considered that the work of most employees in the Medical Department is of a arduous nature and many of these employees have previously been deprived of certain other personal privileges because of the new procedure instituted in the Housekeeping Department.

(2) It is recommended that the large individual and family size tables and large rustic chairs now used in the Dining Room be replaced with smaller tables and chairs. The new table tops to be of "Formica" or similar material which would eliminate the expense of supplying and laundering linen tops used on present tables. Estimated cost for this equipment is \$1,235.00.

(3) It is recommended that typical blue plate dinner plates be used for dining service, regardless of whether the Cafeteria or Individual Service System is adopted. The use of this style of plates will greatly facilitate handling under either system and will prevent mixing of foods on plates. Estimated cost for required supply of these plates is \$96.00.

*Meriwether
Reirbooms*

MERIWETHER RESERVE INC.

The remaining comments are devoted to explaining the reasons for reporting the estimated reductions in personnel, raw food and other operating costs as developed by the survey and which are shown by the financial tables and statements included in this report.

PERSONNEL

Thorough study was made of the duties and number of personnel required to efficiently operate the food service, under either the Cafeteria or Individual Service Systems, and results of this study are shown in detail by Exhibit "A". It will be noted that the personnel expense has been divided as between fixed and variable classifications. Actually the only fixed expense is supervision, all other classes of personnel being of a nature which should fluctuate somewhat in proportion to the total number of meals served. It is proposed in the future to check monthly the operating efficiency of the food department, by applying this medium of measurement to the cost of operation.

As was to be expected, the operation of the Cafeteria System would require less expense for personnel. However, the amount involved is relatively small, and for the reasons previously stated, I believe this saving should be sacrificed.

FOOD PREPARATION, QUALITY, QUANTITY, PURCHASING METHODS

The matters included under this caption constitute the major expense problems in connection with the operation of the Food Department. Accordingly, careful consideration has been given to all questions affecting reduction in costs to be obtained by changes in this direction.

MERIWETHER RESERVE INC.

At the outset I wish to state that the computations of estimated cost of raw foods are based on present market prices. No adjustments have been included to provide a margin for possible changes in prices. A reference to Exhibit "B" will show that on this basis there is indicated a reduction in the estimated cost of raw food of three cents per meal, which expressed in dollars will result in an estimated annual savings of \$7,741.65 in raw food costs.

The realization of this amount of saving is almost entirely dependent, however, upon certain reasonable and necessary changes in food policy with respect to the quantity, quality and preparation of foods used in the meals. The question of quantity abuses I have briefly touched on previously. It was found that under the present service method many persons, including patients, employees and guests, abuse the privilege of variety and choice of foods. To illustrate: For breakfast, it is not infrequent that the selection will consist of two or three fruits, or fruit juices, cereal, ham or meat, eggs, toast and two to three glasses of milk. Similarly with the other meals two generous helpings often are taken of the principal meat and vegetable items and in addition two or three desserts and two or three glasses of milk. Such abuses, of course, are not committed by the majority of persons fed; however, the practice of taking extra desserts and beverages is quite general.

Obviously, such quantities are not necessary to maintain a healthful condition, particularly is this true with food as good and as nourishing as that served by the Foundation kitchen. It is believed that by adopting the "Individual Service System", previously described, and apportioning the food in the kitchen for individual plate distribution to the diners, that most of these abuses will be eliminated.

MERIWETHER RESERVE INC.

With respect to quality and preparation of foods, existing standards appear to be unduly expensive. To quote our Chef who has had wide experience in the food business, "Methods at present are based on first class hotel and restaurant service, whereas "shop" (meaning average restaurant) methods would seem to be adequate". To put it another way, we are using "Savarin" methods when "Childs" methods would suffice. The influence of this high quality policy permeates through the costs of all foods purchased and prepared and quite naturally results in higher costs.

Again to illustrate: The menus usually contain a wider variety of choice than is customary in this type of institution. A typical breakfast permits of a choice of a variety of fruit and fruit juices; numerous dry or prepared cereals; ham; bacon and sausage; eggs in any desired style; toast in various kinds of bread; griddle cakes with pure honey and maple syrup; and beverages include coffee, tea and milk. The noon meal usually consists of an appetizer or soup; choice of two kinds of meats, or meat and fowl; three kinds of vegetables; salad; a variety of breads and biscuits; choice of dessert, ice cream, pie or pudding; and the usual beverages. The evening meal is practically a duplication of the noon meal with the exception that an entirely different choice of meats and vegetables is provided.

Investigation disclosed that in the main, all foods purchased are of first quality. Also that effort is made to serve fresh vegetables regardless of price and whether they are in or out of season. Likewise, in the preparation of the food much cooking is done with butter, where for example "Crisco" would suffice. Such items as griddle cake batter and pastries are prepared with a maximum number of fresh eggs, which number could be easily reduced by one-half,

MERIWETHER RESERVE INC.

and a cheaper grade of eggs substituted, without noticeably impairing the taste of seriously diminishing the nutritive value of the foods.

These few illustrations convey to you in a general way the picture of existing causes for high food costs which are subject to correction. The Chef readily concedes that substantial reduction in raw food costs may be effected by a sensible revision of the present methods. It should be understood that this reduction can be accomplished without seriously impairing either the taste or nutritive value of the foods to be served. It merely involves the correction of the standards for food preparation and quality to a more practical basis, consistent with the amount of resources available for the Foundation's operation, bearing in mind that the persons to be fed are in ratio of $2\frac{1}{2}$ employees to 1 patient. The proposed changes in quality and preparation of the food could be accomplished without perceptible difference to the consumers.

OTHER EXPENSES

The reductions indicated in certain of the remaining Food Department operating expense items may be attributed to the installation of the proposed new type of dining room tables, which would reduce linen and laundry expenses. Also, the discontinuance of the night food service about which you have previously been informed will reduce expense of light and fuel. It is possible that under the future plan of closely checking each month the costs and operating efficiency of the Food Department, that further reductions may be made in such items as supplies, repairs, fuel, etc.

*Stewart
& Church. aq.*

MERIWETHER RESERVE INC.

In conclusion, I wish to acknowledge the assistance *chp*
and cooperation of Doctor Irwin and Messrs. Boone, Toombs, Cavanagh,
Bussey and Pflug in the conduct of the survey.

I shall await your instructions before proceeding
further in this matter.

Very truly yours,

Frank R. White

Frank R. White
Comptroller.

FRW:JCW

MERIWETHER RESERVE INC.

DINING ROOM AND FOOD DEPARTMENTS

Statement of Cost of Operation

Actual for nine months ended September 30, 1939 - Present System
 Estimated for same period and on same basis for Cafeteria and Individual Service System

Item	Actual Cost - Present System			Cafeteria System			Individual Service System		
	No. of Employees	Amount	Cost Per Meal	No. of Employees	Amount	Cost Per Meal	No. of Employees	Amount	Cost Per Meal
Total Meals Served		193,000			193,000			193,000	
Cost of Raw Food Consumed		\$40,552.49	21.1¢		\$34,933.00	18.1¢		\$34,933.00	18.1¢
Fixed Expense:									
Salaries and Wages:									
Chef	1	\$ 1,970.95	1.0¢	1	\$ 1,800.00	0.9¢	1	\$ 1,800.00	0.9¢
Steward	1	1,440.00	0.8	1	1,440.00	0.8	1	1,440.00	0.8
Total Salaries and Wages - Fixed	2	\$ 3,410.95	1.8¢	2	\$ 3,240.00	1.7¢	2	\$ 3,240.00	1.7¢
Variable Expense:									
Salaries and Wages - Kitchen:									
Cooks and Assistant Cooks	4	\$ 1,620.00	0.8¢	3	\$ 1,350.00	0.7¢	3	\$ 1,350.00	0.7¢
Baker and Helper	2	1,035.00	0.5	2	1,035.00	0.5	2	1,035.00	0.5
Pantry Maid and Vegetable Cleaners	3	810.00	0.4	3	810.00	0.4	3	810.00	0.4
Dishwashers and Utility Labor	4	945.00	0.5	3	720.00	0.4	3	720.00	0.4
Butcher and Groceriesman	1	585.00	0.3	1	585.00	0.3	1	585.00	0.3
Total Salaries and Wages - Kitchen	14	\$ 4,995.00	2.5¢	12	\$ 4,500.00	2.3¢	12	\$ 4,500.00	2.3¢
Salaries and Wages - Dining Room:									
Head Waiter	1	\$ 990.00	0.5¢	-	\$ -	-	-	\$ -	-
Waiters and Bus Boys	16	3,693.10	2.0	5	990.00	0.5¢	8	1,710.00	0.9¢
Total Salaries and Wages - Dining Room	17	\$ 4,683.10	2.5¢	5	\$ 990.00	0.5¢	8	\$ 1,710.00	0.9¢
Total Salaries and Wages - Variable	31	\$ 9,678.10	5.0¢	17	\$ 5,490.00	2.8¢	20	\$ 6,210.00	3.2¢
Expenses:									
Group Insurance		\$ 202.49	0.1¢		\$ 113.15	0.1¢		\$ 119.10	0.1¢
Laundry		2,143.11	1.1		1,693.11	0.9		1,693.11	0.9
Supplies		1,420.23	0.7		1,220.23	0.6		1,220.23	0.6
Maintenance and Repairs		811.19	0.4		811.19	0.4		811.19	0.4
Heat and Fuel		1,571.56	0.8		1,391.56	0.7		1,391.56	0.7
Ice		1,065.86	0.6		1,065.86	0.6		1,065.86	0.6
Water		584.95	0.3		584.95	0.3		584.95	0.3
Light and Power		1,624.80	0.8		1,444.80	0.6		1,444.80	0.6
Miscellaneous		77.31	0.1		77.31	0.1		77.31	0.1
Total Expenses		\$ 9,501.50	4.9¢		\$8,402.16	4.3¢		\$ 8,408.11	4.3¢
Total Cost	33	\$63,113.04	32.8¢	19	\$52,065.16	26.9¢	22	\$52,791.11	27.3¢

MERIWETHER RESERVE INC.

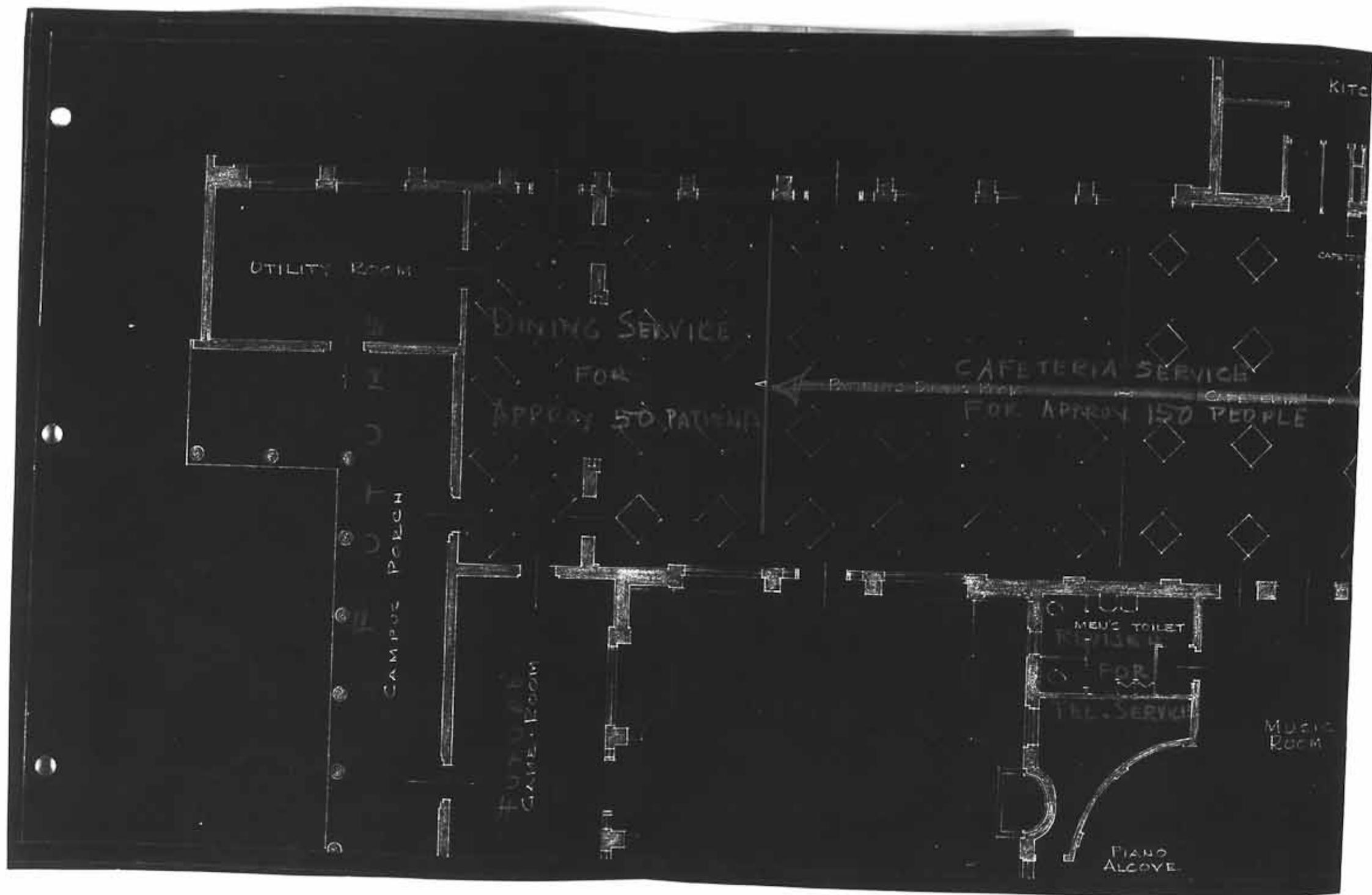
DINING ROOM AND FOOD DEPARTMENTS

Comparative Statement of Estimated Expenditure in proposed change in Dining Room to Self-Service Cafeteria or Individual Service System.

Item	Cafeteria System	Individual Service System
Cafeteria counter with stainless steel top, stainless steel legs, enameled panels, with stainless steel insets and pans. 22'5" x 33" x 36" high	\$ 830.00	\$ -
Coffee Urn	46.00	-
Stainless steel serving counter, located back of cafeteria counter, 18' long x 2' wide x 36" high	239.00	-
Plumbing connections, labor with cafeteria counter, new tile floor back of cafeteria counter	175.00 250.00	- -
30 Formica topped cafeteria tables	795.00	795.00
120 Best wood chairs	440.00	440.00
144 Blue plate dinner plates	96.00	96.00
Total	\$2,871.00	\$1,331.00

The above estimates were submitted by the Hotel Restaurant and Supply Company.

Estimate submitted by John Van Range Company for the cafeteria equipment, exclusive of tables, chairs and dishes, amounted to \$2,270.00. This equipment, however, is of considerably better quality and finish.



KITCHEN

PROPOSED LAYOUT OF CAFETERIA
GEORGIA WARM SPRINGS FOUNDATION
WARM SPRINGS, GA
HELEN J. THOMAS, ARCHITECT

CAFETERIA COUNTER

PRIVATE DINING RM

WOMEN'S
LUNGE
ROOM

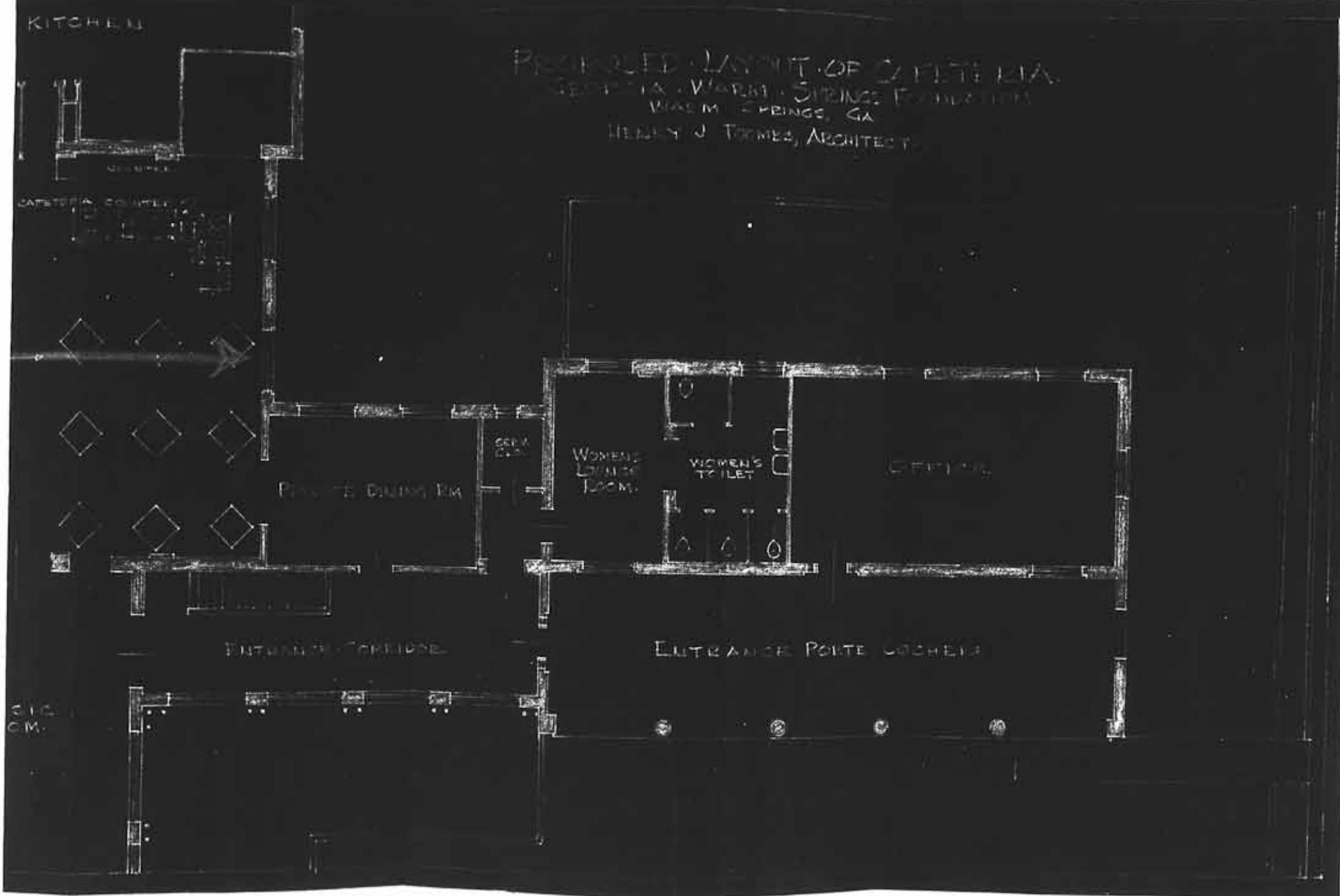
WOMEN'S
TOILET

OFFICE

ENTRANCE CORRIDOR

ENTRANCE PORTE COCHERE

SIC
C.M.



(COPY)

CASON J. CALLAWAY
Blue Springs Farms
HAMILTON, GEORGIA

January 13, 1939

Mr. Will Moore
7 East 96th St.
New York, N. Y.

Dear Will:

On finding it impractical to get the State Highway Department to do anything in reference to our lake in the immediate future, I took the matter up with Mr. I. H. Davis, Chairman of the Meriwether County Board of Commissioners.

I believe that I was successful in interesting Mr. Davis to the extent that something will be done.

I asked Mr. Davis to stop by the Foundation and go to the site with Mr. Boone. I called Mr. Boone on the phone, who, of course, was glad to do this.

I have offered the use of my engineer to Mr. Davis and promised to aid him further in any way I can.

I am leaving for Florida this morning, returning about the first of February and am looking forward to seeing you after my return.

With best wishes,

Cordially yours,

Cason

CJC:k

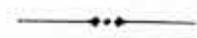
Cy: Mr. Will Moore
Warm Springs, Ga.

file

*PSF
Warm Springs*

GEORGIA
WARM SPRINGS
FOUNDATION
AND
MERIWETHER RESERVE, INC.

CONSOLIDATED
FINANCIAL STATEMENTS
FOR THE YEAR ENDED
December 31, 1958



WARM SPRINGS
GEORGIA

HASKINS & SELLS
CERTIFIED PUBLIC ACCOUNTANTS

22 EAST 40TH STREET
NEW YORK

Accountants' Certificate

GEORGIA WARM SPRINGS FOUNDATION:

We have made an examination of the consolidated balance sheet of Georgia Warm Springs Foundation, a New York corporation, and its subsidiary, Meriwether Reserve, Inc., as of December 31, 1938, and of the related statement of consolidated income for the year ended that date. In connection therewith, we made a review of the accounting methods and examined or tested accounting records of the companies and other supporting evidence in a manner and to the extent which we considered appropriate in view of the systems of internal accounting control.

In our opinion, based upon such examination, the accompanying consolidated balance sheet and related statement of consolidated income fairly present, in accordance with accepted principles of accounting consistently followed by the companies, their financial condition as of December 31, 1938, and the results of their operations for the year ended that date.

HASKINS & SELLS

October 25, 1939.

GEORGIA WARM SPRINGS FOUNDATION
AND
MERIWETHER RESERVE, INC.

Consolidated Balance Sheet, December 31, 1938

ASSETS		LIABILITIES	
CASH	\$197,920.73	NOTES PAYABLE	\$114,014.60
ACCOUNTS RECEIVABLE	34,611.81	ACCOUNTS PAYABLE	75,701.83
SECURITIES (at the lower of cost or market quotation value)	402,578.00	ACCRUED ACCOUNTS	26,834.04
ACCRUED INTEREST RECEIVABLE	2,000.00	DEFERRED CREDITS	1,318.15
CASH SURRENDER VALUE OF INSURANCE POLICIES ON LIFE OF OFFICER	118,850.00	FUND RESERVES:	
SUPPLIES	19,896.74	SPECIAL FUND RESERVES:	
PROPERTY <small>(As of January 1, 1938, the Companies discontinued the policy of making provision for the depreciation of property)</small>	1,016,738.69	For furtherance of present work at Warm Springs, Georgia, and for coordination and correlation of similar work of others	\$291,729.23
PROJECTS IN PROGRESS	67,478.55	For property acquired	109,484.85
DEFERRED CHARGES	10,087.27	Other	8,544.78
		TOTAL	<u>\$409,758.86</u>
		GENERAL FUND RESERVE	<u>1,242,534.31</u>
		TOTAL FUND RESERVES	1,652,293.17
TOTAL	<u>1,870,161.79</u>	TOTAL	<u>\$1,870,161.79</u>

GEORGIA WARM SPRINGS FOUNDATION
AND
MERIWETHER RESERVE, INC.

Statement of Consolidated Income
For the Year Ended December 31, 1938

INCOME:	
Operating income	\$206,000.71
Donations	88,251.86
Interest and dividends	15,456.55
Rentals and miscellaneous	3,555.28
TOTAL	<u>\$313,264.40</u>

EXPENSES AND OTHER CHARGES:	
Salaries and wages:	
Medical	\$83,681.49
House and dining hall	31,319.67
Administrative	26,813.88
Other	39,969.25
	\$181,784.29
Cost of food sold	47,235.67
Cost of gasoline, oil, etc. sold	13,903.71
Employees' subsistence	34,978.08
Supplies	26,809.90
Maintenance and repairs	17,709.38
Heat, light, power, water, and ice	17,443.26
Laundry	13,389.63
Uncollectible accounts receivable written off	11,402.86
Insurance	18,125.49
Surgical appliances, etc.	11,348.58
Travel expense	8,133.71
Automobile expense	7,327.13
Interest	4,560.58
Postage, telephone, and telegraph	3,931.53
Auditing and accounting service	8,841.20
Taxes	2,236.69
Other	23,576.37
TOTAL	<u>\$452,738.06</u>

NET LOSS FOR THE YEAR	\$139,473.66
FUND RESERVES, JANUARY 1, 1938	1,657,542.05

ADD:	
Cancellation of reserves for depreciation of buildings and equipment	\$124,324.78
Profit on sale of securities	9,900.00
	\$134,224.78
FUND RESERVES, DECEMBER 31, 1938	<u>\$1,652,293.17</u>

\$
15,000.
85) 452,000
5

PSF
Warm Springs
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GEORGIA WARM SPRINGS FOUNDATION

WARM SPRINGS, GEORGIA

October 30, 1939

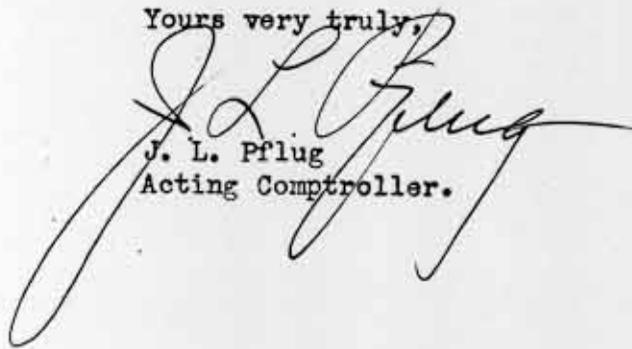
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Honorable Franklin D. Roosevelt,
The White House,
Washington, D. C.

Dear Mr. President:

With reference to your memorandum of
October 25, addressed to Mr. E. E. Boone, Jr.,
concerning the balance due J. P. Corley Lumber
Company, - Mr. Otis Moore has informed us that
this balance is correct and that he is today
mailing a check for \$54.90 to the Trustees of
the Bankrupt Estate of J. P. Corley Lumber Company.

Yours very truly,



J. L. Pflug
Acting Comptroller.

JLP:JCW
Enc.

J. P. CORLEY LUMBER COMPANY, INC.

S. S. Brown, President

Contractors and Builders

PHONE: 8

Dealers in Flooring, Ceiling, Siding, Sash, Doors, Blinds, Moulding, Hardware, Paints, Piping, Brick, Lime,
Cement, Sand, Dynamite, Bestwall Gypsum Board, Acme Plastisized Plaster and
Roofing and Shingles

[REDACTED]
Columbus, Ga. October 18, 1939

IMPORTANT

Mr. F. D. Roosevelt,
Warm Springs, Ga.

Re: John G. Cozart as Trustee of
the Bankrupt Estate of J. P.
Corley Lumber Company, Inc.

VS

Dear Sir:

Mr. F. D. Roosevelt

Amount: \$ 54.90 Account)

J. P. Corley Lumber Company, Inc., has been adjudicated a bankrupt by the United States District Court for the Middle District of Georgia, Columbus Division. The undersigned is the duly qualified Trustee of the Bankrupt Estate of said Company.

The amount of your indebtedness to said company, represented by note or account, is shown on the books of the company as above set forth.

As such Trustee it is my duty to collect all obligations owing to the company and constituting a part of its estate.

Your cooperation in the administration of this estate will be appreciated, and you are therefore respectfully requested to promptly mail check or money order, to cover the amount of your indebtedness, to the undersigned.

Yours very truly,

John G. Cozart
Trustee of the
Bankrupt Estate of J. P. Corley Lumber
Company, Inc.
P. O. Drawer No. 39
Columbus, Georgia

If you are unable to pay the full amount please let me have check for a substantial part of the amount due.

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OCT 19 9 02 AM '39
THE WHITE HOUSE

Plan to be
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PSF
Warm Springs
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November 2, 1939

My dear Boone:

I have your letter and just want to send you this line to tell you that I shall miss you very much when I am in Warm Springs and also to tell you of my appreciation of all that you did at the Foundation.

My best wishes to you.

Always sincerely,

E. E. Boone, Jr., Esq.,
Warm Springs Foundation,
Warm Springs,
Georgia.

mal/tmb

GEORGIA WARM SPRINGS FOUNDATION

WARM SPRINGS, GEORGIA

October 26, 1939

Honorable Franklin D. Roosevelt,
The White House,
Washington, D. C.

RECEIVED
OCT 28 9 02 AM '39
THE WHITE HOUSE

Dear Mr. President:

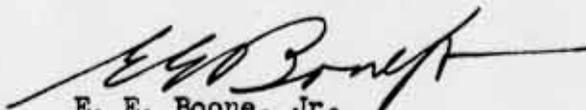
I am more than ashamed that I have not cleared up the matter of your farm for you before this time. However, due to circumstances and changes at the Foundation, I had to wait before answering your letter. At the present time I am turning over the file to Mr. Frank R. White, who is taking my place, and I am sure that he will handle it for you promptly and efficiently.

I have twice in recent weeks made a personal survey of your farm and find that Moore has been very negligent with his crops again this season. There are a great many peppers lying on the ground rotting. The grape vines have been terribly neglected and I have not as yet been able to get an inventory from Moore.

I would like to make a personal suggestion to you regarding the farm: We have a young man who formerly worked for the Foundation, whom it was necessary to let go in the recent economy moves. Both Mr. Toombs, Mr. Leverett and I can recommend this young man very highly as to ability and conscientiousness. His name is Paul Parker. I feel sure that if you were to put him on the farm under somewhat the same arrangement you had with Moore, he would return to you a quite reasonable profit in the operations, and would relieve you of a great many worries.

I would like to take this opportunity to say that I appreciate more than I will ever be able to say the opportunity of knowing you and meeting you personally during your visits to the Foundation since I have been here, and it is with great regret that I shall not be able to see you this Fall.

Yours very respectfully,


E. E. Boone, Jr.
Administrator.

*File under Warm Springs
PSF*

3



DEPARTMENT OF AGRICULTURE
WASHINGTON

November 20, 1939.

The President

The White House

Dear Mr. President:

In response to your informal inquiry about the possibility of obtaining nursery stock for a bare hillside at Warm Springs, for the Warm Springs Foundation, there is some doubt as to whether this could be done under the budget item for Cooperative Distribution of Forest Planting Stock, but if you will indicate with whom the Forest Service may get in touch personally on this at Warm Springs, they believe it may be possible to work out some cooperative arrangement, under this or some of the other Acts, under which the hillside might be planted. As soon as we hear from you, the Forest Service will get in touch with whomever you designate.

Sincerely yours,

Hawallea

Secretary

GEORGIA WARM SPRINGS FOUNDATION, INC.

120 BROADWAY

NEW YORK

PRESIDENT
FRANKLIN D. ROOSEVELT
TREASURER
BASIL O'CONNOR

PST

March 6, 1939

*file
Warm Springs*

Mr. Cason J. Callaway,
Hamilton,
Georgia.

My dear Cason:

I was very much interested in your letter of March 2nd and a copy of your letter of the same date to the President about the lake which you say the President expressed a desire for last fall on the property of the Warm Springs Foundation.

I know nothing about this except what I gained from a communication sent to me by Mr. Boone sometime ago that such a project was under consideration.

Last night I sent you the following night letter:

"LAKE PROPOSITION SHOULD BE PRESENTED IMMEDIATELY OUR LOCAL COUNSEL TO PASS ON ALL PHASES STOP MUST BE SURE THERE WILL BE NO COST TO FOUNDATION AND HAVE COMPLETE PROTECTION EITHER BY INSURANCE OR OTHERWISE AGAINST LIABILITY FOR LABOR AND ACCIDENTS AND ALSO AGAINST POSSIBLE CLAIMS FOR FLOODING OTHER PROPERTY STOP RIGHT TO DAM STREAM MUST BE EXAMINED CAREFULLY AND RIGHT OF COUNTY COMMISSIONERS PERFORM LABOR ON FOUNDATIONS PROPERTY MUST BE CLEAR SO THAT COUNTY CANNOT LATER MAKE CLAIM STOP LOCAL ATTORNEYS ADVICE AND CLEARANCE MUST BE SECURED BEFORE WORK STARTED STOP PREFER YOU WAIT RECEIPT OF LETTER FROM ME REGARDS"

At the same time I wired Boone to the same effect.

The questions which I raise should be cleared before this work is started and there may be other questions occur to our local counsel.

As you will observe from my wire, I am assuming that the \$10,000 to which you refer will cover

THE WHITE HOUSE
WASHINGTON

December 13, 1939.

MEMORANDUM FOR

DOC O'CONNOR

Mrs. Frank C. Walker sends
this to the Warm Springs
Foundation with the request
that it be placed in my "special
fund" to be used for some
deserving case which otherwise
could not get down there.

F. D. R.

(Enclosure) Check for \$100.00

PSF
Warm Springs

December 13, 1939.

Dear Hallie:-

You are a dear to send me that contribution for Warm Springs and it has gone into my little "special account" which Doc O'Connor and I use from time to time to take care of children who otherwise could not go to Warm Springs. It is much appreciated.

I do hope to see you one of these days very soon.

As ever yours,

Mrs. Frank C. Walker,
1035 Fifth Avenue,
New York City,
New York.

PSF
Warm Springs
3

Memo to Doc O'Connor from the President-Dec 26, 1939

Re-Warm Springs Foundation buying his farm at Warm
Springs.

See: O'Connor folder-Drawer 2-1939

PST
Warm
Springs

1939

Otis Moore
Rosenell Farm Holder

In re-discontinuing the services of

Otis Moore Warm Springs

See-Boone correspondence-Warm Springs
folder-Drawer 3-1939

1939

PST-
Warm Springs

Re: Bills inconnection with Warm Springs
Farm and Otis Moore which were used
for 1939 Income Tax purposes.

See: Personal Financial-Drawer 3-1940

GEORGIA WARM SPRINGS FOUNDATION, INC.

120 BROADWAY
NEW YORK

PRESIDENT
FRANKLIN D. ROOSEVELT
TREASURER
BASIL O'CONNOR

Mr. Cason J. Callaway

-2-

March 6, 1939

the project fully so that there will be no cost to the Foundation. Whether this will stock the lake adequately or not, of course I do not know, nor do I know what the cost will be to keep the lake up - if one keeps a lake up.

I think you will get my point which is this, namely, that inasmuch as such a lake may not be considered a particularly valuable contribution to a medical institution, we must be in the position of showing that it is something which has not cost us any money, and should it be the fact that a certain amount of money of any size has to be spent in a year on the lake, that is something that we ought to take into very serious consideration before we undertake the project.

Faithfully yours,

Basil O'Connor
Chairman, Executive Committee.

COPY

MS-3

PSF
Warm Springs

March 8, 1939.

Dear Will:-

That is grand about the lake. I
am delighted.

I look forward to seeing you about
the twenty-fifth.

As ever yours,

William S. Moore, Esq.,
Georgia Warm Springs Foundation,
Warm Springs,
Georgia.

Warm Springs, Georgia

March 6, 1939

To the President,
Franklin D. Roosevelt,
The White House,
Washington, D. C.

Dear Mr. President:

I had a talk with Cason Calloway yesterday and he told me that he and his brother, Fuller, and two friends were giving \$5,000 towards the Warm Springs Lake, and that the other \$5,000 was being contributed in labor and material by the County Commissioners from Meriwether and Harris Counties. The plans have been drawn by the County Engineers and Cason's engineer, together, and approved by Ben Hardaway. We hope to begin work today.

Looking forward to seeing you here about March 25th, and with best regards, I am

Sincerely yours,

Wm. S. Moore

Wm. S. Moore

WSM:RB

PRESIDENT
HON. FRANKLIN D. ROOSEVELT

GEORGIA WARM SPRINGS FOUNDATION, INC.

120 BROADWAY
NEW YORK

PSF
Warm Springs

March 14, 1939

The President,
The White House,
Washington, D. C.

My dear Mr. President:

Attached hereto is some additional correspondence with Boone and Col. Thompson with reference to the proposed lake on the Foundation's property. I suggest that you read this carefully so that you will see that the construction of this lake may raise some serious problems.

You will note from my letter to Boone that I have suggested that all matters stand in abeyance, except for further investigation, until we have a chance to discuss it when you are at Warm Springs the end of this month.

Faithfully yours,

Paul Olcott
Chairman,
Executive Committee.

Encs.

GEORGIA WARM SPRINGS FOUNDATION, INC.

120 BROADWAY

NEW YORK

PRESIDENT
FRANKLIN D. ROOSEVELT
TREASURER
BASIL O'CONNOR

March 14, 1939

Mr. Emmett E. Boone, Jr.,
Warm Springs Foundation,
Warm Springs, Georgia.

My dear Mr. Boone:

I read with a great deal of interest your letter of March 10th and Col. Thompson's letter of the same date relative to the proposed lake on the Foundation's property. It seems to me, as is not unusual, that the seemingly simple proposition creates some real problems that we should all consider further before undertaking this project.

The use of convict labor worries me very much. While there may be no impropriety in it, and while it may be the kind of thing that cannot be misunderstood in Georgia or in the South, I fear very much that in other parts of the country it could be used to put the Foundation in a very unfavorable position with the public.

The possibility of securing adequate insurance against damages to landowners or obstruction or diversion of flow of water, and the possibility of insuring against damages to the health of the community, caused by any disease resulting from the construction and maintenance of the lake, are certainly problems calling for very serious consideration.

The sewerage situation is, of course, one that we will have to go into much more fully before we can go ahead with the lake proposition.

My suggestion, therefore, is that except for Col. Thompson continuing his investigation, this whole matter stand in abeyance until we can all discuss it fully when the President is at Warm Springs the end of this month. In the meantime, you and Col. Thompson can go into the matter more fully and have ready for us at that time for discussion the specific matters which we should take up.

I am sending a copy of this letter to the President and to Mr. Callaway.

Sincerely yours,

Chairman, Executive Committee.

GEORGIA WARM SPRINGS FOUNDATION, INC.

WARM SPRINGS, GEORGIA

March 10, 1939

109 MAR 13 AM 10:57

Mr. Basil O'Connor,
120 Broadway,
New York, N. Y.

Dear Mr. O'Connor:

In answer to your telegram of March 6 and copy of your letter to Mr. Callaway of the same date, I have taken the matter of the lake up with Colonel Thompson who has gone into it very thoroughly and left no stone unturned to cover all angles. I am enclosing a letter - copy of which I am keeping for our files - from Colonel Thompson, which is self-explanatory.

Colonel Thompson and I have discussed the matter both pro and con on all points: -

1 - Insofar as the convict labor is concerned, we don't see any objection due to the fact that the dam is to be constructed at the site of a county road which runs through the Foundation property at that point. The opening of this road will in no way be objectionable to the Foundation as any traffic which might use it can be very easily controlled.

2 - I agree with Colonel Thompson fully that some sort of agreement in writing should be had in your office or mine as to the liability for the cost of construction. In line with this, I would suggest that that the complete proposal should be expressed in writing.

3 - The Foundation would have to carry the insurance noted under Section 3 of Colonel Thompson's letter, and the public liability coverage should by all means be continued for at least three years after the completion of the dam.

4 - Under Section 6: There will undoubtedly be some small upkeep expense unless - as I believe was suggested by Mr. Will Moore to the President last Fall - the Foundation rents boats and fishing tackle, and possibly have arrangements for swimming in this lake. This, from the Foundation's standpoint, I would personally not suggest.

If the lake is going to be stocked with fish, there should certainly be someone, such as a watchman, to take care of it. Otherwise, there would be no fish left in a very short while. Therefore, this one item is the greatest expense of upkeep, - i.e., the salary of such a man.

5 - Under Section 8 Colonel Thompson brings out the question of sewage on the Foundation which subject I have brought to your attention in my report of August 1, 1938. Although I have not

Page 2
Mr. O'Connor
March 10, 1939

(5 - Cont'd)

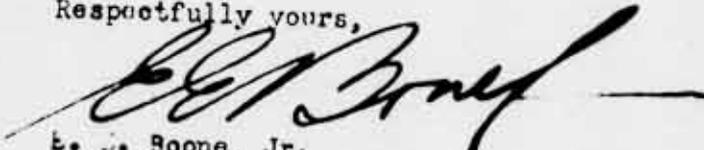
been able to contact any sewage engineers this week, both Colonel Thompson and I, and the other men on the Foundation, are of the opinion that particularly after the completion of the Medical Building, the volume of sewage would - if not actually endanger health - certainly endanger any stock of fish which might be put in the lake. (However, I am still convinced that the Foundation will have to construct a sewage disposal plant eventually.)

I hope I have covered all of the points you wish and I assure you that Colonel Thompson has done everything it is possible to do, in so far as checking property lines and the possibility of obtaining easements is concerned. Should it be decided to go ahead with the lake, we will immediately proceed to procure these necessary easements.

I am

With very kind regards and hoping to see you soon.

Respectfully yours,


E. J. Boone, Jr.
Administrator.

EEBjr:JCW
Enc.

BF

GEORGIA WARM SPRINGS FOUNDATION

120 BROADWAY

NEW YORK

PRESIDENT
FRANKLIN D. ROOSEVELT
TREASURER
BASIL O'CONNOR

January 4, 1939.

Handwritten scribbles and faint markings.

Handwritten initials or marks.

To the Board of Trustees of

GEORGIA WARM SPRINGS FOUNDATION.

Gentlemen:

Enclosed herewith is a consolidated
balance sheet and statement of income and profit
and loss of Georgia Warm Springs Foundation and
Meriwether Reserve, Inc., for the nine months
ended September 30, 1938.

Very truly yours,

Basil O'Connor

Treasurer.

GEO. CLARENCE THOMPSON
ATTORNEY AT LAW
BANK OF MANCHESTER BUILDING
MANCHESTER, GEORGIA

Mr. Boone-Page 2.

(3)-WORKMEN'S COMPENSATION, CONTRACTUAL LIABILITY, AND PUBLIC LIABILITY INSURANCE, AND INSURANCE AGAINST DAMAGE FOR OBSTRUCTION OF WATER.

Insurance should be obtained before the work is started as follows:

- (a) Workmen's Compensation, under Georgia Law.
- (b) Contractual Liability (See (2) above)
- (c) Public Liability, covering the following:
 - (1) Accidents, to persons or property caused by construction.
 - (2) Damages to landowners above and below the dam, because of obstruction or diversion of flow of water temporarily or permanently, and from overflow cause by backing up water.
 - (3) Damages to health of community caused by malaria, or fever or any diseases caused by the construction or maintenance of the lake.

(4)-CLAIMS BY RIPARIAN OWNERS FOR OBSTRUCTION, DIVERSION OR INTERFERENCE WITH NATURAL FLOW OF WATER, PERMANENTLY OR TEMPORARILY.

In Georgia, interference with the natural flow of non-navigable streams, so as to pollute the stream or to cause damage to other riparian owners, constitutes a trespass. However, the owner of land thru which a non-navigable stream flows has the right to erect dams or use the water for development of water power or other purposes, provided that he does not damage other private property either by overflow or otherwise.

I have investigated the site of the proposed lake, and it does not appear that the water will overflow any lands other than those of the Foundation. A tract of land bounded on the East in Land Lot No. 136 is owned by Fin Holmes and Mary Holmes and I suggest that easements or releases be obtained from them. I have conferred with them, and they state that they will grant full rights to dam the creek, and will execute any releases or easements requested.

I am also apprehensive that the dam will cause water to back up the branch which crosses the Atlanta Highway in Land Lot No. 121, and cause water to overflow the land between the old abandoned highway and the present highway. It should be ascertained from the engineers as to whether this land will be affected, and if so, releases obtained from the owners.

The erection of the dam will cause an interference with the natural flow of the stream while the lake is being filled, and probably at other times. For this reason I suggest that releases be obtained from land owners for at least one mile below the dam.

In addition to the releases and easements mentioned, liability insurance

GEO. CLARENCE THOMPSON

ATTORNEY AT LAW

BANK OF MANCHESTER BUILDING

MANCHESTER, GEORGIA

Mr. Boone-Page 3.

protecting against liability for diverting the flow of the water or for causing the water to back up and overflow should be obtained. (See (3) above).

(5)-RIGHT OF COUNTY TO PERFORM LABOR.

In view of the fact that the work to be done is caused by the opening of the old road from the present highway to the Eleanor Roosevelt School, I am of the opinion that it is entirely proper for the county authorities to do this work. As a matter of fact, this old roadway has never been abandoned, and the authorities have the right to re-open it and work it out, and make such improvements as they may see fit in it. I am also of the opinion that they have the authority to work in conjunction with Mr. Callaway and his associates, or rather to accept the co-operation of them, in this. It has at least been customary for the county to assist in building dams across streams where the public road crosses on the dam. I do not think that the county authorities would be authorized to construct a lake for private owners, but where the erection of the dam is partly for public use, I do not see that any objection could be made to the county working with the private owners or their friends.

(6)- UPKEEP OF LAKE.-EXPENSE.

There will be some expense involved in the maintenance of the lake. The dam will have to be maintained, undergrowth cleared, and liability insurance premiums paid. I cannot estimate this cost, and it appears that this should be determined by you as to whether the lake will be of sufficient value to the Foundation to warrant this expense.

(7) EFFECT OF LAKE ON HEALTH OF COMMUNITY.

I wish to invite your attention to the possibility that the creation of a large body of water can cause malaria, fever, etc. There have been a number of damage cases in Georgia because of the creation of lakes, ponds, etc., and the courts have held that the landowner is liable if the lake or pond is the cause of unhealthy conditions. I understand that this is determined largely by the manner of construction, and that by proper construction and by clearing all timber and underbrush that the danger from this source is minimized. Protection should be obtained against the liability by proper insurance.

GEO. CLARENCE THOMPSON
ATTORNEY AT LAW
BANK OF MANCHESTER BUILDING
MANCHESTER, GEORGIA

Mr. Boone-Page 4.

(8)-SEWAGE FROM FOUNDATION.

As you know, the present trunk sewer from the Foundation empties in Warm Creek just below the A B & C Railroad. While the volume of sewage at present may not be sufficient to interfere with the proposed lake, I am wondering as to whether this volume will not be materially increased when the new medical unit is complete. If the volume of sewage is sufficient to pollute the proposed lake, it will be necessary of course that a sewage disposal plant be constructed.

(9)- EASEMENTS TO PRIVATE PARTIES TO FISH IN LAKE.

In my conversation with you, I received the impression that it might be desired a the right to fish in the proposed pond be granted to the donors. It has been the policy of the Foundation to avoid granting any easements, etc. to any persons, as any rights which are granted with reference to real estate limits the rights of the owner to sell or use as desired. This is, of course, a matter of policy, but I simply call it to your attention. I am sure, however, that the donors will not require any formal easement, or the right to fish in the lake, but will be satisfied by the assurance that they will be welcome to visit the lake at any time.

This letter has been rather lengthy, but I felt that you desired comment on the various matters discussed.

I will be happy to serve you further in the matter in any way desired.

Yours truly,

G. C. Thompson

PSF
Warm Springs
THE WHITE HOUSE
WASHINGTON

March 17, 1939.

MEMORANDUM FOR

MR. OTIS MOORE

Will you read the enclosed
letter from Mrs. A. C. Newman
of Warm Springs and let the
President know what he can say
in reply? Please return the
letter to us.

M. A. Le Hand
PRIVATE SECRETARY

Complaint about the cows destroying
her shrubs. Sends statement of
\$35.00 which she asks the President
to pay.

PSF

GEORGIA WARM SPRINGS FOUNDATION, INC.

120 BROADWAY

NEW YORK

PRESIDENT
FRANKLIN D. ROOSEVELT
TREASURER
BASIL O'CONNOR

*file
Warm Springs*

March 17, 1939

Mr. Emmett E. Beane, Jr.,
Warm Springs Foundation,
Warm Springs, Georgia.

Dear Emmett:

I had lunch with the President yesterday and discussed with him the dedication of the new Medical Building and the new School while he's in Warm Springs.

The President now plans to leave Washington on the 28th or the 29th and to stay at Warm Springs until April 9th, but you, of course, will hear direct from his office his definite final plans, and follow that information.

In any event, the President will be there on April 1st, which is a Saturday, and it was decided that we would dedicate the two buildings the afternoon of that day. We will first dedicate the School at 3:00 P. M. and then move over to the Medical Building and dedicate it.

The President has suggested that I act as Master of Ceremonies on both occasions. At the dedication of the School, he has suggested that the Head Mistress of the School be asked to say a few words pointing out how much the School means to the Foundation, and that then Mrs. Pierson be asked to say a few words for Mrs. Tuck, and I am writing her requesting her so to do. That will be entirely agreeable to Mrs. Tuck and to Mr. Thurber, who is the Secretary of the Katherine Tuck Fund in Detroit. After Mrs. Pierson, the President will accept the School for the Foundation and make the appropriate remarks. The order, therefore, at the dedication of the School will be as follows:

1. Mr. O'Connor
2. Head Mistress of the School
3. Mrs. Pierson
4. The President

At the dedication of the Medical Building, the order should be:

1. Mr. O'Connor
2. Dr. Irwin
3. The President

GEORGIA WARM SPRINGS FOUNDATION, INC.

120 BROADWAY

NEW YORK

PRESIDENT
FRANKLIN D. ROOSEVELT
TREASURER
BASIL O'CONNOR

Mr. Emmett E. Boone, Jr.

-3-

March 17, 1939

Dr. Irvin should say a few words as to what the new Medical Building will mean to the Foundation.

I have invited Mr. Thurber to be present at the dedication of the School. He would like to be there but specifically does not wish to say anything. He is a very fine young man and I know we shall all enjoy having him there.

My present plan is to leave here Friday night, March 24th, with Sheelagh for Pine Needles Inn and stay there until the 30th or 31st, arriving in Warm Springs not later than the morning of April 1st. I now plan to be at Warm Springs Saturday and Sunday and probably Monday, April 1st, 2nd and 3rd.

You will, therefore, have to take care of me during that period and also take care of Mr. Thurber who probably will only be there Saturday and Saturday night.

Faithfully yours,

BASIL O'CONNOR

Chairman, Executive Committee

W.S

PSF

Warm Springs

File
Personal

GEORGIA WARM SPRINGS FOUNDATION
WARM SPRINGS,
GEORGIA

March 17th, 1939.

The President,
The White House,
Washington, D.C.

Dear Mr. President;

I had told my wife and boys that I would spend the Easter Vacation with them, as usual at Boca Grande from March 22nd until April 3rd, and I would like, if possible, to combine this with your visit at Warm Springs, and be here for a week before you leave.

Our plans for the Lake are held up temporarily until after the next meeting of the Board of Trustees, on account of a question as to a new sewage disposal plant for the Foundation, but as soon as this question is settled the work should proceed to a speedy completion. And I would like, Mr. President, to say, in all fairness, that most, if not all of the credit for this Lake is due to Gason Callaway, and also to Ben Hardaway, and very little, if any, to myself.

With best regards and looking forward to seeing you soon at Warm Springs.

Very sincerely yours,

Will Moore.

file
Roosevelt Farm.
Warm Springs

BF
Warm Springs

Warm Springs, Ga.,
March 20, 1939.

Miss LeHand,
The White House,
Washington, D.C.

Dear Miss LeHand;

Your letter of the 17th, with reference to Mrs Newman's letter.

I deeply regret that this matter was referred to the President, and I can assure you that it was of no fault of mine as I have tried in every way possible to cooperate with my neighbors but it seems impossible for any one to neighbor with the Newman's. I was informed by several parties who knew them at the time I moved to the Roosevelt Farm that it was entirely out of the question to deal with Mrs Newnam unless I was willing to yield to her on every side for which I have been doing for the past ten years. I admit that I did not go to see Mrs Newnam when she sent for me for the reason that Mrs Newnam puts herself in a man's place and takes every advantage of me because she is a woman and you know a man that is a man cannot hold his self respect and take everything off of a woman if she lays herself liable to a man's part, however I did have my wife to go up and see her and find out what the damages the cows had caused and asked Mrs Newman to estimate the damage and I would either replace the shrubbery or pay the damage and she said she would let me know, but instead she sent you the bill. I went to see Mrs Newman this morning and presented her a check for \$35.00 covering the cost of the damage to the shrubbery.

As the Newman's do not have a pasture and our pasture is on the line I have allowed them to pasture their stock in our pasture for the past ten years without any charge whatsoever, and their stock has damaged me just as much as mine has her but I considered it a minor affair and didn't say anything about it to Mr Roosevelt for I considered he had more important affairs to worry about. This is the first time that any bill has been presented and your letter was my first knowledge of the estimated damage. As you know there is an outlet on the knob road that our cows can get out if they are not watched closely and at night they will slip out without my knowing it. But I can assure you that I have and will continue to make every effort to see that they don't bother her or anyone in the future.

About me spending the week in Columbus, that is true I was drawn on the Federal Grand Jury and had to serve in Columbus but I did arrange my farm work before I left in the mornings and saw to it that it was carried on. I do not feel that I have shirked any of my obligations to Mr Roosevelt.

Referring to the negro family moving, that is true the negro refused to work and I asked him to move.

About me selling the cows down to forty (40) head. I know this to be a mistake, as I have sold only seven (7) head according to Mr Roosevelt's instructions

to stall feed and sell a few of the young calves. I have sixty (60) odd head on hand now and they are in good condition.

am sorry the above had to bother you when it was all unnecessary and trust that I have given you a satisfactory answer. I beg to remain,

to
Ps. Miss LeHard I would be glad if you will and wish to investigate my management of the farm and what I have put up with on the Newman's side since I have been here

Very truly.

Olin Moore

Roosevelt Farms.

GEORGIA WARM SPRINGS FOUNDATION
and
MERIWETHER RESERVE, INC.

Balance Sheet at Sept. 30, 1938 and consolidation and
statement of income and profit and loss for the
nine months ended September 30, 1938 and consolidation.

<u>A S S E T S</u>	<u>Total</u>	<u>Georgia Warm Springs Foundation</u>	<u>Meriwether Reserve Inc.</u>
<u>CURRENT ASSETS:</u>			
Cash on hand or in bank	\$ 329,454.08	\$ 316,834.81	\$ 12,619.27
Other current - less reserves	65,066.97		65,066.97
<u>CAPITAL ASSETS:</u>			
Property - less depreciation	824,287.73		824,287.73
Investments	8,740.50	8,740.50	
Cash surrender value life insurance	104,387.00	104,387.00	
<u>FUND RESERVES:</u>			
Fund #2 - Cash	25,145.69	25,145.69	
" #2 - H.O.L.C. #'s-52-\$500,000	490,468.75	490,468.75	
" #2 - Due to General Funds	177,711.92	177,711.92	
Fund #4	7,475.00	7,475.00	
<u>DEFERRED ASSETS AND CHARGES</u>	41,093.18		41,093.18
<u>MERIWETHER RESERVE, INC.</u>		1,043,573.52	1,043,573.52 (a)
	<u>\$1,718,406.98</u>	<u>\$1,818,913.35</u>	<u>\$ 100,506.37</u>
<u>L I A B I L I T I E S</u>			
<u>CURRENT LIABILITIES</u>	\$ 40,365.13	\$ 1,985.75	\$ 38,379.38
<u>NOTES PAYABLE</u>	114,014.60	10,000.00	104,014.60
<u>FUND RESERVES & SPECIAL FUNDS</u>	346,377.52	346,377.52 (b)	
<u>DEFERRED CREDITS</u>	5,868.99		5,868.99
<u>PRINCIPAL</u>	1,211,780.74	1,509,795.31	298,014.57
<u>CAPITAL STOCK</u>		49,245.23 (c)	49,245.23 (c)
	<u>\$1,718,406.98</u>	<u>\$1,818,913.35</u>	<u>\$ 100,506.37</u>

- (a) Amount due Georgia Warm Springs Foundation from Meriwether Reserve, Inc. eliminated.
- (b) See Schedule "A".
- (c) Capital stock of Meriwether Reserve, Inc. held by Georgia Warm Springs Foundation eliminated.

Warm Springs Ga.
3.15.39
President Franklin D. Roosevelt.

Washington D.C.
Dear Mr Roosevelt:-

I am coming to you with a broken heart today. I have cried my eyes out you corps got in my Strawberry two nights this week and tore down every Arborvitae I have but one and all the other shrubs are hurt. So I cut all of it down and hauled it out. I am just sick over losing it. It was a great expense and then it takes a long time to get it up any size. I wrote Mr Moor a note more than two weeks ago to come over and see the damage they had done but he never did. So they were back in my yard Sunday night and Monday night. You see Mr Roosevelt Mr Moor surely has you decided to death he never is at home to see after any

thing. All this week ² he is in Columbus
and the cows out strolling around trying
to get something to eat. He dont make
enough feed for those cows more than one
mo in the winter. He has sold them
out to about 40 head I guess and they
stroll around every where bothering us
to death. I never get to go any where
unless I pay a boy to stay around the yard
but where they do damage they come at
night. I shot at them several times to scare
them but they wont soon come back.
My husband is a master farmer he makes
good crops every year. we dont bother any
body for any thing and we never let our cows
out to bother them we have plenty to feed
them on. where Mr Moor makes a mistake
they take up all their time on the Saw Mill
and let the crop go. the only time any thing
is done down here is the week before you
come as soon as you are gone he is happy
and out and gone again. He has one Negro
that showed him those cows and bring them

3

up and please them every night so they
 could look after them. but he does something
 else & could see you but I want. If I was
 you Mr Roosevelt as the cows cant get food
 in the winter unless they are on some one
 else I would see the best. Every body has
 found out how about the cattle farm. no one
 ever goes there to see it. they dont have nothing
 attractive to no one. if you had an experienced
 man you would make something and have
 fine cows with plenty of food and a place to
 be proud of. one of his men quit this
 morning and is moving off. He has no money
 in family it takes all he can make to keep them
 up.

Mr Roosevelt I am sending you a statement
 of the shrubs the cows tore down for me and my
 husband says you will pay it. If I know you will
 and thanks!

Resp Mrs A.C. Newman.

Arbovitae 8 - 4.00 each	\$ 32.00
2 - Nandurers	3.00
	\$ 35.00

P.S.
 All other shrubs I am not charging for them.

GEORGIA WARM SPRINGS FOUNDATION

120 BROADWAY
NEW YORK

PRESIDENT
FRANKLIN D. ROOSEVELT
TREASURER
BASIL O'CONNOR

*personal
financial*

*PSF
Warm Springs*

March 22, 1939.

Mr. Emmett E. Boone,
Georgia Warm Springs Foundation,
Warm Springs,
Georgia.

Dear Mr. Boone:

Enclosed herewith is a check for
\$2,856.69 in payment of the enclosed statement at
December 29, 1938, due from the Honorable Franklin
D. Roosevelt. Please credit this to his account
and debit the note to him.

COPY

Very truly yours,

Enc.

Chairman.

Miss LeHand:

We are crediting this as a payment
on account of the note.

R.H.T.

3
GASON J. CALLAWAY
HAMILTON, GEORGIA

PSE
file
Warm Springs

March 29, 1939

Dear Mr. President:

As a matter of interest I am sending you copies of the blueprints of the proposed lake.

I trust that your trip South was pleasant and that Georgia will give you fine weather.

Virginia and I have been caught by the tail end of a flu epidemic, which has been going the rounds for a couple of months. However, we are both much better and hope to be up in a day or two.

Sincerely yours,

Casm -

President Franklin D. Roosevelt
Warm Springs, Georgia

Warm Springs

2 blueprints of proposed
lake and dam.

Overview files

R. Johnson

PSF
Warm Springs

THE WHITE HOUSE
WASHINGTON

Warm Springs, Ga.,
April 1, 1939.

Dear Mr. Moore:-

The enclosed has just
been received by the President. He
asks me to forward it to you for
your attention.

Very sincerely yours,

M. A. Le Hand
PRIVATE SECRETARY

Mr. Otis Moore,
Roosevelt Farm,
Warm Springs,
Georgia.

(Enclosure) Note from P. S. Talbot,
Warm Springs, to the President
enclosing bill for \$16.40 which
Mr. Moore owes him.

Miss Tully:

*Roswell
Jum*

Are you going to keep the Newman letter
and if so do you want to keep this carbon
of the acknowledgment with it?

I. Pancoast
File Room

PSF
Warm Springs

May 25, 1939.

Dear Mrs. Newman:-

The President asks me to tell you that at this distance it is a little difficult to know what to say to a letter such as yours. However, we are asking Mr. Boone to look into the whole matter.

In regard to your land, the President is not interested in buying any more property at Warm Springs, and he fears that the Foundation is not in a position to buy any more at this time either.

With kindest regards,

Very sincerely yours,

M. A. Le Hand
PRIVATE SECRETARY

Mrs. A. C. Newman,
Warm Springs,
Georgia.

BSF

Warm Springs

file
this name

May 25, 1939.

Dear Mrs. Newman:-

The President asks me to tell you that at this distance it is a little difficult to know what to say to a letter such as yours. However, we are asking Mr. Boone to look into the whole matter.

In regard to your land, the President is not interested in buying any more property at Warm Springs, and he fears that the Foundation is not in a position to buy any more at this time either.

With kindest regards,

Very sincerely yours,

M. A. Le Hand
PRIVATE SECRETARY

Mrs. A. C. Newman,
Warm Springs,
Georgia.

<u>INCOME</u>	<u>Total</u>	<u>Georgia Warm Springs Foundation</u>	<u>Meriwether Reserve Inc.</u>
Donations - general	\$ 17,814.86	\$ 17,814.86	
" Georgia Committee	42,611.30	42,611.30	
" Patients' Aid	2,488.05	2,488.05	
Dividends	450.00	450.00	
Operating - Net	<u>146,764.69</u>		<u>\$146,764.69</u>
	<u>\$ 83,400.48</u>	<u>\$ 63,364.21</u>	<u>\$146,764.69</u>
 <u>EXPENSES</u>			
Mr. Morgan's retainer & expenses	\$ 14,392.53	\$ 14,392.53	
Administrative and General	7,177.33	7,177.33	
Dr. Hubbard - Salary & expenses	4,196.44	4,196.44	
Department of Coordination	5,000.98	5,000.98	
	<u>\$ 30,767.28</u>	<u>\$ 30,767.28</u>	
 <u>NET INCOME - Sept. 30, 1938</u>	 <u>\$114,167.76</u>	 <u>\$ 32,596.93</u>	 <u>\$146,764.69</u>
 <u>PRINCIPAL - January 1, 1938</u>	 1,202,283.20	 1,477,198.38	 274,915.18 *
 <u>Add to principal - transferred from Fund #2 - 1938</u>	 <u>123,665.30</u>		 <u>123,665.30</u>
 <u>PRINCIPAL - Sept. 30, 1938</u>	 <u>\$1,211,780.94</u>	 <u>\$1,509,795.31</u>	 <u>\$298,014.57</u>

* After applying advances in prior years
from Fund Reserves.

May 25, 1939.

Dear Mr. Boone:-

The enclosed correspondence explains itself. The President asks that you be good enough to straighten the whole matter out and give him your impression of the affair and any suggestions you might have as to what should be done.

My best wishes to you and all at Warm Springs,

Very sincerely yours,

M. A. Le Hand
PRIVATE SECRETARY

E. E. Boone, Jr., Esq.,
Georgia Warm Springs Foundation,
Warm Springs,
Georgia.

(Enclosure)

Warm Springs Va.
5-9-39
President Franklin D. Roosevelt.

Washington D. C.

Dear Mr Roosevelt :-

I have an appointment from Miss
Le Hand to write you those few lines.
Sorry I couldn't see you while in
Warm Springs but I understand quite
well. I would have written you sooner
but have been under the treatment of
a Specialist for my nerves. He don't want
me to get my nerves upset if he can keep
it. Mr Roosevelt Mr Moor caused all this
nervous trouble when he said I killed the
Cow. I almost went crazy for several days.
Not even would morphine put me to sleep.
I am as innocent of it as you are and never
have been accused of any thing once by this
Moor. He found I didn't do it. He was mad
because I wrote you and he was so scared
he would lose his job. I don't care if he
lives up here all his life just so I can get
away. My Dr. says I must get away from
him. We have a nice home but I don't mind

To leave. My wants to go ² and ask me to write
you one more time to sell you his place. He
will almost give it away to have here. We
have spent \$30,000 and will sell for \$11,000 and
more this year. Will my want half of this
cash. The balance in two payments. It is
the greatest place on earth with lot of con-
veniences. And our love road will make
it an ideal place. Not a mosquito to be
seen any where. Mr Moor then the man-
chester people had sent him word if he
didn't keep those cows up they would kill
them and the cow was killed on their property
I never shot a gun in my life. I can shoot
a pistol as good as a man and every lady
should learn to shoot a gun or pistol. We
hailed out 3 wagon loads of Strawberry and
put it on the side of the road where every
body could see what the cows did. I bought
\$1000 worth of Strawberry since we came
up here and now I have five Shrub. They come
here every winter notice they got the last except
one. So you may know how I feel. I work for
my money to buy Shrubs they are not given to
me. Let's Moor has a few friends around that he
gives all his jobs to and he sends the Negroes to where

they do get paid off. ^{He} just a few days ago two
of his Negroes were so drunk they couldn't walk
when they got to warm Springs. Just a whiskey
flu ^{some where} around. And 4 or 5 years ago he ask me if
he didn't want to put our 2 Cows in the Pasture
so as to work with the understanding that they
would keep up this side of the fence and he has
every fence. So the day he came over to bless
me out and accuse me of the Cows. He said he
guessed I wanted to Pasture on in the Pasture
so as to work our Cows out and we want put them
in any more. So you see he couldn't think he
was borrowing every thing we had to work with
from a hammer up to a roof saw. We were
always glad to accommodate him as he didn't
have much of any thing. We have never visited
so we want to get away for so many reasons.
The Cows were out in the Orchard while you
were here. So my Dr. and my lawyer advise
me to get me away as I couldn't stand to be
bothered any more as I am just a narrow breed.
Mr Roosevelt you see how bad things are getting
to be and please consider and my own home you
know it and you will be so glad to get away. And
to you are selling so cheap. I can see my place
across the road as soon as any can see. or if you
want both I will sell you mine for the little sum
of \$3,000. or vice close and hope to hear from.

Your friend
Mrs A. C. Newman. (over)

P. B.

Just as I am finishing my letter
all of those Hags are out in our crop
and is getting them up. something like
this all the year around. who wouldnt
get mad?

N.S.
K-3

PSF
Warm Springs

June 19, 1939.

Dear Mr. Boone:-

The President has asked me to quote to you the following from a letter received from Otis Moore:

"I am very sorry I have delayed answering your letter of May 16th regarding the cattle situation with the Warm Springs Foundation. Due to sickness and this is a very busy season on the farm I have neglected it.

If you remember I tried to explain to you in a very short conversation, while you were here, why I carried the cattle to Atlanta. If you remember, that the one cow the Foundation used for us, that we would've realized at least eight dollars (\$8.00) more for it in Atlanta.

It's true, that they had been buying the same grade of cattle from the Wright Farm at this price but I knew what I could get for it in Atlanta and I didn't feel like that you would have me to sacrifice my knowledge of what I should've got.

I went to a great deal of expense and trouble getting this stuff up and feeding it according to their instructions. I remember that you told me one time to have them pay me market prices plus the freight, but I did not

-2-

ask for the freight.

The height of my ambition is to make this farm self-sustaining and show a profit and unless we obtain market prices it is impossible.

The cattle that we have on hand is fine, but I'd be delighted to feed what steers we have for the Foundation and cooperate with them in any manner."

The President also asks me to ask you how you are getting on at Warm Springs.

With kindest regards to you and all at the Foundation,

Very sincerely yours,

M. A. Le Hand
PRIVATE SECRETARY

E. E. Boone, Jr., Esq.,
Georgia Warm Springs Foundation,
Warm Springs,
Georgia.

Roosevelt Farm
Warm Springs, Ga.
June 4, 1939

President Franklin D. Roosevelt
White House
Washington, D. C.

Dear Mr. Roosevelt:

I am very sorry I have delayed answering your letter of June 16 th regarding the cattle situation with the Warm Springs Foundation. Due to sickness and this is a very busy season on the farm I have neglected it.

If you remember I tried to explain to you in a very short conversation, while you were here, why I carried the cattle to Atlanta. If you remember, that the one cow the Foundation used for us, that we would've realized at least eight dollars(\$8.00) more for it in Atlanta.

It's true, that they had been buying the same grade of cattle from the Wright Farm at this price but I knew what I could get for it in Atlanta and I didn't feel like that you would have me to sacrifice my knowledge of what I should've got.

I went to a great deal of expense and trouble getting this stuff up and feeding it according to their instructions. I remember that you told me one time to have them pay me market prices plus the freight, but I did not ask for the freight.

The height of my ambition is to make this farm self-sustaining and show a profit and unless we obtain market prices it is impossible.

The cattle that we have on hand is fine, but I'd be delighted to feed what steers we have for the Foundation and cooperate with them in any manner.

I remember you asked me what we were putting in this year and I never did explain to you satisfactorily, to my mind. We have 25 acres planted in cotton; 15 acres planted in pepper; 100 acres in corn with a variety of beans; 15 acres in hay crop; 5 acres in peanuts and 6 acres in tomatoes, and I am making a desperate effort this year to try to make a showing on the farm.

As for the saw mill, it was closed down for one month but has started up again and hope to run it all through the summer and if we can, the saw mill will finance for the farm.

We are having lest of rain, and the crops are very grassy at this period. We are in the midst of harvesting wheat and it is fine.

Wishing you much success in the remainder of your administration, I am

Very truly yours,

Otis Moore
Roosevelt Farm
Warm Springs, Ga.

P.S.

I think on this the
President means
Boone —

SCHEDULE A

GEORGIA WARM SPRINGS FOUNDATION

Fund Reserves and Special Funds

September 30, 1938

FUND #1

Allocated	\$ 100,000.00	
Profit on 75M H.O.L.C. sold	2,742.19	
Interest received	2,556.25	
Donations	<u>10,100.00</u>	
	\$ 115,398.44	
Expended	<u>115,398.44</u>	\$ -0-

FUND #2

\$500,000 H.O.L.C. 3-52	\$ 490,468.75	
Cash	159,531.25	
Interest received	53,000.00	
Patients' Aid Donations	17,843.85	
Transferred from Patients' Aid Endowment Fund	<u>16,310.36</u>	
	\$ 737,154.21	
Expended:		
Patients' Aid	\$ 273,563.01	
Surgical Appliances	20,215.20	
Natl. Polio Coordination	3,020.94	
Dr. Mitchell	5,604.82	
Operating advances	<u>95,847.72</u>	398,251.69 (a) 338,902.52

FUND #3

Allocated	\$ 253,030.08	
Expended	<u>253,030.08</u>	-0-

FUND #4

7,475.00

TOTAL FUND RESERVES \$ 346,377.52

CAPITAL ADDITIONS - 1938

New Brace Shop	\$ 5,750.00
Misc. Capital Additions, January, February 1938	4,632.46
" " " March, 1938	6,613.97
" " " April, May, June 1938	8,289.07
Removals and alterations in connection with new medical bldg.	18,000.00
Boiler, Stoker and Smokestack	5,845.63
Carpenter residence	11,000.00
Medical building	<u>2,700.00</u>
	\$ <u>62,831.13</u>

(a) Includes \$177,711.92 to be repaid to General Funds.

THE WHITE HOUSE
WASHINGTON

June 16, 1939

MISSY:

Send to Henry Hooper -- quoting
that part of Moore's letter about the
cattle and ask him how he is getting on.

F.D.R.

1
PSF
file
Warm Springs
3

July 16, 1939.

Dear Mr. Boone:-

The President asks me to return to you, duly signed, the option covering the lots on which his Mother's cottage stands.

With kindest regards to you and all at Warm Springs,

Very sincerely yours,

M. A. Le Hand
PRIVATE SECRETARY

E. E. Boone, Jr., Esq., Administrator,
Georgia Warm Springs Foundation,
Warm Springs,
Georgia.

(Enclosure)

A Centre for the After-Treatment of Poliomyelitis (*Infantile Paralysis*)

GEORGIA WARM SPRINGS FOUNDATION

WARM SPRINGS, GEORGIA

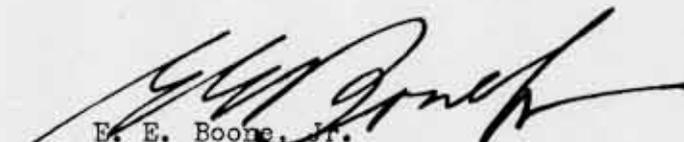
July 14, 1939

Miss M. A. LeHand,
The White House,
Washington, D. C.

Dear Miss LeHand:

In reply to your memorandum of July 10, regarding the option for the President's signature: - This option covers the lots on which his mother's cottage stands. Our attorney advises that this property is in the President's name.

Respectfully,



E. E. Boone, Jr.
Administrator.

EEBJr:JCW
Enc.

*file
Warm Springs
B*

GEORGIA WARM SPRINGS FOUNDATION

Warm Springs, Georgia

*P.S.F.
Warm Springs*

September 14, 1939.

Mr. Basil O'Connor,
120 Broadway,
New York, N. Y.

Dear Mr. O'Connor:

This will acknowledge receipt of your letter of September 12, enclosing:

1. Copy of your letter to Mr. Cason Callaway
2. Copy of letter from Mr. Callaway to the President
3. Copy of letter from Mr. ~~Shelley~~ Gerdy to Mr. Callaway
4. Also set of plans of Royce Kurshaw and H. G. Jacobs, engineers for proposed sewerage plant.

I shall check these plans with the present sewerage pipe system, and on finding them correct, which I am sure I shall, I will contact Mr. Callaway and proceed with the project as directed in your letter. This will also confirm my telephone conversation with you of this morning.

When the sewerage disposal plant question came up I asked the engineers, Mr. Royce Kurshaw and Mr. H. G. Jacobs, the representatives of Wallace and Tiernan - who do the chlorination work for the Foundation - and also Mr. Wiedeman and Mr. Singleton - who drew up plans some years ago - and was informed by all of them that if this type of sewerage plant which is proposed in Mr. Woodruff's proposal is accepted, we would have nothing to fear by contamination of the lake, even though the disposal plant were placed above the lake as it is in these plans. It would be prohibitive in cost, due to the distance, to run the sewerage pipe below the proposed lake site.

I do not wish at any time to oppose, in any way, the wishes of the President and Mr. Callaway, or anyone else in connection with the Foundation, but I can conscientiously say that the lake would be of no material advantage to the Foundation other than a pleasant place for a few people to go and certainly would not lend itself to the serious use of the hospital. It would also be an additional expense to the Administration and Maintenance of the Foundation. I, therefore, would not recommend its construction.

Yours very respectfully,

(Sgd.) E. E. Boone, Jr.

Administrator

— PSF
file
Warm Springs
B

GASON J. GALLAWAY
BLUE SPRINGS FARMS
HAMILTON, GEORGIA

September 27, 1939

President Franklin D. Roosevelt
Washington, D. C.

Dear Mr. President:

With reference to the disposal plant at Warm Springs,
I am enclosing copies of letters to Mr. O'Connor and Mr. Boone.

Mr. Boone has all the information I have, being
thoroughly familiar with the situation, and I feel sure will
follow this through to its conclusion.

I trust that no matter how complex the European sit-
uation becomes, you will be able to take time off to be with
us some this fall.

Sincerely,

Gason —

CJC:k

September 27, 1939

Mr. Basil O'Connor
120 Broadway
New York, N. Y.

Dear Doc:

Mr. Boone was over today and I turned over to him my file on the disposal plant.

I am enclosing copy of letter to him which is self explanatory.

I feel that my position in this now is merely as a contributor; Mr. Boone being on the job and in order that there will be no divided responsibility, it is handled in this way, which I know you will approve.

With personal regards,

Sincerely,

CJC:k

Cy:President Franklin D. Roosevelt
Washington, D. C.

September 27, 1939

Mr. E. E. Boone, Jr.
Warm Springs Foundation
Warm Springs, Georgia

Dear Mr. Boone:

Confirming our conversation this morning, since my donation of \$5,000.00 for the disposal plant at the Foundation, is less than the actual cost, the actual amount involved is a subject of financial interest to the Foundation and not to me per se.

Therefore, in turning over the plans, specifications and correspondence to you, my only individual responsibility or interest is the donation enumerated.

I will be glad to send you this check for \$5,000.00 when you call for it.

If I can be of any further service as a trustee of the Foundation or otherwise, of course, I will be glad for you to call on me.

Yours very truly,

CJC:k

Cy:President Franklin D. Roosevelt
Washington, D. C.

Cy:Mr. Basil O'Connor
120 Broadway
New York, N. Y.

PSF
Warm Springs
3

October 5, 1939.

Dear Mr. Boone:-

The President has asked me to thank you ever so much for your thoughtfulness in sending him the photographs of the School and Medical Buildings. He is glad to have them.

The President sent you a memorandum from Hyde Park, under date of August eleventh, making some suggestions about the operation of the farm at Warm Springs, and he does not recall having received any reply. If you did answer it, will you be good enough to send us a copy?

With kindest regards,

Very sincerely yours,

M. A. Le Hand
PRIVATE SECRETARY

E. E. Boone, Jr., Esq.,
Georgia Warm Springs Foundation,

A Centre for the After-Treatment of Poliomyelitis (*Infantile Paralysis*)

GEORGIA WARM SPRINGS FOUNDATION

WARM SPRINGS, GEORGIA

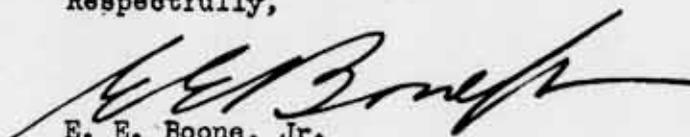
October 2, 1939

Honorable Franklin D. Roosevelt,
The White House,
Washington, D. C.

Dear Mr. President:

I am enclosing a set of photographs of
each of the two new buildings - School and Medical
Building - as I thought you would be interested in
seeing these. Descriptive notes are written on
the backs of these pictures.

Respectfully,



E. E. Boone, Jr.
Administrator.

EEBJr:JCW
Encs.

THE WHITE HOUSE
WASHINGTON

Hyde Park, N. Y.,
August 11, 1939.

Warm Springs
13

MEMORANDUM FOR

E. E. BOONE, JR.

Miss Le Hand has shown me your letter and I am delighted to know about the Medical Building and the School and am much interested in the pictures.

What you say about Moore confirms my growing belief that he does not know how to run a farm properly.

I, therefore, suggest that I inform him that I will not need his services after January first. I have no agreement of employment with him but feel that I should give him three or four months notice.

In his place I suggest that the Foundation operate the farm, through you, for one dollar a year. That means that I would still pay the taxes until such time as the Foundation purchases the farm from me for its original cost -- a value which is rather definitely below what it would bring today.

3

PSF file Warm Springs farm

January 16, 1959.

MEMORANDUM FOR D.B. O'CONNOR:

In regard to the farm and mountain land at Warm Springs:

This was purchased by me over a period of years from 1925, solely with the objective of getting it at a low figure for the ultimate benefit of the Foundation. When the Foundation was first organized a "boom" started, as you probably know, the local idea being that Warm Springs would soon have a population of 25,000! This "boom" collapsed, of course, but as a result of the growth of the Foundation land as a whole is considerably higher in value today and with the building of the scenic highway on the top of Pine Mountain the land which I originally bought for \$4 or \$5 an acre could undoubtedly be sold today for a good deal more.

You will, I think, find in the early minutes of the meetings of the Georgia Warm Springs Foundation an offer from me, at any time, to sell all of the mountain land which I had bought to the Foundation at cost. That offer stands.

In the meantime, I have paid taxes on it every year, have spent a good deal of money cutting firebreaks, planting trees, contouring the farm land and putting up a number of buildings. Furthermore, instead of abandoning the land I have kept cattle on it and run it at a fairly large loss every year.

The more I look into the use of this land, the more I am convinced that if the Foundation were to purchase it from me at the original cost, the Foundation could make an annual income out of it by farming and forestry.

The land totaling, as I remember it, a little over 2,000 acres will support enough beef cattle, hogs, chickens and vegetables to supply the Foundation with food a definite saving over the present cost of bringing the food from Atlanta.

THE WHITE HOUSE
WASHINGTON

-2-

If you can find some responsible person to put on the farm, paying him less than I pay Moore (\$100.00 a month), he could live at the farm, rent free as Moore does, and look after the buildings and run enough cattle on a strict meat basis to make it a good financial proposition for the Foundation. In other words, I am certain that with a herd of about one hundred head you can get pretty close to one steer a week. The amount of land that it would be necessary to farm would be comparatively small because the herd as a whole requires feeding for only a short time in the Winter and the extra amount of feed would go into the fattening of only two or three animals at a time in the barn itself. The rest of the ploughed land can be taken care of by the Negro tenants now there on the usual tenant basis.

One active man, with a little extra help at ploughing and harvesting time, can handle the whole thing.

There is a portable sawmill which Moore uses on other people's land from time to time and, while I would retain title to this, I think it can be used by the Foundation for perhaps one week a year to cut up such trees as die on the Foundation property or on my land, in order to make rough lumber for the Foundation itself. The small number of

THE WHITE HOUSE
WASHINGTON

-3-

logs cut under such a system could well be hauled to some convenient place, and it only takes a few hours work to set the mill up.

Please look into this and let me have your slant on it. From my point of view it will probably save me money in the long run and, at the same time, enable the Foundation to get a part of its meat and lumber at a very low price.

Incidentally, so far as the accounts go -- I have not got them here -- but on two different years the farm came out slightly ahead on a cash basis (extra lumber income) but on other years it has run behind. This I ascribe almost wholly to Otis Moore's lack of getting things done.

F. D. R.

GEORGIA WARM SPRINGS FOUNDATION

WARM SPRINGS, GEORGIA

August 8, 1939

Miss M. A. LeHand,
The White House,
Washington, D. C.

My dear Miss LeHand:

I am more than sorry that I have not been able to answer your two letters about the President's farm - of May 25 and June 19 - before this time. It has been almost an impossibility to get any information from one source, which was not contradicted from another. I shall try to answer the questions one at a time, as briefly as possible.

1 - To the best of my knowledge and from what information I can obtain, at no time was Otis Moore ever offered under the current market price for the steers from the President's farm. We had bought cattle from Mrs. Wright at prices lower than those asked by Mr. Moore, it is true. However, if Otis Moore had informed us that he had cattle which should have been disposed of, the Foundation would have been, and still is, glad to take the cattle at the current market price.

2 - The Newman situation is one with many angles. Mr. and Mrs. Newman are anxious to dispose of their farm, and have approached me on numerous occasions suggesting that either the Foundation or the President buy it. At all times I have felt his price far too high and for that reason have not considered it worth bringing to the attention of the President or Mr. O'Connor. It is a piece of property which borders both on the Foundation's and the President's property. However, it is not a piece of property which it is vitally necessary for us to have -- now or in the future.

Otis Moore has let the President's cattle wander at will and they have undoubtedly done considerable small damage to the Newmans' property (shrubbery, etc.), and I can well imagine that this would be more than annoying to the Newmans. Otis Moore repeatedly ignored any requests that he repair the fence through which the cattle had broken, and I believe if I had been in the Newmans' place myself, I would have done even more about the situation.

I have tried repeatedly to get Otis Moore down here to see me, and that is one of the most important reasons why I have not written you regarding this matter before this time.

Page 2
Miss LeHand
August 5, 1939

The arrangement which he has with the telephone company for the telephone on the President's farm, is that he maintain a portion of the line leading from the farm to the village of Warm Springs. This he has not done, and consequently we cannot contact him, without myself or a messenger driving up there. I know that he has received my messages, but it seems he does not care to spend the time to discuss the situation of the farm with me. I have not felt in the past that I had the authority to do more.

However, I should like to put myself on record - personally and by what has been substantiated by reports I have received from the surrounding countryside -- that it is more or less a disgrace the way the President's farm has been handled by Mr. Moore. The buildings, the equipment, are all in bad shape, and I am attempting now to obtain an inventory of the cattle, other stock and equipment on hand, and also its condition; and as soon as I have been able to do this, I shall write to you again. I firmly believe that I can sincerely say that any blame for anything in respect to the President's farm can be laid solely at Otis Moore's feet.

I would greatly appreciate it if you would send me a resume of the President's understanding with Mr. Moore, and if possible, any financial reports he might have made. I feel that if I have these two things, I can possibly straighten out what is certainly a bad situation.

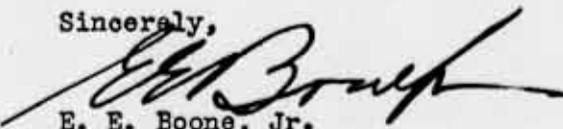
Now that the Medical Building is finished, and we have moved into it - and also into the School - and both are functioning very smoothly, I shall have more time to devote to the other problems of the Foundation. Everything at this time is running much more smoothly, and gives prospect of settling down to a saner, more sensible mode of operation, than ever before in the Foundation's history.

I am enclosing a few pictures of the School and Medical Building. As soon as we have obtained a better set, I shall send them along.

We all hope that the President is going to be able to spend a long and most pleasant visit with us this fall.

With very kind regards, I am

Sincerely,


E. E. Boone, Jr.
Administrator.

Encs.

COPY

GEORGIA WARM SPRINGS FOUNDATION
Warm Springs, Georgia

BF
Y Warm Springs
3

October 6, 1939

Mr. Basil O'Connor
120 Broadway
New York, N. Y.

Dear Mr. O'Connor:

Normally, I would not bother you with the dismissal of an employee. However, this week I found it necessary to dismiss Mr. S. W. Mays, our Golf Club Pro, for intoxication and behavior unbecoming a gentleman. Ordinarily I would have given him another chance, but this has happened four times since I have been at the Foundation and I could no longer tolerate it.

The reason I notify you direct is that I feel quite sure that Mr. Mays will do everything in his power to have himself reinstated.

Respectfully,

(Sgd.) E. E. Boone, Jr.
Administrator

file
Warm Springs

PSF
Warm Springs
B

October 24, 1939.

The President,
The White House,
Washington, D. C.

Dear Mr. President:

A special meeting of the Board of Directors of Meriwether Reserve, Inc. will be held on Friday, October 27th, 1939, at 12 o'clock noon, at the office of the Corporation, Room 3005, 120 Broadway, New York, N. Y., for the purposes of:

(1) terminating the term of office of E. E. Boone, Jr. as Assistant Treasurer of the Corporation as of the date of the meeting, and appointing as his successor, J. B. Williams of Warm Springs, Georgia, to serve for a term to continue until terminated by the Board of Directors, and delegating to said J. B. Williams all the powers and duties of the Treasurer of the Corporation, and authorizing the Treasurer of the Corporation or said J. B. Williams as Assistant Treasurer to exercise the powers and perform the duties of the Treasurer at any time or from time to time; and

(2) transacting any other business that may properly come before the meeting.

This notice is sent to you to comply with the requirements of the by-laws.

Pursuant to the written request
of two directors,

William F. Snyder
William F. Snyder, Secretary

10

PSF

GEORGIA
WARM SPRINGS
FOUNDATION
AND
MERIWETHER RESERVE, INC.

CONSOLIDATED
FINANCIAL STATEMENTS
FOR THE YEAR ENDED
December 31, 1938



WARM SPRINGS
GEORGIA

HASKINS & SELLS
CERTIFIED PUBLIC ACCOUNTANTS

22 EAST 40TH STREET
NEW YORK

Accountants' Certificate

GEORGIA WARM SPRINGS FOUNDATION:

We have made an examination of the consolidated balance sheet of Georgia Warm Springs Foundation, a New York corporation, and its subsidiary, Meriwether Reserve, Inc., as of December 31, 1938, and of the related statement of consolidated income for the year ended that date. In connection therewith, we made a review of the accounting methods and examined or tested accounting records of the companies and other supporting evidence in a manner and to the extent which we considered appropriate in view of the systems of internal accounting control.

In our opinion, based upon such examination, the accompanying consolidated balance sheet and related statement of consolidated income fairly present, in accordance with accepted principles of accounting consistently followed by the companies, their financial condition as of December 31, 1938, and the results of their operations for the year ended that date.

HASKINS & SELLS

October 25, 1939.

GEORGIA WARM SPRINGS FOUNDATION

AND

MERIWETHER RESERVE, INC.

Consolidated Balance Sheet, December 31, 1938

ASSETS		LIABILITIES	
CASH	\$197,920.73	NOTES PAYABLE	\$114,014.60
ACCOUNTS RECEIVABLE	34,611.81	ACCOUNTS PAYABLE	75,701.85
SECURITIES (at the lower of cost or market quotation value)	402,578.00	ACCRUED ACCOUNTS	26,834.04
ACCRUED INTEREST RECEIVABLE	2,000.00	DEFERRED CREDITS	1,318.15
CASH SURRENDER VALUE OF INSURANCE POLICIES ON LIFE OF OFFICER	118,850.00	FUND RESERVES:	
SUPPLIES	19,896.74	SPECIAL FUND RESERVES:	
PROPERTY <small>(As of January 1, 1938, the Companies discontinued the policy of making provision for the depreciation of property)</small>	1,016,738.69	For furtherance of present work at Warm Springs, Georgia, and for coordination and correlation of similar work of others	\$291,729.25
		For property acquired	109,484.85
PROJECTS IN PROGRESS	67,478.55	Other	8,544.78
DEFERRED CHARGES	10,087.27	TOTAL	<u>\$409,758.86</u>
		GENERAL FUND RESERVE	<u>1,242,534.31</u>
		TOTAL FUND RESERVES	1,652,293.17
TOTAL	<u>1,870,161.79</u>	TOTAL	<u>\$1,870,161.79</u>

GEORGIA WARM SPRINGS FOUNDATION
AND
MERIWETHER RESERVE, INC.

Statement of Consolidated Income
For the Year Ended December 31, 1938

INCOME:

Operating income		\$206,000.71
Donations		88,251.86
Interest and dividends		15,456.55
Rentals and miscellaneous		3,555.28
TOTAL		<u>\$313,264.40</u>

EXPENSES AND OTHER CHARGES:

Salaries and wages:			
Medical	\$85,681.49		
House and dining hall	31,319.67		
Administrative	26,813.88		
Other	39,969.25	\$181,784.29	
Cost of food sold		47,235.67	
Cost of gasoline, oil, etc. sold		13,903.71	
Employees' subsistence		34,978.08	
Supplies		26,809.90	
Maintenance and repairs		17,709.38	
Heat, light, power, water, and ice		17,443.26	
Laundry		13,389.63	
Uncollectible accounts receivable written off		11,402.86	
Insurance		18,125.49	
Surgical appliances, etc.		11,348.58	
Travel expense		8,133.71	
Automobile expense		7,327.13	
Interest		4,560.58	
Postage, telephone, and telegraph		3,931.53	
Auditing and accounting service		8,841.20	
Taxes		2,236.69	
Other		23,576.37	
TOTAL		<u>\$452,738.06</u>	

NET LOSS FOR THE YEAR		<u>\$139,473.66</u>
FUND RESERVES, JANUARY 1, 1938		1,657,542.05

ADD:

Cancellation of reserves for depreciation of buildings and equipment	\$124,324.78	
Profit on sale of securities	9,900.00	\$134,224.78
FUND RESERVES, DECEMBER 31, 1938		<u>\$1,652,293.17</u>

-2-

I think the Foundation has all of the information relating to the original purchase price of this acreage.

If you care to, I will work out the other items, dating back about twelve or thirteen years, covering taxes, improvements, cost of operation and interest on the money!

F.D.R.

FDR/dj

10

PSF
GEORGIA
WARM SPRINGS
FOUNDATION
AND
MERIWETHER RESERVE, INC.

CONSOLIDATED
FINANCIAL STATEMENTS
FOR THE NINE MONTHS ENDED
September 30, 1939



WARM SPRINGS
GEORGIA

HASKINS & SELLS
CERTIFIED PUBLIC ACCOUNTANTS

22 EAST 40TH STREET
NEW YORK

Accountants' Certificate

GEORGIA WARM SPRINGS FOUNDATION:

We have made an examination of the consolidated balance sheet of Georgia Warm Springs Foundation, a New York corporation, and its subsidiary, Meriwether Reserve, Inc., as of September 30, 1939, and of the related statement of consolidated income for the nine months ended that date. In connection therewith, we made a review of the accounting methods and examined or tested accounting records of the companies and other supporting evidence in a manner and to the extent which we considered appropriate in view of the systems of internal accounting control.

In our opinion, based upon such examination, the accompanying consolidated balance sheet and related statement of consolidated income fairly present, in accordance with accepted principles of accounting consistently followed by the companies, their financial condition as of September 30, 1939, and the results of their operations for the nine months ended that date.

HASKINS & SELLS

October 25, 1939.

GEORGIA WARM SPRINGS FOUNDATION
 AND
MERIWETHER RESERVE, INC.

Consolidated Balance Sheet, September 30, 1939

ASSETS		LIABILITIES	
CASH	\$244,669.83	NOTES PAYABLE	\$111,147.91
ACCOUNTS RECEIVABLE	14,627.82	ACCOUNTS PAYABLE	25,337.13
SECURITIES (at market quotation values)	10,578.00	ACCRUED ACCOUNTS	35,367.22
CASH SURRENDER VALUE OF INSURANCE POLICIES ON LIFE OF OFFICER	133,316.25	FUND RESERVES:	
SUPPLIES	20,378.56	SPECIAL FUND RESERVES:	
PROPERTY <small>(It is not the policy of the Companies to make provision for the depreciation of property)</small>	1,303,732.83	For furtherance of present work at Warm Springs, Georgia, and for coordination and correlation of similar work of others	\$176,175.73
DEFERRED CHARGES	7,728.53	For property acquired	108,984.85
		Other	9,427.02
		TOTAL	<u>\$294,587.60</u>
		GENERAL FUND RESERVE	<u>1,268,591.96</u>
		TOTAL FUND RESERVES	1,563,179.56
TOTAL	<u>\$1,735,031.82</u>	TOTAL	<u>\$1,735,031.82</u>

GEORGIA WARM SPRINGS FOUNDATION
AND
MERIWETHER RESERVE, INC.

Statement of Consolidated Income

For the Nine Months Ended September 30, 1939

INCOME:	
Operating income	\$104,009.17
Donations	64,948.40
Interest and dividends	6,911.84
Rentals and miscellaneous	1,555.04
TOTAL	<u>\$177,424.45</u>
EXPENSES AND OTHER CHARGES:	
Salaries and wages:	
Medical	\$55,101.24
House and dining hall	24,340.33
Administrative	22,524.48
Other	18,075.36
	<u>\$120,041.41</u>
Cost of food sold	29,134.11
Cost of gasoline, oil, etc. sold	7,740.72
• Employees' subsistence	27,085.63
Supplies	24,919.00
Maintenance and repairs	14,325.16
Heat, light, power, water, and ice	13,299.64
Laundry	10,000.60
Adjustment of book value of property	4,232.98
Insurance	16,940.84
Surgical appliances, etc.	7,373.32
Travel expense	2,441.09
Automobile expense	4,497.29
Interest	3,402.46
Postage, telephone, and telegraph	2,877.25
Auditing and accounting service	4,187.98
Taxes	1,710.00
Other	9,859.83
TOTAL	<u>\$304,069.31</u>
NET LOSS FOR THE PERIOD	<u>\$126,644.86</u>
FUND RESERVES, JANUARY 1, 1939	1,652,293.17
ADD—Profit on sale of securities	37,531.25
FUND RESERVES, SEPTEMBER 30, 1939	<u>\$1,563,179.56</u>

22 22
file BF
warm Springs
3

October 30, 1939.

The President,
The White House,
Washington, D. C.

Dear Mr. President:

A special meeting of the Board of Directors of Meriwether Reserve, Inc., will be held on Thursday, November 2, 1939, at 12 o'clock noon, at the office of the Corporation, Room 3005, 120 Broadway, New York, N. Y., for the purposes of:

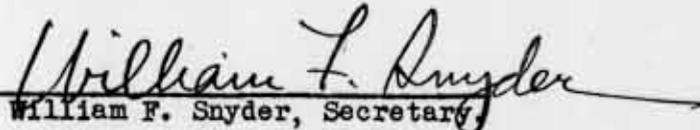
(1) terminating the term of office of Frank R. White as Assistant Secretary of the Corporation as of the date of the meeting;

(2) appointing J. L. Pflug and H. R. Weyrich as Assistant Secretaries of the Corporation, each to serve for a term to continue until terminated by the Board of Directors and delegating to said Pflug and said Weyrich all the powers and duties of the Secretary of the Corporation and authorizing the Secretary of the Corporation or said Pflug or said Weyrich as Assistant Secretaries to exercise the powers and perform the duties of the Secretary at any time or from time to time; and

(3) transacting any other business that may properly come before the meeting.

This notice is sent to you to comply with the requirements of the by-laws.

Pursuant to the written request
of two directors,


William F. Snyder, Secretary

The President said that this
was not to be returned to
Mr. O'Connor as he indicates
on book.

✓
PSF
Warm
Springs

Send back to
Bob.

PST
Warm Springs

MERIWETHER RESERVE, INC.

Analysis of gross revenue for the nine
months ended September 30, 1939.

(Does not include Patients' Aid)

365
185
31198
2920
1998
1825
173

Medical	\$26,462.56
Dining Hall	16,270.72
Commissary	18,071.99
Housing and cottage rentals	11,832.92
Brace Shop & Maintenance Dept.	7,595.28
Filling Station	10,715.14
Public pool	3,823.60
Miscellaneous	<u>9,236.96</u>
<u>Total gross realized revenue</u>	<u>\$104,009.17</u>

BF
Warm Springs

MERIWETHER RESERVE, INC.

Analysis of gross revenue for the year
ended December 31, 1938

(Does not include Patients' Aid)

Revenue realized - Medical		
Full pay patients	\$26,775.92	
Part " "	11,618.44	
Non-boarding patients	9,146.15	
Surgical & examination fees	9,890.00	
Miscellaneous	3,881.64	
Casts and X-rays	<u>3,162.50</u>	\$64,474.65
Revenue realized - House		
Full pay patients	\$ 9,896.55	
Part " "	2,304.61	
Guests	<u>7,850.90</u>	20,052.06
Revenue realized - Dining Hall		
Full pay patients	\$17,468.75	
Part " "	6,587.57	
Guests	<u>12,928.59</u>	36,984.91
Cottage rentals	\$ 3,521.10	
Commissary sales	26,066.14	
School and craft	3,449.75	
Golf	2,417.39	
Filling station	15,984.00	
Farm - including lumber	870.28	
Stable	504.20	
Public pool	5,477.89	
Golf stand	74.81	
Maintenance Dept. - see below	<u>30,062.69</u>	88,428.25
Grounds		
Wood	\$ 697.44	
Profit on coal	599.16	
Gardening	178.98	
Drayage	<u>1,663.15</u>	3,138.73
Taxi		1,689.80
Public pool stand		511.87
Brace Shop		
sales - realized		<u>16,089.19</u>
		\$231,369.46
Maintenance Dept. eliminated as being misleading - see gross profit below		<u>30,062.69</u>
		\$201,306.77
Add - gross profit maintenance dept.		<u>783.77</u>
		\$202,090.54
	<u>Total gross realized revenue</u>	<u>\$202,090.54</u>

MERIWETHER RESERVE, INC.

Attached is analysis of revenue from
all sources for 1938, totaling \$202,090.54

The revenue from full & part pay patients:

Medical Dept.	\$ 64,474.65	
House (Guests - \$7,850.90)	12,201.16	
Dining Hall (Guests - \$12,928.59)	24,056.32	
Brace Shop	<u>16,089.19</u>	<u>116,821.32</u>
<u>Revenue from Other Sources</u>		<u>\$ 85,269.22</u>

Of course, the patients contribute to the
revenue from other departments but it isn't
separable from that of guests, cottage owners
and employees.

*PSF
Warm Springs*

Mr. Basil O'Connor,
120 Broadway,
New York, N. Y.

Subject: Economies, Organization and Procedure Changes,
instituted under the office of Comptroller, as admini-
stered by H. R. Weyrich and Frank R. White, for the
period from July 1, 1939 to October 31, 1939.

Dear Mr. O'Connor:

The purpose of this report is to present to you a resume of the results of the comptrollership of the persons mentioned in the subject, during the period as stated above. In order to present a clear understanding of these results the comments have been segregated under the captions, Projects Accomplished, Projects Pending and Projects to be Investigated. I wish to state at this juncture that the reorganization program was approached from the viewpoint of emphasizing the importance of the hospitalization and treatment features of the Foundation. All efforts were directed toward eliminating unusual or extravagant services to employees and guests without disturbing necessary services required for the treatment and comfort of patients. I am pleased to report that the program appears to have been received favorably by the patients, guests, visitors and the remaining employees. Particularly with respect to employees, the changes seem to have had a salutary effect upon morale and such comments as have come to my notice by patients and others are generally of a commendatory nature.

To summarize the situation from the financial standpoint it will be seen from figures presented in the following paragraphs that reductions in salaries and wages actually effected amount to \$34,576.80 per year. Potential reductions in salaries and wages and other expense items expected to arise from changes awaiting decision or more favorable conditions, it is estimated will amount to \$19,149.01 per year. In addition to the reductions just described, it should also be considered that there

GEORGIA WARM SPRINGS FOUNDATION

120 BROADWAY

NEW YORK

PRESIDENT
FRANKLIN D. ROOSEVELT
TREASURER
BASIL O'CONNOR

January 13, 1939.

The President,
The White House,
Washington, D. C.

Dear Mr. President:

I have your memorandum of
December 10, 1938, about the Persons property at
Warm Springs and will look into the question of
purchasing it as you suggest.

I also note your wish that
the Foundation purchase your farm. If you could
get it, how much would you take for it?

Faithfully yours,



Chairman, Executive Committee.

are other reductions in expenses on account of changes made or contemplated which will be reflected in the cost of operations. Because of the difficulty, however, in accurately reducing such items to dollars, I am reluctant to hazard an estimate of the amounts involved. These items include maintenance cost for employees dropped from the payroll, reduction in linen and laundry costs because of restricted housekeeping service to employees, possible reductions in waste of materials, supplies and other overhead charges because of reduction in forces and consolidation of maintenance and brace making departments, and reduction in material costs because of improved purchasing procedure and inventory control.

It is also hoped that additional economies in operations will develop as a result of investigation to be made in certain departments and procedures which are discussed under the caption "Projects to be Investigated."

The following figures and comments deal with the matters included under the captions hereinbefore mentioned.

Projects Accomplished

Salaries and Wages - Reductions effected:

<u>Department</u>	<u>Employees Dropped</u>	<u>Annual Savings</u>
Administrative	12	\$13,904.00
Medical	1	684.00
Housekeeping	12	3,700.80
Food	6	2,160.00
Golf	1	2,460.00
Filling Station	-	900.00
Brace Shop)		
Maintenance)	9	8,268.00
Temporary Help (Estimated)	-	1,000.00
Total	<u>41</u>	<u>\$33,076.80</u>
<u>Other Expenses</u>		
Food		1,500.00
-2- Grand Total		<u><u>\$34,576.80</u></u>

For the month of September, 1939, compared with August, 1939, as reported, the expense for temporary help showed a net reduction of \$185.37. However, this expense is subject to fluctuation for the reason that the regular departmental staffs have been fixed at a minimum number of employees to discharge the regular departmental functions. It is quite possible that the temporary help will have to be engaged in the future to take care of any emergency or unusual assignments which might occur. The amount of annual savings in this item, therefore, has been conservatively estimated at the above figure. The reduction in wages paid to temporary help is the result of changing certain workmen from a straight salary basis to a per-hour payment basis. Also to a ruling forbidding department heads from engaging temporary help without permission from the Comptroller.

The amount of \$1500.00 shown above for Food Department represents estimated reduction in expense for raw food, light, power and water on account of discontinuance of night food service.

At this point it is appropriate to state that the annual salaries and wages expense for the Medical Department have increased in the amount of \$9,555.12, representing thirteen additional employees and certain salary increases. This increase is entirely attributable to the opening of the new Medical Building in which all surgical operations are now performed.

It will be realized that the assumption of these functions by the Medical Department at the Foundation necessitated the creation of a new type of organization for the hospital to take care of patients in the same manner as other general hospitals.

This additional expense, however, will be largely offset by the elimination of charges for care of Aid patients exclusive of surgical

fees, which the Foundation formerly paid to Piedmont and other hospitals where surgical operations on Foundation patients were formerly performed. In the year 1938 payments for this purpose amounted to approximately \$8,000.00. There was also an annual increase of \$564.00 in the Salaries expense of the School, representing cost of one additional teacher for the current year.

Organization and Procedural Changes

Operating Departments

I. Administrative - Hotel features reduced to minimum by elimination of two front desk clerks and four bellboys. Front desk is now covered by one clerk and is open only during daytime business hours. Bellboy staff consists of two boys who serve only patients and general business calls.

Administration and Registrar's offices have one secretary each instead of two each as formerly.

Accounting Department staff has been reduced by four clerks, due to revisions of departmental procedure.

II. Housekeeping Department - Staff has been reduced by twelve employees, consisting of one assistant housekeeper, eight maids and three houseboys. Reductions were accomplished by decentralization of procedures as regards medical department and linen and laundry control, which eliminated certain duplication and overlapping of duties. Also by certain restrictions placed on services to non-professional employees.

III. Maintenance Department - Under maintenance department was combined the former maintenance forces, grounds and power departments. The consolidation of these departments permitted the dropping of employees from the payroll consisting of three supervisors, one clerk and four workmen.

IV. Golf Club - The small club membership which totals only seventeen members permitted the position of golf professional to become unnecessary

IV. (continued) - - - and it was abolished. The club is now managed by one clerk at a salary of \$45.00 per month.

V.(a) Accounting Department Procedure and Internal Check - The bookkeeping detail has all been placed on mechanical equipment, instead of part machine and part manual as in the past, without necessity for additional expenditure for new equipment.

(b) The bookkeeping procedure has been simplified and organized to permit of early monthly closing and preparation of financial statements by no later than the 10th day of each succeeding month.

(c) All advances to employees and officers are forbidden, except for necessary traveling expenses or legitimate emergencies.

(d) All charges for employees' merchandise or other purchases are collected by deduction from salaries and wages in the first pay day following the month in which the charges were made.

(e) All salary increases, additions to payrolls and expense vouchers must bear approval of Comptroller prior to payment being made.

(f) The practice of employees using personal automobiles for company business and making mileage charge to Foundation has been discontinued.

(g) A systematic procedure has been instituted for following up collections of patients and guests accounts receivable, full aid patients accounts. Under the new procedure, accounts are closely watched and correspondence is instituted with delinquents. This procedure should result in material improvement in collection of outstanding accounts.

(h) A new system with respect to merchandise purchasing except for insignificant items has been inaugurated. Under the new method quotations from two or more competing suppliers must be obtained before order is placed. It is believed that under this method the Foundation will receive more advantageous prices on merchandise purchased.

IV. (Continued)

(i) A complete payroll record of all employees has been installed, which shows amount of approved salary, payments by periods and records all changes in salaries. The record will also permit the easy computation of individual employees annual earnings.

(j) Records have been installed to permit the preparation of statistical reports covering patients attendance, patient days, available hospital facilities, per cent of occupancy, etc., in connection with hospitalization and treatments.

(k) Closer control of inventories at Golf Club and Filling Station will be obtained by introduction of daily reports giving details and quantities of articles sold.

(l) A new job order cost system has been installed for the Maintenance and Brace Shop Departments. Under the new method an accurate accounting is made of the labor and material expense of all work performed by the forces of these departments. Under this method excessive charges for repairs or unnecessary service will be quickly disclosed and corrective action can be taken at once.

(m) The monthly financial report of which the report for September, 1939 is illustrative, has been expanded to include explanations of unusual or large variances existing in the monthly revenue and expense figures. This will enable the management in New York to keep more closely informed on variations in operating results at the Foundation.

Projects Pending

Salaries and Wages - Reductions contemplated:

<u>Department</u>	<u>Employees to be dropped</u>		<u>Annual Savings</u>
Administrative	1	(a)	\$ 600.00
Housekeeping	1	(b)	816.00
Food	7	(c)	3,283.04
Brace Shop	2	(d)	5,160.00
	<u>11</u>		<u>\$9,859.04</u>

Salaries and Wages - Reductions contemplated (Continued)

	<u>Brought Forward</u>	<u>Annual Savings</u>
<u>Other Expenses:</u>		<u>\$ 9,859.04</u>
<u>Food Department:</u>		
Raw Foods		\$ 7,741.65
Other Operating Expenses		<u>1,548.32</u>
	<u>Total</u>	(c) <u>\$ 9,289.97</u>
	<u>Grand Total</u>	<u>\$19,149.01</u>

(a) This reduction will become effective upon installation of a more suitable type of mechanical bookkeeping equipment.

(b) Additional changes in Housekeeping Department routine will be made following installation of new laundry system control and anticipated visit of the President.

(c) Complete details covering the expected economies to be realized in this department based on the adoption of the Individual Service System are presented in report on Dining Room and Food Departments Survey, dated October 24th, 1939. It will be noted that the report referred to states that the annual savings in this expense will total \$4,903.04, instead of \$3,283.04 as shown above. This figure, however, has been adjusted to reflect certain reductions since accomplished and which are reflected in savings figures included under preceding caption "Projects Accomplished".

(d) Complete details relating to proposed Brace Shop reorganization are set forth in letter dated October 16th, 1939 in which status of Mr. John Riehle is discussed.

Organization and Procedural Changes

1. Immediate consideration should be given to the suggested changes in accounting methods and the installation of a budgetary control system for the Foundation. These subjects are dealt with in a memorandum submitted to Haskins & Sells under date of September 23rd, 1939. The suggested

changes will lead to much more accurate reports on operating costs of the Foundation and should lead to substantial reductions in costs, through the budgetary control system.

2. It would appear to be necessary to have an engineering study made of costs and operating methods in the operation of the Brace Shop. Available cost data is several years old and seems to have been established on a haphazard method of operation timing study.

Accurate costs of production of braces impresses me as an important matter, because of the large amount of expense involved and I believe it would be a sensible move to temporarily engage a time study engineer to review and correct the present conditions. The results of such a study would establish an excellent means for gauging the productive efficiency of this department.

Projects to be Investigated

1. The operating costs and procedure of the following departments are scheduled to be investigated in the immediate future, time and necessary attention to other routine matters has prevented the completion of this work at the present time.

Medical Department
Commissary
Filling Station
Golf Club
Public Pool
Automobile Service
Warehouse
Foundation Farm
Roosevelt Farm

It is hoped that an exhaustive study particularly of methods and present organization of these departments will be productive of disclosing possibilities of economies in future operations.

2. Amongst other matters to be decided for the future are the installation of better control records in connection with the food inventory in the

Commissary and the drug supplies in the Medical Department. With respect to the food inventory problem, consideration is being given to the introduction of the "Retail" method of control. Under this method a closer check in stock movements can be obtained and the responsibility for any inventory shortages more definitely fixed.

In connection with the drug supplies, it is proposed to install a daily report for all drugs used, including a record of the purpose for which used. The value of the stock shall be placed on an inventory basis and checked monthly by physical count.

3. A complete new procedure must be installed and put into operation to control purchases of foods and other merchandise and materials. A cursory survey of the present procedure discloses that very little effort is made in trying to obtain the most advantageous price terms. Sources of suppliers appear to be limited to very few and competitive bidding by suppliers on requirements is practically non-existent. It has also been noted in certain instances that poor judgment is frequently used by department heads in ordering unnecessarily large quantities. Very little checking has been made heretofore in checking purchase requisitions of department heads prior to placing of purchase orders.

Another evil in the present purchasing procedure permits certain department heads to place orders direct with suppliers, apparently without obtaining competitive quotations. This latter practice has now been ordered discontinued and also competitive quotations will be obtained on orders before placement. However, as previously stated, this entire purchasing situation needs to be thoroughly investigated and corrected. It is my intention to give it attention in the very near future.

4. A definite decision regarding the future operation of the Public Pool must be made. Recently a letter was sent to officials and leading citizens of Meriwether County advising them that we contemplated closing the pool. A petition has just been received from these people protesting against such action. The operation of the pool for the past season showed a profit of \$1606.36, before depreciation charges on property and equipment.

The physical condition of the pool and particularly the housing buildings are in a very poor state of repair and it will be necessary to spend perhaps several thousand dollars for rehabilitation.

5. Consideration should be given to the possibility of disposing of the operation of the Filling Station by the Foundation. It should be possible to make an advantageous arrangement with one of the leading oil companies to operate this station. This question will receive attention in the near future.

6. A detailed survey is planned of the costs of maintaining and operating the Golf Club and Foundation Farm compared with revenues or other benefits received from these operations. It is felt that both projects should be so organized that at least they are self-liquidating with respect to expense of operations.

Yours very truly,

Frank R. White
Comptroller

MERIWETHER RESERVE, INC.

List of Employees dropped from Payroll
And Other Salary Changes

For the period from July 1, 1939 to October 31, 1939

<u>Department</u>	<u>Date Effective</u>	<u>Classification</u>	<u>Monthly Rate</u>	<u>Yearly Savings</u>
<u>Administrative:</u>				
William Cannon	10/12/39	Clerk	\$ 50.00	\$ 600.00
James C. Harris	8/1/39	Bookkeeper	125.00	1,500.00
Theodore Hunter	10/15/39	"	110.00	1,320.00
E. E. Boone, Jr.	10/31/39	Administrator	416.67	5,000.00
Virginia Guy	10/31/39	Secretary	65.00	780.00
Jewell Stephens	8/1/39	Operator	70.00	840.00
James J. Walsh	8/1/39	Auditor	160.00	1,920.00
Sara Reid	10/16/39	Secretary	70.00	840.00
Tom Lamar	10/10/39	Bellboy	24.00	288.00
Joe Miles	10/10/39	"	26.00	312.00
Robert Murray	10/10/39	"	22.00	264.00
R. C. Potts	10/9/39	"	20.00	240.00
		<u>Total</u>		<u>\$13,904.00</u>
<u>Medical:</u>				
Joe Mobley	10/24/39	Helper	\$ 32.00	\$ 384.00
L. D. Cannon	9/15/39	Supervisor	* 15.00	180.00
Zaney Chaney	10/31/39	Orderly	* 10.00	120.00
		<u>Total</u>		<u>\$ 684.00</u>
<u>House:</u>				
Marvin Britt	10/10/39	Houseboy	\$ 30.00	\$ 360.00
Hannah Brown	10/10/39	Maid	19.80	237.60
Ruby Williams	10/10/39	"	19.80	237.60
Gertrude Clayton	8/16/39	"	19.80	237.60
William Dunlop	10/20/39	Houseboy	30.00	360.00
Mrs. David Ellis	8/31/39	Seamstress	30.00	360.00
Carrie Grier	10/20/39	Maid	19.80	237.60
Frances Harrison	10/20/39	"	19.80	237.60
Willie Mae Harvey	10/20/39	"	19.80	237.60
Arvella Morgan	10/16/39	"	19.80	237.60
Bessie Mobley	10/16/39	"	19.80	237.60
Ethel McLendon	10/10/39	Asst. Hsekpr.	60.00	720.00
		<u>Total</u>		<u>\$ 3,700.80</u>
<u>Food:</u>				
Arthur Green	9/15/39	Waiter	\$ 25.00	\$ 300.00
Walter Hines	10/16/39	"	35.00	420.00
Lucius Jackson	10/23/39	Bus Boy	25.00	300.00
Ernest McCoy	10/16/39	Clerk	45.00	540.00
Mitch Walton	10/23/39	Bus Boy	25.00	300.00
Willie Williams	10/15/39	Waiter	25.00	300.00
		<u>Total</u>		<u>\$ 2,160.00</u>

*file
Roosevelt Farm*

*PSF
Warm Springs*

Roosevelt Farm
Warm Springs, Ga.
Jan. 24, 1939

Miss M.A. Le Hand
Washington, D.C.

Dear Miss Le Hand:

In regard to your letter of January 19
about the pine trees.

The farm is putting out 15,000. The
foundation is also putting out 15000, which
means about 30 acres in trees this winter.

Sincerely yours,

Otis Moore
Otis Moore, Mgr.
Roosevelt Farm

<u>Department</u>	<u>Date Effective</u>	<u>Classification</u>	<u>Monthly Rate</u>	<u>Yearly Savings</u>
<u>Golf:</u>				
S. W. Mays	9/31/39	Supervisor	\$200.00	\$ 2,400.00
Norman Fowler	10/15/39	Helper	50.00	600.00
Ernest McCoy	10/16/39	Helper	45.00	540.00
		<u>Total</u>		<u>\$ 2,460.00</u>
<u>Filling Station:</u>				
Ralph Hardy	9/15/39	Supervisor	* \$ 75.00	\$ 900.00
		<u>Total</u>		<u>\$ 900.00</u>
<u>Maintenance and Brace Shop:</u>				
Will Howe	7/1/39	Plumber	\$ 45.00	\$ 540.00
Alton Smith	7/1/39	Fireman	* 75.00	900.00
Terrell Smith	7/1/39	Plumber	85.00	1,020.00
T. Eldon Wynne	10/15/39	Clerk	95.00	1,140.00
John Blair	8/1/39	Painter	85.00	1,020.00
Thomas Blalock	8/1/39	Blacksmith	115.00	1,380.00
Robert Self	8/1/39	Electrician	95.00	1,140.00
H. J. Toombs	10/31/39	Architect	* 50.00	600.00
Neal Hadaway	9/25/39	Night Fireman	* 75.00	900.00
Paul Parker	10/15/39	Asst. Foreman	90.00	1,080.00
Gabe McGee	10/15/39	Helper	36.00	432.00
William Nunn	10/15/39	Clerk	65.00	780.00
		<u>Total</u>		<u>\$ 8,268.00</u>
		<u>GRAND TOTAL</u>		<u>\$32,076.80</u>

* Indicates reduction in salary.

MERIWETHER RESERVE, INC.

List of Employees Added to Payroll and Salary Increases
In connection with the Reorganization of Medical Department
upon opening of New Medical Building

	<u>Date</u> <u>Effective</u>	<u>Classification</u>	<u>Increase in</u> <u>Monthly Rate</u>	<u>Annual</u> <u>Increase</u>
James Allen	10/1/39	Orderly	\$ 5.00	\$ 60.00
Mrs. Mamie Clegg	7/1/39	Supervisor	160.00	1,920.00
William Grier	7/1/39	Orderly	5.00	60.00
Elizabeth Bischoff	9/1/39	Nurse	15.00	180.00
Leitha Davis	10/1/39	Attendant	5.00	60.00
Virginia Dennis	10/1/39	"	1.50	18.00
Willie Ruth King	10/1/39	"	5.00	60.00
Judy Morgan	9/1/39	Nurse	10.00	120.00
Sarah Ann Smith	10/1/39	Attendant	1.50	18.00
Martha Wood	10/1/39	Nurse	15.00	180.00
Mildred Bailey	8/28/39	Attendant	20.00	240.00
Willene Butler	10/9/39	"	18.50	222.00
Bessie Mae Crowe	8/1/39	Nurse	90.00	1,080.00
Jack Dickerson	8/24/39	Orderly	18.50	222.00
Sarah Hall	10/2/39	Nurse	70.00	840.00
Katherine Payne	10/9/39	"	70.00	840.00
Dr. J. A. Johnson	10/31/39	Doctor	91.66	1,099.92
Harris Reid	8/10/39	Orderly	30.00	360.00
George Smith	9/1/39	"	30.00	360.00
Helen Lauer	10/1/39	Physio	50.00	600.00
Elizabeth Mills	10/15/39	Nurse	15.00	180.00
*Ruby Williams	10/16/39	Maid	19.80	237.60
*Hannah Brown	10/16/39	"	19.80	237.60
Marvin Britt	10/16/39	Houseboy	30.00	360.00
		<u>TOTAL</u>	<u>\$796.26</u>	<u>\$9,555.12</u>

* Transferred from House Department.

MERIWETHER RESERVE INC.

Warm Springs, Georgia,
October 24, 1939.

Mr. Basil O'Connor, Chairman,
Executive Committee,
Georgia Warm Springs Foundation,
120 Broadway,
New York, N. Y.

Dear Mr. O'Connor:

In accordance with your instructions, I have conducted a survey of the operations of the Dining Room and Food Departments maintained at the Georgia Warm Springs Foundation, Warm Springs, Georgia, and now submit my report thereon, together with certain financial statements appended hereto.

PURPOSE AND SCOPE OF SURVEY

The primary purpose of the survey was to determine the economic influence on the cost of operations in the above-named departments in the event of the installation of a self-service cafeteria for employees and guests, as a substitute for the present manual dining room service. The contemplated change would be restricted to employees and guests only and would not affect in any manner the necessary manual service now maintained for patients.

A further important consideration in connection with the proposed cafeteria installation concerns a plan suggested by Doctor Irwin dealing with the problem of patient accommodations for the future. It is the opinion of Doctor Irwin that the floor space occupied by the present Dining Room, because of its proximity to Kress and Builders Halls, might be more advantageously utilized by converting this space into additional bedrooms for patients. Under this plan the proposed

MERIWETHER RESERVE INC.

employees' cafeteria and patients' dining room would have to be relocated in a space not too far distant from the present main kitchen. Such space was to be provided by constructing the cafeteria in the present wing of Georgia Hall adjacent to the kitchen which now houses the offices of the Registrar. The patients' dining room was to be located in the southerly end of the main lobby in Georgia Hall which is now utilized as a social and recreational center for wheel chair patients.

The proposal of Doctor Irwin has been carefully weighed and discussed with Mr. Toombs and Mr. Boone. It is the concensus that the plan has undoubted merit from the hospitalization viewpoint, but that it is not a practical or constructive move to make at this time.

It was pointed out by Mr. Toombs that the conversion of the present dining room floor space to hospital purposes was not considered in the original building plans. As a consequence its design and construction is unsuitable for bedrooms without extensive and costly alterations. The total area of this particular wing of Georgia Hall, it is estimated, would only accommodate a maximum of twenty patients. The building is defective in construction in that it is without basement foundation and no provision for future plumbing connections were made before the floors were laid down. Also, the ceiling is of much greater height than is desirable for bedrooms, which would necessitate the construction of a false ceiling in this area.

A detailed estimate has not been made of the cost of the construction changes necessary to accomplish the purposes of

MERIWETHER RESERVE INC.

Doctor Irwin's plan. However, it is roughly estimated that the cost would closely approach \$15,000.00. It is our opinion that this large capital outlay is disproportionate to the benefits which would be derived therefrom. Furthermore, in the absence of definite knowledge at this time regarding the future long range policy of the Foundation with respect to patient accommodation and treatment objectives, it is feared that the realization of Doctor Irwin's plan might provide only temporary relief. It is altogether possible that changes of this nature made at this time might eventually have to be further corrected at great expense to fit in with larger plans which are under consideration for the future.

Proceeding, therefore, on the premise that the building changes as described in the preceding paragraphs may be disregarded for the present, we developed the costs of the proposed cafeteria installation on the basis of utilization of available facilities, with an eye to minimizing necessary expenditures for alterations. Attached to this report is a drawing submitted by Mr. Toombs, showing the proposed layout for the cafeteria and patients' dining room. Under this plan a minimum of alterations in construction would be required. The change in dining room procedure, except for the introduction of self-service for employees and guests, would be hardly noticeable to patients, visitors or others who are accustomed to the present attractive architectural design of Georgia Hall.

During the course of the survey all possibilities relating to reduction in costs of operation were thoroughly explored. Investigation was made into the duties and functions of the personnel, methods of food preparation, construction of menus, methods and policy

MERIWETHER RESERVE INC.

of purchasing, quality and quantity of food served and methods of food distribution in the dining room.

Comments dealing with the subjects mentioned are contained in succeeding pages of this report. There is also discussed an alternative system to the cafeteria system which might readily be adapted to the existing dining room system with salutary effect on costs, at a much lower outlay.

As suggested in your letter of instructions, careful thought was given to the problem of dining procedure with respect to the professional and supervisory employees. It is our belief, however, that should the decision be in favor of the cafeteria system, that all white employees regardless of occupation, use the cafeteria service. This ruling would place all white employees on the same basis as regards dining room service and would obviate any tendency toward class distinction or possible snobbishness on the part of certain employees as a result of segregation. It is also the usual practice in hospitals and similar institutions in this area where a cafeteria is operated, to permit no special privileges among employees in the matter of food service.

SUMMARY OF COSTS AND CONCLUSIONS

In the following comments and figures I present a resume of the salient points dealing with the proposed changes in dining room service. Also, a comparison of the estimated cost of operations for the cafeteria and individual service systems and the estimated savings to accrue from the respective systems, complete details of costs are shown by Exhibit "A" attached to this report. The estimated cost and savings

MERIWETHER RESERVE INC.

figures are based on actual experience for the nine months ended September 30, 1939, adjusted to reflect the known economies which are anticipated by the adoption of either of the proposed systems under consideration.

The term "Individual Service System" as referred to in this report simply is a plan to change the present method of food distribution in the dining room. At present the food is selected by the diners from large platters carried by waiters. This type of service is slow and also permits of abuses by diners in taking unnecessarily large portions. Under the "Individual Service System" the dining room would be subdivided into waiters' stations and all patients and employees would be assigned regular table places. Menus would be distributed and the diner would make the selection. Choice of foods would be restricted to one ample portion of each dish included in the meal.

It is our opinion that this system would permit better organization of the food distribution service, speed up service and reduce food consumption by removing the temptation to overstuff, which the present method provides.

Summaries of estimated cost of operation and amount of annual savings are shown by the following tables, from which it is noted that the estimated annual savings from the Cafeteria or Individual Service Systems, will amount to \$15,225.23, and \$14,193.01, respectively.

MERIWETHER RESERVE INC.

Estimated Costs of Operation -
Nine months ended September 30, 1939;

<u>Item</u>	<u>Actual Present System</u>		<u>Estimated Cafeteria System</u>		<u>Estimated Individual Service System</u>	
	<u>Amount</u>	<u>Cost Per Meal</u>	<u>Amount</u>	<u>Cost Per Meal</u>	<u>Amount</u>	<u>Cost Per Meal</u>
Total Meals Served	193,000		193,000		193,000	
Raw Food Consumed	\$40,552.49	21.1¢	\$34,933.00	18.1¢	\$34,933.00	18.1¢
<u>Salaries & Wages:</u>						
Supervision	\$ 3,410.95	1.8¢	\$ 3,240.00	1.7¢	\$ 3,240.00	1.7¢
Kitchen	4,995.00	2.5¢	4,500.00	2.3¢	4,500.00	2.3¢
Dining Room	4,683.10	2.5¢	990.00	0.5¢	1,710.00	0.9¢
	\$13,089.05	6.8¢	\$ 8,730.00	4.5¢	\$ 9,450.00	4.9¢
Other Expenses	\$ 9,501.50	4.9¢	\$ 8,402.16	4.3¢	\$ 8,408.11	4.3¢
Total Cost	\$63,143.04	32.8¢	\$52,065.16	26.9¢	\$52,791.11	27.3¢

Estimated Amount of Annual Savings -
Based on meals served for nine months
Ended September 30, 1939;

<u>Item</u>	<u>Cafeteria System</u>			<u>Individual Service System</u>		
	<u>Amount</u>	<u>Cost Per meal</u>	<u>Saving</u>	<u>Amount</u>	<u>Cost Per Meal</u>	<u>Saving</u>
Total Meals Served	258,055			258,055		
Raw Food Consumed	\$46,707.96	18.1¢	\$ 7,741.65	\$46,707.96	18.1¢	\$ 7,741.65
Salaries and Wages	11,612.48	4.5¢	5,935.26	12,644.70	4.9¢	4,903.04
Other Expenses	11,096.37	4.3¢	1,548.32	11,096.37	4.3¢	1,548.32
Total	\$69,416.81	26.9¢	\$15,225.23	\$70,449.03	27.3¢	\$14,193.01

MERIWETHER RESERVE INC.

Comparison of Annual Savings as between
Present System and Proposed New System:

	<u>Total Meals Served</u>	<u>Cost per Meal</u>	<u>Total Cost</u>	<u>Savings</u>
Present System	258,055	32.8¢	\$84,642.04	\$ -
Cafeteria System	258,055	26.9¢	69,416.81	15,225.23
Individual Service System	258,055	27.3¢	70,449.03	<u>14,193.01</u>
Excess Amount of Savings in favor of Cafeteria System				<u>\$ 1,032.22</u>

Capital Expenditures required in connection with
Proposed New System - Details shown by Exhibit "B":

	<u>Amount</u>
Cafeteria System	\$2,871.00
Individual Service System	<u>1,331.00</u>
Higher Cost - Cafeteria System	<u>\$1,540.00</u>

MERIWETHER RESERVE INC.

My recommendations and conclusions based on the estimates outlined in the preceding tables are stated as follows:

- (1) It is recommended that the Individual Service System be adopted at the Foundation for the following reasons:
 - (a) The excess amount of annual savings totaling \$1,032.22, arising from the installation of a self-service cafeteria for employees and guests is not of sufficient importance to warrant the discontinuance of the long established manual service.
 - (b) Approximately 55% of the estimated annual savings to accrue from the Cafeteria System will be obtained from reduction in raw food and expense costs. This same proportion of savings in these items is also applicable to the Individual Service System. With respect to the difference in amount of estimated savings between the two systems in Salaries and Wages, it is not improbable that this expense for the latter system may be leveled out in the future by closer supervision and higher operating efficiency.
 - (c) The difference in required capital expenditures amounting to \$1,540.00 is in favor of the Individual Service System.
 - (d) The undisturbed maintenance of present dining room and kitchen facilities will permit of future changes in design or purpose of Georgia Hall, without the possibility of loss in installation and alteration costs in connection with the cafeteria installation.