

Subject File

PSF - WARM SPRINGS 1936

Bx  
191

PSF

1936-1937

Warm Springs

Box ~~191~~ 191

PSF  
Warm Springs

A REVIEW OF THE PROCEEDINGS TO DATE  
RELATIVE TO THE PROPOSED NEW PATIENTS POOLS  
AND BUILDING

GEORGIA WARM SPRINGS FOUNDATION, INC.

List of committees appointed  
at meeting of Trustees  
held on May 26, 1936

I. EXECUTIVE COMMITTEE

Basil O'Connor, Chairman  
Cason Callaway  
Jeremiah Milbank  
Franklin D. Roosevelt  
Eugene S. Wilson

II. COMMITTEE TO MAKE NEW ARRANGEMENT  
WITH DR. HOKE OR OTHER ORTHO-  
PEDIC SURGEON

Franklin D. Roosevelt, Chairman  
Keith Morgan  
Basil O'Connor

III. COMMITTEE TO CONFER WITH  
PATIENTS' ACCEPTANCE COMMITTEE

Franklin D. Roosevelt, Chairman  
Cason Callaway  
Basil O'Connor

IV. COMMITTEE TO CONDUCT FURTHER STUDY OF REPORT  
ON CHARGES FOR PATIENTS AND FINANCIAL  
AND BUSINESS ADMINISTRATION

Cason Callaway, Chairman  
Leighton McCarthy  
Franklin D. Roosevelt

V. COMMITTEE TO PURCHASE BRACE SHOP

Cason Callaway, Chairman  
Basil O'Connor

VI. COMMITTEE TO STUDY FIELD ON AFTER-TREATMENT  
OF INFANTILE PARALYSIS, ETC.

Jeremiah Milbank, Chairman  
Henry Pope  
Dr. A. Graeme Mitchell

*W. Warm Springs*

*PSF Warm Springs*

**Georgia Warm Springs Foundation**  
WARM SPRINGS, GA.  
MAKE CHECKS PAYABLE TO MERIWETHER RESERVE, INC.

JUL 23 1936 19

Hon. F. D. Roosevelt,  
The White House,  
Washington, D. C.

In remitting, please tear off coupon and attach to your check. Amount remitted \$

GEORGIA WARM SPRINGS FOUNDATION

YOUR MEMO. DATE PAID 19 CHECK NO. AMT. OF CHECK \$

286 REMINGTON RAND INC-17 229-896-26

DATE	DESCRIPTION	FOLIO	CHARGES	CREDITS	BALANCE
7/17	Balance forwarded				576.31
21	Repairs to two light fixtures in Mrs. James Roosevelt Cottage		1.70		578.01
22	Ck. #4432 Haas, Howell & Dodd Supplemental contract and renewal of fire contract on guest cottage - add. premium		32.63		610.64

PAY LAST AMT. IN THIS COLUMN

THE GEORGIA WARM SPRINGS  
FOUNDATION

50 EAST 42 STREET ' NEW YORK

FRANKLIN D. ROOSEVELT, PRESIDENT

KEITH MORGAN, VICE PRESIDENT

BASIL O'CONNOR, TREASURER

*PSF: Warm Springs*

*file*  
July 24th, 1936.

*Warren 2-36*

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

Dear Mr. President:

Thought you would be interested in seeing the enclosed copies of letters I have written to the Birthday Ball chairmen at Houston, Texas and San Juan, Puerto Rico.

This is one of the endeavors we have now started to recover some of the money lying around the country as a result of previous Birthday Balls, which has not been used and which can be put to good use on a specific program at Warm Springs.

With my best,

*Keith*

KM:F

enc. -2

PSF: Warm Springs

July 24th, 1936.

Honorable Chester Bryan,  
Houston,  
Texas.

My dear Judge Bryan:

You will recall that as per our telephone conversation of several months ago, as a result of which you were going to send \$1,000 to be applied to Houston's credit for the 1936 Birthday Ball, you said this left you a balance of around \$2,000 and that if by the middle of July no further needs developed locally, you would consider presenting this \$2,000 to the Foundation.

Inasmuch as the plans which we have approved and on which we are now hard at work, are very broad in scope, we are in a position to accept this \$2,000 on the following basis:

That it be earmarked specifically for treating any patients from Houston having the recommendation and approval of your local orthopaedic doctors.

Of course, on such an arrangement, the Foundation would charge any patients from Houston the minimum amount, thereby enabling us to stretch out the amount of treatment at Warm Springs which could be given to Houston residents.

Our medical policy now includes the acceptance as guests of the Foundation physiotherapists, orthopaedic doctors, brace-makers, etc., without cost to the communities so in addition to the service which would be rendered from time to time to patients from Houston, you also have the privilege of the above. So far quite a number of cities have taken advantage of this and in this way we feel that we can aid in the local problem by assisting in extending the knowledge obtained at Warm Springs to as many of those connected with the medical phase of Infantile as it is possible so to do.

Looking forward to hearing from you soon, I am,

Very sincerely yours,

Keith Morgan.

KM:F

July 31st, 1936.

Miss Josefina Llobet,  
Colon Street,  
Santurce, Puerto Rico.

PSF: Warm Springs

Dear Miss Llobet:

I have just returned from an extended trip and find the correspondence referred to me by Mr. Arthur Carpenter.

I have read over your letters with great interest and realizing the keen desire which you have to see that constructive work is done for the Infantile Paralysis problem in Puerto Rico, we are anxious to be of any assistance to you that we can.

Since there has been considerable discussion about the advisability of either sending doctors here for further study or sending people from Warm Springs to Puerto Rico, perhaps we might work out a solution both practical and immediately available.

At the present time, with the vast amount of work called for by our national program and our work at Warm Springs, I strongly doubt whether there is anybody available from our brace-maker's, medical, or other departments to come to Puerto Rico as these people are all highly trained and extremely difficult to replace.

I can also well understand what you are up against when it comes to selecting enough people to come to this part of the world for study, from the limited trained personnel on which you have to draw.

Therefore, why could we not do it this way?

You have approximately \$6,000. Why don't you send this money to us to be set aside as a Puerto Rican fund? This money will be specifically set apart from all other funds by the Trustees and will be kept on deposit and invested in say government bonds, thereby providing a little interest, the sum total of which will be used exclusively to:

- 1: Treat any patients that you might care to send, who are acceptable to the medical department.
- 2: Pay the expenses of any young doctor, orthopedist, or physiotherapist that you may want to send to the Foundation for special study.

This will give you a substantial nest-egg and, after the President is re-elected, in the next four years, you will be able to build up this fund to a substantial proportion and I am sure that everyone in Puerto Rico will be very happy to know that their money is to be administered by the Board of Trustees, of which Franklin Delano Roosevelt is the President.

As a matter of fact, if you think well of this idea, I am sure that I can get the Trustees to agree to accept Puerto Rican patients at a much lower cost than the average patient. It will insure that your money will go as far as it is possible to stretch it.

The thought occurred to me that you might personally be very happy in this arrangement because thereby not only would a constructive job be done for Puerto Rico, but the money would be out of your hands and therefore, you would be free from any differences of opinion that might arise from time to time among your committee members.

referred to me  
I have just let  
Dear Miss Gordon  
Justice, Inc.  
Colon Street,  
New Orleans  
-2

PSF: Warm Springs

Looking forward to hearing from you soon, I am,

Sincerely yours,

Keith Morgan.

KM:F



PSF.  
Warm Springs  
y

July 30, 1936

Dear Mr. Moore:

Enclosed is check for \$125.00  
which covers the pay-roll and expense  
account for July, 1936.

Very truly yours,

M. A. LeHand  
PRIVATE SECRETARY

Otis Moore, Esq.,  
Roosevelt Farms,  
Warm Springs,  
Georgia.

Enclosure Check for \$125.00

PTL:ngm

Roosevelt Farm-- Warm Springs, Ga.

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m

Payroll & expense a/c for July, 1936

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Otis Moore, Foremans salary-----	\$ 75.00
2 Negro wages hands -----	50.00
Total -----	<u>\$125.00</u>

*Otis Moore*

PSF: Warm Springs

August 11, 1938.

Dear Otis:-

I have not had a chance to thank you for your letter of July ninth, as it came just as I was starting on my cruise.

I do hope you have had rain since then and that the corn and velvet beans are coming through. Also, that you can get some hay.

Are you selling any grapes?

I am glad that you are getting the saw mill paid for. When that is done we can, I hope, cut enough timber to bring us in a definite annual income.

I see no reason why we should buy from the city of Manchester the waste land west of the new road, especially at ten dollars (\$10.00) an acre -- and I do not think it is worthwhile to buy Gordon Wallace's tract unless you think we could put it into permanent pasture for the cattle.

In regard to the city of Manchester land, forty or fifty acres, if you really think it is a good buy for a one horse farm, I would be willing to go ahead with the purchase of it for you and your boys. But I am wondering if the land is really good enough for cultivation. I have my

doubts about land on top of the mountain, especially  
in view of our experience with dry seasons and soil  
that is too thin to make grass.

Very sincerely yours,

Mr. Otis Moore,  
Warm Springs,  
Georgia.

Early in 1935 it became apparent that the Patients Pool Building needed extensive repairs and additions.

After consultation with Mr. Carpenter - Resident Trustee, the Staff and the Medical Department, an estimate was prepared to cover remedying the worst conditions and the addition of a wing for needed indoor exercise rooms. This estimate totalling \$27,000 was authorized on June 6, 1936.

On June 8, 1935 there was a meeting to review this proposal. There were present Mr. Cason Calloway - Chairman of the Building Committee, Dr. A. Graeme Mitchell, Mr. Keith Morgan, Mr. Arthur Carpenter, Dr. Michael Hoke and Mr. Henry J. Toombs. This meeting concluded it inadvisable to spend \$27,000 on the pool building as this expenditure would neither obtain a permanent building nor adequately provide the Medical Department's needs. Consequently it was decided to stop the proposed work and Mr. Toombs was authorized to prepare preliminary studies of an ideal Patients Pool Building which would in fact provide model facilities. It was also desired that these plans envisage a permanent building, and one involving a minimum of upkeep.

\* \* \* \* \*

A review of the existing conditions at the Patients Pool may be helpful in understanding its problems:

When the present building was built in 1928 there existed the two outside pools and some unfinished frame dressing room buildings. These pools were, in part, the original concrete and masonry pools taken over by the Foundation at its inception and added to subsequently in the cheapest manner possible. The concrete walls, floors and platforms of these pools contain no steel reinforcement, are in part constructed of field stones, occur at varying levels, are badly cracked, have developed leaks in many places, have no scum gutters and are in generally bad condition. It is impossible for these pools to be satisfactorily repaired and while it is possible for them to be used for a time, any permanent revamping of the Patients Pool facilities must necessarily include their rebuilding.

The present indoor pool and surrounding building was built in 1928 and the outside dressing rooms put in a state of passable repair. At that time, the facilities needed required such a large area and the available funds were so limited that it was necessary for it to be executed, in some respects, in an impermanent manner. The defects developed by

Paula -  
Give to me when  
we return

Warm Springs, Ga.  
July 9, 1936

Hon Franklin D. Roosevelt  
Washington D.C.

Dear Mr. Roosevelt:

I thought I'd write you a few lines about the farm and saw mill. I guess you've heard plenty about the drough in different parts of the U.S. It's plenty bad here. We havn't had a drop of rain in 92 days, since the day your train stood on the track here April 8th,. It looks like a complete crop failure, especially out here on the mountain. I still have hopes of making a hay crop, if we can get rain so I can plant some peas.

We have 50 acres of corn planted, and velvet beans, and have a good stand. We have this corn worked out fertlized and in good shape, but it's so dry it is actually dying and drying up. Unless it does rain and we have a chance to put in a hay crop, we're through ploughing.

The cattle are doing fairely well under such conditions. The only thing that saved us with them is that there is so much territory back in the mts. that they're feeding on shubbery and looking very well.

I've had to call on you for three months for the payroll, \$200.00 each, while trying to make this crop, but I have the saw mill going now and hope to be able to take care of the payroll from the first of August on. I bought a few tracts of timber down in the valley around Shiloh, and we're operating the saw mill and selling the lumber to Alexander Lumber Co. in Waverly Hall. I think I'll be able to keep the payroll and also payments on saw mill going while operating. I only have two more payments to make on the saw mill and it'll be paid for.

My idea is to get back into yours and the Foundations timber by Sept., if this complies with your wishes. Lumber prices are holding up well.

The city of Manchester bought the Philips lot of land across the road in front of us, that we bargained for, for the water rites. I didn't like just the way it was handled. I figure they gave us a sort of dirty deal. The road grading is under way now. They hope to have it finished by November.

I.H. Davis, Mayor of Manchester, has offered to sell us what land that will lie west of the new road, which will amount to about 40 or 50 acres, for the same price they gave, which is \$10.00 per acre, but this is mostly waste land.

This tract has a very nice building site on it where the Knob road will cross the new road. I would like mighty well to have me a little home of my own, and this is a nice place for a country grocery store and probably a filling station, and also have enough land for a nice little one horse farm, which will give my boys something to do. I was wondering if you would pay for this tract of land for me and also let me cut a house out of your timber, and give me a chance to pay for it.

Please let me know about this as several people have their eye on this tract of land.

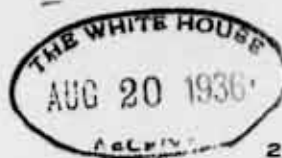
I never wrote you about Gordon Wallawesttract of land with the log cabin on it. He has moved away, and if you remember you authorized me to give him \$900.00 for it, provided I could rent the cabin. I havn't been able to rent the cabin yet but he has agreed to take \$900 for it. Please let me know about this also.

Wishing you much success in your Campaign, I am,

Sincerely yours,

Otis Moore

**HASKINS & SELLS**  
CERTIFIED PUBLIC ACCOUNTANTS



22 EAST 40<sup>TH</sup> STREET  
NEW YORK

*J. Warm Springs*  
August 19, 1936.

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

Honorable Sir:

We enclose herewith one copy of the report dated today on our examination of the recorded cash receipts and disbursements of the National Committee - The 1936 Birthday Ball for the President for the period of activities ended July 31, 1936. Two copies of this report are being rendered to Mr. Keith Morgan, Treasurer, and one copy to each of the following:

Mr. Carl Byoir,  
Mr. Henry L. Doherty,  
Mr. Basil O'Connor.

Yours very truly,

*Haskins Sells*

Enclosure



**NATIONAL COMMITTEE -  
THE 1936 NINETEENTH DAY, FOR THE PRESIDENT**

**REPORT  
ON EXAMINATION OF RECORDED  
CASH RECEIPTS AND DISBURSEMENTS  
FOR THE PERIOD OF ACTIVITIES ENDED  
JULY 31, 1936**

**\*\*\*\*\***

**HASKINS & SELLS**

**HASKINS & SELLS**  
CERTIFIED PUBLIC ACCOUNTANTS

22 EAST 40<sup>TH</sup> STREET  
NEW YORK

August 19, 1936.

National Committee -

The 1936 Birthday Ball for the President,  
New York.

Dear Sirs:

We have made an examination of your recorded cash receipts and of your disbursements, in relation to the accompanying statement thereof, concurrently with the functioning of the staff of your Treasurer for the period from the date of inception of the activities of the Committee to July 31, 1936. In connection with our examination we determined that the recorded cash receipts were in agreement with reports submitted by local committees, that all of the recorded receipts were deposited in bank, and that all disbursements were supported by paid checks, approved vouchers, or other satisfactory evidence. The cash on deposit July 31, 1936, was verified by certifications obtained from The Chase National Bank of the City of New York.

The accounting records and manual of procedure devised by us in connection with the activities of the National Committee for the 1935 Birthday Ball for the President were used by your committee as a basis for its accounting records and procedure. During the course of your activities we conferred with and advised members of your staff in matters relating to the collection, handling, and deposit of funds, and exercised limited supervision over the duties assigned to the staff.

Your Committee was organized pursuant to the consent of President Franklin D. Roosevelt to lend his fifty-fourth birthday, January 30, 1936, as an occasion upon which to hold balls and parties throughout the United States and its possessions for the purpose of raising funds with which to help victims of infantile paralysis. A plan was adopted whereby

seventy per centum of the funds raised was to be retained and used directly by the various local committees in providing care and treatment for those afflicted with infantile paralysis (such funds to be expended within the community or within the nearest geographical unit of which the community is a part), and thirty per centum was to be sent by the local committee to your National Committee for presentation to President Roosevelt, and by him in turn to be presented to Georgia Warm Springs Foundation, Inc.

Individuals and organizations throughout the country made contributions to your Committee, to be added to the funds raised by means of the balls and parties.

Your Committee made available to us its file from which a list was prepared showing as of January 30, 1936, the name and address of the official representative of each local committee which had been authorized and appointed by it. We have ascertained, with respect to this predetermined list of organized local committees, except in 284 instances, either (a) remittances have been received, (b) correspondence or other advice has been received to the effect that no party was held (in some cases because the community represented joined with a neighboring community and the latter sent a joint remittance or because of unfavorable weather conditions), or (c) although a function was held as contemplated the expenses exceeded the receipts.

At July 31, 1936, remittances had been received from 3,106 local committees. With respect to the organized local committees referred to above, we are furnishing to Mr. Keith Morgan, Treasurer, a list of such committees showing the status thereof at July 31, 1936, as disclosed by the files of the National Committee. We are informed by Mr. Morgan that any subsequent collections from these committees will be reported by him in a supplementary accounting and will be turned over to President Roosevelt to be presented to Georgia Warm Springs Foundation, Inc.

In the majority of cases the remittances received from local committees represented 30% of the net proceeds of local parties as reported to the Treasurer of your Committee, but certain remittances aggregating \$6,840.82 represented either 100% of the net proceeds of the related parties, or some percentage in excess of or (in four instances aggregating \$23.61) less than 30%. Many of the local committees which sent remittances in excess of 30% indicated in their reports that it was their desire that your Committee retain the full amount of the remittance. We are informed by Mr. Morgan, Treasurer, that the full amount of the remittances representing percentages other than 30% will be turned over to President Roosevelt to be presented to Georgia Warm Springs Foundation, Inc.

Due to the fact that some of the local committee reports received by the National Committee were not complete in all respects, which condition also prevailed in connection with the functions held in 1935, it is impracticable to determine accurately the total net proceeds of all parties held in connection with the 1936 Birthday Ball for comparison with the total net proceeds of the functions held in 1935 and 1934. Some of the local committees did not report the full net proceeds of parties held but reported only the National Committee's 30% share of the proceeds. In such cases for the purposes of compiling a statistical record, the Treasurer's staff estimated the net proceeds of the parties. Subject to the foregoing, the following is a comparison of net proceeds prepared from the statistical records of the National Committee:

	...1936....	...1935....	....1934.....
	Birthday	Birthday	Birthday
	Ball - To	Ball - To	Ball - To
	July 31,	June 29,	April 26,
	1936	1935	1934
	<hr/>	<hr/>	<hr/>
Number of local committees reporting,.....	3,106	3,482	4,338
Number of local committees not having reported,.....	284	252	38
Total net proceeds of parties (1936 and 1935 partly estimated),.....	<u>\$572,756.85</u>	<u>\$750,856.92</u>	<u>\$1,003,173.41</u>

Other receipts as recorded in the respective years were as follows:

	...1936....	...1935....	....1934.....
	Birthday	Birthday	Birthday
	Ball - To	Ball - To	Ball - To
	July 31,	June 29,	April 26,
	1936	1935	1934
Telegraphic greetings,.....		\$ 53,520.93	
Contributions,.....	\$ 18,836.36	22,022.97	\$ 46,404.04
American Industries Division dinner (net),.....		15,124.93	
Total,.....	\$ 18,836.36	\$ 90,668.83	\$ 46,404.04

In our opinion the accompanying statement and supporting schedule set forth the recorded cash receipts and the disbursements of the National Committee - The 1936 Birthday Ball for the President for the period of its activities ended July 31, 1936, and the balance of cash on deposit and on hand at that date.

Yours truly,

*Hastings Sells*

NATIONAL COMMITTEE - THE 1936 BIRTHDAY BALL FOR THE PRESIDENT

STATEMENT OF RECORDED CASH RECEIPTS AND DISBURSEMENTS  
FOR THE PERIOD OF ITS ACTIVITIES ENDED JULY 31, 1936

RECEIPTS:

Share of proceeds of balls and other parties, exclusive of portion retained by local committees for use in their immediate communities (see supporting schedule),.....	\$176,278.92
Contributions,.....	<u>18,836.36</u>
Total receipts,.....	\$195,115.28

DISBURSEMENTS FOR EXPENSES:

Compensation of temporary clerical staff,.....	\$26,823.12
Stationery and printing,.....	14,341.04
Telephone and telegraph,.....	11,944.48
Postage,.....	8,469.50
Newspaper clippings and photographs,.....	3,138.38
Travel and other expenses of individuals serving without salary,.....	1,638.14
Travel and other expenses of staff,.....	1,529.61
Rent of office equipment,.....	1,518.71
Miscellaneous,.....	<u>1,460.09</u>
Total disbursements for expenses,.....	<u>70,863.07</u>

EXCESS OF RECEIPTS OVER DISBURSEMENTS FOR EXPENSES:

On deposit - The Chase National Bank of the City of New York:	
Account A,.....	\$31,941.51
Account B,.....	92,093.30
On hand,.....	<u>217.40</u>
	<u>\$124,252.21</u>

NOTE:

On the instructions of the National Committee, Account B is restricted, subject to withdrawal by the Treasurer only to the name of President Franklin D. Roosevelt, with the exception that the Treasurer may transfer funds from Account B to accounts in other banks which he may designate, such accounts to be subject to similar restrictions.

NATIONAL COMMITTEE - THE 1936 BIRTHDAY BALL FOR THE PRESIDENT

SCHEDULE, BY STATES, TERRITORIES, ETC.,  
SHOWING THE NUMBER OF LOCAL COMMITTEES  
WHICH HAVE REMITTED AND THE AMOUNTS OF REMITTANCES

	NUMBER OF LOCAL COMMITTEES	AMOUNT OF REMITTANCES
STATES:		
Alabama,.....	34	\$ 898.06
Arizona,.....	36	1,447.62
Arkansas,.....	41	1,172.40
California,.....	142	9,921.38
Colorado,.....	40	2,634.61
Connecticut,.....	40	3,202.59
Delaware,.....	5	246.71
Florida,.....	77	3,045.88
Georgia,.....	60	3,060.51
Idaho,.....	47	1,337.44
Illinois,.....	140	15,388.59
Indiana,.....	76	3,585.55
Iowa,.....	83	1,903.38
Kansas,.....	91	2,457.77
Kentucky,.....	48	1,631.77
Louisiana,.....	19	722.46
Maine,.....	29	859.48
Maryland,.....	18	2,704.95
Massachusetts,.....	98	10,025.93
Michigan,.....	108	10,528.61
Minnesota,.....	144	2,450.87
Mississippi,.....	43	1,076.47
Missouri,.....	65	4,358.24
Montana,.....	73	2,922.32
Nebraska,.....	53	942.72
Nevada,.....	16	1,142.71
New Hampshire,.....	18	541.35
New Jersey,.....	47	5,576.66
New Mexico,.....	33	1,093.84
New York,.....	131	12,257.84
North Carolina,.....	62	2,509.99
North Dakota,.....	72	1,282.77
Ohio,.....	149	7,370.06
Oklahoma,.....	70	2,113.69
Oregon,.....	43	2,124.55
FORWARD,.....	2,251	\$124,539.77

(Continued) - 1.

the intervening years are in the main due to the wooden construction which has seriously deteriorated from the excessive moisture which occurs under the building. The floor timbers have been patched in many places and if the use of the present building is continued the entire wooden floor must be replaced by concrete. The walls and windows also have suffered from the high humidity in the building. The heating system is inadequate - a condition made worse by leaking walls and windows. The interior finish is such that it is difficult, if not impossible, to keep the building in an entirely clean and sanitary condition.

In addition to these factors, the facilities no longer adequately fulfill their purpose. Dressing rooms need revision in size and number and should be relocated to avoid the noise incident to existing arrangement; an indoor play pool is needed, a covered loading platform for the bus, a larger waiting room and a number of indoor exercise rooms are needed together with other facilities which will be enumerated.

\* \* \* \* \*

On August 21, 1935 a meeting of the Building Committee reviewed a number of preliminary studies prepared by the Architect and authorized at the previous meeting. There were present Mr. Cason Calloway, Mr. Keith Morgan, Dr. A. Graeme Mitchell, Dr. Michael Hoke, Mr. Henry Hooper, Mr. John C. Hegeman and Mr. Henry J. Toombs.

These preliminary studies were based on a program of requirements formulated in collaboration with the Medical Department, Staff, Patients, Engineers, Geologists and others. Mr. Toombs was authorized to visit and make studies of many of the most modern pools and accompanying facilities in the north. Dr. C. E. Irwin - Resident Orthopedic Surgeon, and Miss Alice Lou Plastridge - Chief Physiotherapist, visited Dr. Lowman's hospital in Los Angeles to observe treatments there and equipment used. The resulting program covered the revamping of the existing pool facilities and the rebuilding of the present Patients Pool Building. It also covered the working out of a more adequate handling of the water from the springs; and a heating system for both raising the temperature of the water and heating the building.

After extended discussion of the requirements and problems involved, a plan embodying both the Medical Department's requirements, and suggestions from the meeting, was approved. The Architect,



NATIONAL COMMITTEE - THE 1936 BIRTHDAY BALL FOR THE PRESIDENT  
 SCHEDULE, BY STATES, TERRITORIES, ETC.

	NUMBER OF LOCAL COMMITTEES	AMOUNT OF REMITTANCES	
STATES - (Forward),.....	2,251	\$124,539.77	
Pennsylvania,.....	196	13,633.65	
Rhode Island,.....	13	2,387.38	
South Carolina,.....	36	1,419.55	
South Dakota,.....	58	1,011.06	
Tennessee,.....	38	2,568.86	
Texas,.....	159	8,984.14	
Utah,.....	27	1,101.49	
Vermont,.....	18	630.80	
Virginia,.....	40	2,195.50	
Washington,.....	65	2,933.60	
West Virginia,.....	47	2,836.07	
Wisconsin,.....	109	3,543.10	
Wyoming,.....	28	862.01	
Total states,.....	<u>3,085</u>		\$168,646.98
DISTRICT OF COLUMBIA,.....	<u>1</u>		5,511.36
TERRITORIES, ETC.:			
Alaska,.....	14	\$ 527.08	
Hawaii,.....	2	296.33	
Panama Canal Zone,.....	1	95.13	
Philippine Islands,.....	1	430.10	
Puerto Rico,.....	1	708.38	
Virgin Islands,.....	1	63.56	
Total territories, etc.	<u>20</u>		<u>2,120.58</u>
* TOTAL,.....	<u>3,106</u>		<u>\$176,278.92</u>

GEORGIA WARM SPRINGS FOUNDATION, INC.

120 BROADWAY

NEW YORK

PRESIDENT  
HON. FRANKLIN D. ROOSEVELT  
TREASURER  
BASIL O'CONNOR

PSF  
Warm Springs

File  
Warm Springs

August 28, 1936.

To the Board of Trustees of

GEORGIA WARM SPRINGS FOUNDATION, INC.,

Gentlemen:

Enclosed herewith is consolidated balance sheet  
and income account of Georgia Warm Springs Foundation, Inc.,  
and Meriwether Reserve, Inc., for the seven months ended July  
31, 1936, before completion of the audit for the year 1935.

Very truly yours,

*Basil O'Connor*

Treasurer.

Encl.

GEORGIA WARM SPRINGS FOUNDATION, INC.,  
and  
MARIWETHER RESERVE, INC.,

Balance Sheet at July 31, 1956, and consolidation and state-  
ment of income and profit and loss for the seven months ended  
July 31, 1956, and consolidation - before audit for year 1956

<u>ASSETS</u>	<u>Total</u>	<u>Georgia Warm Springs Foundation, Inc.</u>	<u>Meriwether Reserve, Inc.</u>
Cash	\$ 58,232.87	\$ 49,083.32	\$ 9,149.55
Patients' Aid Endowment Fund	15,782.64	15,782.64	
Fund #1 - Cash	31,143.84	31,143.84	
" #2 - Cash	64,633.93	64,633.93	
" #2 - H.O.L.C. 3's-52-\$500,000.	490,468.75	490,468.75	
" #3 - Cash	14,321.94	14,321.94	
Other Current	59,468.50		59,468.50
Investments	13,203.00	13,203.00	
Property - less depreciation	776,996.35		776,996.35
Cash surrender value life insurance	75,818.50	75,818.50	
Deferred assets & charges	13,034.72		13,034.72
Meriwether Reserve, Inc.		858,443.44	858,443.44 (a)
	<u>\$1,613,105.04</u>	<u>\$1,612,899.36</u>	<u>\$ 205.68</u>
 <u>LIABILITIES</u> 			
Current	\$ 32,582.33	\$ -	\$ 32,582.33
Notes payable	133,000.00	10,000.00	123,000.00
Reserve funds	616,351.10	616,351.10 (c)	
Reserves & deferred credits	23,724.58		23,724.58
Principal	807,447.03	1,035,793.49	228,346.46
Capital stock		49,245.23 (b)	49,245.23 (b)
	<u>\$1,613,105.04</u>	<u>\$1,612,899.36</u>	<u>\$ 205.68</u>

(a) Amount due to Georgia Warm Springs Foundation, Inc.,  
from Meriwether Reserve, Inc., eliminated.

(b) Capital stock of Meriwether Reserve, Inc., held by  
Georgia Warm Springs Foundation, Inc., eliminated.

(c) See Schedule "A."

<u>INCOME</u>	<u>Total</u>	<u>Georgia Warm Springs Foundation, Inc.</u>	<u>Mariwether Reserve, Inc.</u>
Donations - general	\$ 58,096.08	\$ 58,096.08	\$
"    - Patients' Aid	237.27	237.27	
Interest	-	-	
Dividends	675.00	675.00	
Operating - net	<u>71,393.66</u>		<u>71,393.66</u>
	<u>\$ 12,385.31</u>	<u>\$ 59,008.35</u>	<u>\$ 71,393.66</u>
 <u>EXPENSES</u> 			
Campaign	\$ 6,186.63	\$ 6,186.63	\$
Administrative and general	3,030.50	3,030.50	
	<u>\$ 9,217.13</u>	<u>\$ 9,217.13</u>	<u>\$</u>
 <u>NET INCOME - July 31, 1936</u>	 <u>\$ 21,602.44</u>	 <u>\$ 49,791.22</u>	 <u>\$ 71,393.66</u>
<u>PRINCIPAL - January 1, 1936</u>	<u>625,832.52</u>	<u>986,002.27</u>	<u>360,169.75</u>
<u>Add to principal - transferred from Fund #3</u>	<u>167,236.20</u>		<u>167,236.20</u>
<u>Add to principal - transferred from Fund #2 - 1936</u>	<u>35,980.75</u>		<u>35,980.75</u>
 <u>PRINCIPAL - July 31, 1936</u>	 <u>\$807,447.03</u>	 <u>\$1,035,793.49</u>	 <u>\$228,346.46</u>

SCHEDULE A

GEORGIA WARM SPRINGS FOUNDATION, INC.,

Reserves - special funds

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

Arthur Carpenter, salary	\$13,750.00		
" " expenses	5,843.92		
Keith Morgan, salary	19,000.00		
" " office expenses	5,165.58		
" " advance - expenses	2,000.00		
Ohio Survey	5,446.78		
Dr. Hubbard - salary	10,833.24		
" " expenses	1,215.08		
Dr. Park	<u>21,000.00</u>	<u>84,254.60</u>	\$ 31,143.84

FUND #2

\$500,000. H.O.L.C. 3-52		\$490,468.75	
Cash		159,531.25	
Interest received		23,000.00	
Patients' Aid donations		<u>13,004.00</u>	
			\$686,004.00

Patients' Aid	\$113,423.19		
Surgical appliances	9,279.73		
Guest accounts	2,593.58		
Dr. Mitchell	<u>5,604.82</u>	<u>130,901.32</u>	\$555,102.68

SCHEDULE A

FUND 43

Allocated

\$253,030.08

Insurance loans and interest	\$46,740.87		
Units A and B	44,723.76		
"    "    "    " - Architect's fee	5,000.00		
"    "    "    " - Furnishings	7,844.85		
Workshop & storeroom	2,145.27		
Employees' quarters	8,760.43		
Mothers & Children's Building - Architect	252.15		
Infirmery - Architect	500.00		
Purchase of Trustees' House	15,909.46		
Alter patients' pool	6,210.86		
Fire insurance	7,665.92		
Demolish Inn	3,500.00		
Life insurance	20,883.64		
Capital expenditures - 1934	6,557.86		
"    "    "    " - 1935	6,523.53		
Operating deficit	38,000.00		
Repair cottages	5,002.96		
"    brace shop	208.05		
Comerford Theatre	452.31		
Heating and ventilating	8,000.00		
Remodel cottage	629.00		
Repair negro dormitory	296.79		
Oven	575.00		
Repairing Aerocar	1,150.00		
Auto	400.00		
New chlorinator	950.00		
Building fund	347.43		
Repairing public pool	1,500.00	238,708.14	\$ 14,321.94

PATIENTS' AID ENDOWMENT FUND

15,782.64

\$616,351.10

GEORGIA WARM SPRINGS FOUNDATION, INC.

120 BROADWAY  
NEW YORK

PRESIDENT  
HON. FRANKLIN D. ROOSEVELT  
TREASURER  
BASIL O'CONNOR

PSF  
Warm Springs

August 31, 1936.

File

Cason Callaway, Chairman,  
Leighton McCarthy,  
Hon. Franklin D. Roosevelt,

Gentlemen:

At the meeting of the Board of Trustees held on May 26, 1936, you were appointed a Committee to conduct further study of report on charges for patients and financial and business administration.

For your consideration in connection with this subject I enclose a copy, as prepared by Mr. Hooper, of the summary of the revenues accruing from the patients enrolled under the present rates and what these revenues would be if based on new rates proposed by Mr. Hooper. Following is a quotation from Mr. Hooper's letter to me enclosing these schedules:

"You will notice that the total number of patients as of September 30th and as of October 31st is considerably below the existing number. We do not anticipate this holding true, but in calculating forward prospects, we are so much better informed of the intentions of patients who are about to leave than we are of those about to enter for treatment that a decline in the number results from our estimates. Possibly you will note also that the differential between revenues according to the new rates and the old rates increases as former patients return in October. This month brings the return of several of our patients in the higher brackets."

Very truly yours,

*Basil O'Connor*

Treasurer.

Encl.

PRESENT AND ACCEPTED PATIENTS

FINANCIAL AND RATE CLASSIFICATION - August 1, 1936

Home State	Name of Patient	Present Pay Classification	Age	Treatment Period to Date	Entered - Departed	Accommodations - Present	Prob. Program	Present Rates	Est'd. Ability to Pay	Cont. Rent
								Maint. Med. Maint. Med. Maint. Med.		
New York	Edward Allen Jr.	FP	23	1-7-36	8-8-36	Colony		17. 22.	B-18.90	C 32.00
Porto Rico	Jose Alvarez	YA	8	7-5-35		Colony	Lv. Aug.	0. 0.	Aid 3.50	0.
Tenn.	Charles L. Arnold	YA	27	(4-4-36) (6-18-36)	6-8-36	Colony		0. 0.	Aid 0.	0.
Florida	Robert H. Beer	YA	14	6-5-36		Colony		0. 0.	Aid 0.	0.
Mass.	Edward H. Barker	FP	30	10-21-35		Cottage #8		0. 22.	Cot.	C 19.60 10.00
Maine	Walter A. Boyer	FP	26	(6-20-35) (6-15-35) (7-3-36)	8-1-35 7-30-35	Colony	Lv. Sep.	17. 22.	B - 18.90	B 42.
New York	Horfleet Blaine	FP	11	7-2-36		Colony		17. 22.	C - 15.40	C 23.60
Maine	George M. Briggs	FP	13	(11-25-35) (12-9-34) (12-5-35)	5-31-34 6-13-35	Cot. #7		0. 22.	Cot	C 35.00 12.00
Ohio	Gladys I. Buchler	YA	35	5-11-36		Col.		0. 0.	Aid 0.	0.
Maryland	Anita C. Bulmer	FP	21	(1-29-34) (5-18-36) 5-18-36	6-22-34	109	Lv. Oct.	23. 22.	B 18.90	B 42.
	Attendant					"	"	15. 0.	C 15.40	
New York	Lois Burrill	FP	14	4-3-36		201		30. 22.	B 18.90	B 42.
	Attendant			4-3-36		"		15. 0.	C 15.40	
Connecticut	Lawrence Burns	FP	10	7-6-36		Cal.		17. 22.	C 15.40	C 23.60
Alabama	Fred Bush	YA	7	12-18-35		Inf.		0. 0.	Aid 3.50	0.
Georgia	Marion Cain	YA	23	8-2-35		Cal.		0. 0.	Aid 0.	0.
Mass.	Claire Carven	FP	35	(3-5-34) (9-11-34) (3-7-36)	6-15-34 10-5-35	1-B		17. 22.	C 15.40	C 23.60
	Attendant					"		15. 0.	C 15.40	0.
Va.	R. A. Castleman	FP		7-11-36	8-5-36	Col.		17. 0.	B 18.90	0.



Home State	Name of Patient	Present Pay Classification	Age	Treatment Period to Date		Accommodations Present	Present Rates : Program : Maint Meds : Maint.	Est'd. Ability to Pay : Cot			
				Entered	Departed			Maint	Med.		
Texas	M. S. Caudle	FA	22	7-14-36	---	Colony	0.	0.	Aid 3.50	0.	
Mich.	Edward Clark	FA	32	5-27-36	---	Colony	0.	0.	Aid 3.50	0.	
Texas	Edward P. Congdon	FP	12	(6-19-34 5-7-35 6-10-36)	(2-1-35 9-1-35 8-10-36)	Village	0.	22.	Vil.	C 3.60	
Pennsylvania	Harold Craft	FA	24	1-23-36	---	Colony	15.	0.	E 15.40	E 3.60	
New York	Vincent Curran	FA	30	2-1-36	---	Colony	0.	0.	Aid 3.50	0.	
Illin.	Pauline E. Deunt	FP	29	(2-11-34 3-2-35 5-1-36)	(8-9-34 7-6-35 8-15-36)	Colony	17.	22.	C 15.40	C 23.60	
S. Car.	Mrs. W. C. Dent	FA	24	6-7-36	---	Col. (2 Operations, 2 Plasters, Braces, Corset)	0.	0.	Aid 0.	0.	
La.	Norma Ann Desauche	FP	9	6-20-36	---	Cot. #5 Lv. Sep.	0.	22.	Cot.	C 35.00 18.	
Ind.	Frank A. Dickey	FA	30	5-1-36	---	Col.	0.	0.	Aid 0.	0.	
N. Y.	Shirley Ellenbogen	FP	17	(12-23-33 6-17-35 7-2-36)	(9-2-34 9-2-35 ---	Col.	Lv. Sep.	17.	22.	C 15.40	C 23.60
Ala.	Doris Sverage	BB FA	14	5-20-36	7-5-36	Col.	" Aug.	0.	0.	Aid 0.	0.
N. Y.	Milton Fescher	FA	29	5-18-36	---	Col.	17.	2.50	E 15.40	E 3.60	
N. Mex.	PEGGY Farnsworth	FP	13	(7-12-34 5-11-35 6-11-36)	(11-28-34 11-28-35 ---	Col.		17.	22.	C 15.40	C 23.60
Iowa	Morris Faldan	FP	10	(6-15-35 1-18-36)	3-10-36 ---	Col.	"	17.	22.	C 15.40	C 23.60
Pa.	Caroline Ferguson	FP	15	(1-15-34 6-25-35 7-3-36)	(12-11-34 6-27-35 ---	"		17.	22.	C 15.40	C 23.60
Idaho	Wayne Gibson	FA		2-1-36	---	"		17.	2.50	E 15.40	E 3.60
Indiana	Robert Flege	FP	11	(6-1-34	11-1-34	Cot. _ Lv. Sep.	0.	22.	Cot.	C 22.00 18.	

Home State	Name of Patient	Present Pay Classification	Age	Treatment Period to Date		Accommodations Present	Present Rates		Est'd. Ability to Pay		Cott. Maint.	Cott. Medic.	Rent
				Entered	Departed		Maint.	Med.	Maint.	Medic.			
Missouri	Peggy Fisher	FP	15	2-21-36	---	Infirmary	17.	8.	D 15.40	D 10.60			
Alabama	Tony Fitzpatrick	FP	14	(7-16-34 6-21-34 7-2-36)	(9-17-34 9-25-35 ---	Colony	17.	22.	C 15.40	C 23.60			
Oklahoma	Walter T. Florence	PA	12	(9-18-34 7-20-36)	(3-6-35 ---	Infirmary	17.	8.	E 15.40	E 3.60			
N. Car.	Jeep Fonda	PA	6	(5-30-36 7-16-36)	(7-9-36 ---	Colony	17.	2.50	H 15.40	H 3.60			
N.Y.	Alex. Glenn	FP	13	10-5-35	---	Amory Cot.	0.	22.	Cot.	C 22.			23.
	Margart Gebbe	PA	12	2-20-36	---	Inf.	0.	0.	Aid 3.50	0.			
N.Y.	Carol Greenfeld Attendant	FP	12	6-29-36 6-29-36	---	210 309	30. 33.	22. 0.	B 18.90 33.	C 33.10 0.			
Mich.	Phillip Hamilton	FP	21	(1-6-34 1-9-35 1-5-36)	(7-9-34 7-6-35 8-15-36)	106	20.	22.	B 18.90	B 12.00			
Ohio	Jewel Hill	PA	26	7-20-35	---	Inf.	0.	0.	Aid 0.	0.			
Ky.	Ruth Carol Keller	PA	14	6-1-36	---	Inf.	17.	8.	D 15.40	D 10.60			
N.Y.	Kenneth Krops	PA	18	7-6-36	8-8-36	Colony	17.	2.50	E 15.40	E 3.60			
Cuba	Mary Luisa Martinez Attendant	FP	17	8-25-35 8-25-35	---	102 101	23. 15.	22. 0.	B 18.90 C 15.40	C 26.10 0.			
Vermont	Jennie Mathowski	PA	20	1-11-36	---	Colony	17.	2.50	E 15.40	E 3.60			
N.Y.	Alice Matteson	PA	12	1-25-36	---	Colony	0.	0.	Aid 0.	0.			
Texas	Mrs. R. F. Moody	FP	32	7-16-35	---	Joseph Cot	Cot.	22.	Cot.	C 22.			20.
Georgia	George Moore	FP	10	(12-8-31 2-17-36)	(10-17-35 ---	Desportes "	Cot.	22.	Cot.	C 22.			14.
Kentucky	Marietta Murphy	FP	30	7-1-36	---	Colony	17.	22.	C 15.40	C 23.60			
Texas	Fatsy Myers	PA	7	7-17-36	---	Colony	0.	0.	Aid 0.	0.			
Georgia	Florine Neal	NEPA	14	5-20-36	---	Infirmary	0.	0.	Aid 0.	0.			

Mr. Toombs, was authorized to develop this scheme into preliminary drawings in cooperation with the Foundation staff, Mr. Hegeman and Engineers. This was done and a preliminary estimate was prepared by Hegeman and Harris Company of New York.

\* \* \* \* \*

This preliminary estimate was presented for consideration by Mr. Hegeman at the time of the President's visit in November, 1935.

The estimate totalled \$143,150 for the building proper, plus \$27,000 which was estimated to cover certain items not possible to define in the drawings at that time - namely:

New Pump House and moving pumps.....	\$1,500.
Excavation work in connection with spring sources	5,000.
Planting.....	2,500.
Equipment for pools.....	1,500.
Display or ornamental work around springs.....	5,000.
Architectural and Engineering costs.....	11,500.

The above total estimated figure was \$170,000.

\* \* \* \* \*

#### WHAT THIS PROPOSED BUILDING INCLUDES

The major elements incorporated in these plans are:  
(see attached plan on next page)

I. The present plant includes an indoor and an outdoor exercise pool. This is a duplication of facilities and the elimination of outdoor exercise pool was seriously considered. It was protested by staff of Medical Department and patients that this outdoor exercise pool was most desirable for summer use. It kept the patients in open air, gave them more sun, was cooler and on account of the pleasant surroundings was psychologically very worth while. For these reasons both pools were retained in plans.

State	Name of Patient	Present Pay	Age	Treatment Period to Date		Accommodations	Present Rates		Est'd. Ability to Pay		Cottage
		Classification		Entered	Departed	Present	Maint.	Med.	Maint.	Med.	Rentals
Ariz.	Ethel Nielson	PA	18	2-28-36	---	Colony	17.	2.50	E 15.40	E 4.10	
Alabama	H. L. Morris	FP	37	6-11-36	---	Curtis Cot	0.	22.	Cot	C 22.	15-45
Oregon	Eltan Petri	PA	24	6-6-36	---	Infirmary	0.	0.	Aid 0.	0.	
W. Va.	Mary Farley Petri	PA	23	7-4-36	8-12-36	Colony	0.	0.	Aid 0.	0.	
N.Y.	Virginia Pond	PA	10	3-15-36	---	Colony	17.	2.50	E 15.40	4.10	
Florida	Jack Reid	FP	18	7-20-36	---	Colony	17.	22.	C 15.40	C 23.60	
Virginia	Gilbert Reynolds	PA	25	5-19-36	---	Colony	0.	0.	Aid 0.	0.	
Tennessee	Basil Richmond	FP	16	4-27-36	---	Colony	17.	22.	C 15.40	C 23.60	
Iowa	Mirima Roder	FP	13	6-9-36	---	Colony	17.	22.	C 15.40	C 23.60	
N.Y.	Robert Rosenbaum	FP	9	1-12-36	---	Denkinger	0.	22.	Cott.	C 25.	20.46
Pa.	Billy Schumaker	FP	13	(12-28-35) (11-17-34) (7-17-36)	7-30-34 6-10-35 ---	Colony	17.	8.	D 15.40	D 10.60	
N. Y.	Adrienne Schafren	FP	11	(10-6-34) (2-5-38)	12-12-35 ---	Colony	17.	22.	C 15.40	C 34.60	
Vermont	Virgil Scott	PP	22	2-27-36	---	Colony	17.	2.50	E 15.40	E 3.60	
N.Y.	Marie Sibrava	PA	19	5-1-36	---	Colony	0.	0.	Aid 3.50	0.	
Wash.	Margretta Smith	FP	19	7-8-35	8-12-36	Colony	17.	22.	C 15.40	C 23.60	
D.C.	Robert J. Walker	FP	21	(10-6-35) (1-21-36)	1-1-36 ---	Kress	20.	22.	B 18.90	C 31.10	
Georgia	Gerald Walters	FP	16	(2-18-35) (7-2-35) (12-27-35) (8-8-36)	4-4-36 8-28-35 1-3-36 8-15-36	Colony	17.	22.	D 15.40	D 10.60	
S. C.	Rutledge Webb Attendant	FP	11	5-26-36 5-26-36	---	Kress "	30. 15.	22.	B 18.90 C 15.40	C 32.70 0.	

State	Name of Patient	Present Pay Classification	Age	Treatment Period to Date		Accommodations Present	Present Rates			Est'd. Ability to Pay		Cottage Med. Rentals
				Entered	Departed		Maint.	Med.	Maint.	C	E	
Nebr.	Lucile Westcott	PA	24	6-2-36	---	Colony	0.	0.	Aid 3.50	0.		
Georgia	James Williams	PA	18	10-24-35	8-10-36	Colony	0.	0.	0.	0.		
N.H.	Peter Woodbury	FP	9	20-25-34 3-18-36	8-10-36 ---	Cot.	0.	22.	Cot.	C 22.		17.28
Illinois	Lorraine Yeak Attendant	FP	7	5-27-36	---	Kress	25.	22.	C 15.40	C 29.00		
				5-28-36	---	"	15.	0.	C 15.40	0.		
N.Y.	Gale Zarako	PA	11	7-15-36	---	Colony	17.	2.50	E 15.40	E 3.60		
La.	Jean Ricou	FP	8	4-10-36	---	Cottage	0.	22.	22.00	A 52.00		17.28

**PRESENT RATES - Per Week**

**RECOMMENDED RATES - Per Week**

STANDARD - If attainable average of Patients obtained at proposed rates

Financial Group	Maintenance	Medical	Total	Financial Group	Maintenance	Medical	Total	Maintenance	Medical	Total
<b>As August 1</b>										
Full Pay	(30) 956.	(11) 832.	1,408.	A	x	(1) 52.	52.	(11) 75.60	(10) 980.	505.60
Part Aid	(12) 202.	(12) 35.50	210.50	B	(11) 189.	(1) 168.	357.	(6) 113.40	(10) 480.	303.40
Full Aid	(23) 0.	(23) 0.	0.	C-B	(16) 216.40	(35) 217.80	434.20	(14) 250.60	(20) 392.	642.60
Attendants	(7) 125.		125.	D-C	(1) 61.60	(1) 12.40	74.	(21) 325.40	(23) 213.80	539.20
				D-B	(11) 169.40	(11) 40.60	210.	(22) 338.80	(25) 90.	428.80
				Aid	(25) 22.	(25) 0.	22.	(25) 70.	(25) 0.	70.
Total	(72) 881.	(76) 890.50	1771.50	Attendants	(7) 125.40	0.	125.40	(14) 61.60	0.	61.60
				Total	(72) 819.80	(76) 1120.80	1940.60	(96) 1233.40	(113) 1665.80	2899.20
				Increase from New Rates	61.20	230.30	169.10			

<b>As September 30.</b>										
Full Pay	(21) 403.	(29) 602.	1005.	A	(0) 0.	(2) 104.	104.			
Part Aid	(12) 202.	(12) 48.50	250.50	B	(7) 113.40	(2) 84.	197.40			
Full Aid	(22) 0.	(22) 0.	0.	C-B	(13) 200.80	(25) 619.40	819.60			
Attendants	(7) 125.	x	125.	D-C	(2) 30.80	(2) 21.80	52.			
				E	(11) 169.40	(11) 40.60	210.			
				Aid	(22) 31.50	(22) 0.	31.50			
Total	(62) 728.	(63) 650.50	1378.50	Attendants	(7) 154.80	x	154.80			
				Total	(62) 700.10	(64) 869.80	1569.30			
				Increase from New Rates	27.90	218.70	190.80			

<b>As October 31</b>										
Full Pay	(19) 376.	(31) 660.	1036.	A	(0) 0.	(3) 156.	156.			
Part Aid	(10) 168.	(10) 43.50	211.50	B	(7) 113.40	(3) 126.	239.40			
Full Aid	(22) 0.	(22) 0.	0.	C-B	(12) 184.80	(26) 653.90	838.70			
Attendants	(8) 137.	x	137.	D-B	(1) 15.40	(1) 10.60	26.			
				E	(9) 138.60	(9) 33.40	172.			
				Aid	(22) 31.50	(22) 0.	31.50			
Total	(59) 681.	(63) 703.50	1384.50	Attendants	(8) 168.80	x	168.80			
				Total	(59) 652.50	(64) 979.90	1632.40			
				Increase from New Rates	28.50	276.40	247.90			

**EXPECTED PATIENTS  
FINANCIAL AND RATE CLASSIFICATION**

Home State	Name of Patient	Date Expected	Pay Group	Former Treatment Periods		Accommodations	Probable Program	Present Rates			Estimated Ability to
				Entered	Departed			Maint.	Med.	Maint.	
Georgia	Howard Peak	by 9-1-36	FA	---	---	Infirmary	Plaster	0.	0.	Aid 3-50	
N. Y.	Althea Berkel	by Sept.	FA	---	---	Colony	Complete	0.	0.	Aid 0.	
Ohio	Boris Hessel	"	FA	---	---	Colony	Complete	17.	22.	B 15.40	B
Texas	Holman Taylor, Jr.	"	FP	6-19-35	8-21-35	Cottage	Physiotherapy	0.	22.	**	C
N. J.	C. H. Fletcher Riley	"	FP	(12-7-34) (10-8-35)	7-13-35 7-5-36	"	Complete	0.	22.	**	A
N. Y.	Virginia Palmateer	"	FP	7-28-34	7-2-36	Colony	Physiotherapy	17.	18.	C 15.40	C
Ill.	Gerald Deal	8-12-36	FA	---	---	Colony	" & Surgery	0.	0.	Aid 0.	
Mo.	Charles Kelly	8-5-36	FA	---	---	Colony	General	0.	0.	Aid 3-50	
Ca.	Rebecca Matthews	8-5-36	FA	(7-17-34) (1-4-35) (7-23-35)	11-14-34 8-21-35 8-5-35	Infirmary Colony	Follow-up Braces	0. 17.	0.	Aid 0. B 15.40	B
Ca.	Grace Vaughn	8-11-36	FP	7-7-36	7-11-36	Infirmary	Complete	20.	22.	C 15.40	C
N. Y.	Giles Verstraten	8-10-36	FP	---	---	Infirmary	Complete	20.	22.	C 15.40	C
.....											
Calif.	Aileen Sulten	October	FP	(1-9-36) (2-19-36)	9-1-35 8-15-36	Buildings	Physiotherapy	30. 15.	22. x	B 18.90 C 15.40	C
	Attendant										
N. Y.	Gerald Snow	October	FP	1-6-36	6-15-36	Cottage 6	"	0.	22.	C **	
Mass.	G. H. Huntington Nurse	October	FP	1-10-36	6-9-36	Chevalier Cot. Kress Hall	"	0. 14.	22. x	A 52.00 C 14.	B
N. Y.	Helen S. Funderburke	"	FP	4-11-36	8-8-36	Cottage	Physiotherapy	0.	22.	**	B 1
N. Y.	Mary Louise Lord	"	FP	(12-29-34) (20-5-35)	7-13-35 7-5-36	Cottage	General	0.	22.	**	B 1
Conn.	Elmer Putnam	"	FP	4-14-36	7-18-36	Cottage	Physiotherapy	0.	22.	**	C 1

\*\* See Cottage Rental List attached.

<u>Name of Patient</u>	<u>Estimated Ability to Pay</u>		<u>Cottage Rental</u>
	<u>Maint.</u>	<u>Med.</u>	
Howard Peak	Aid 3.50	0.	
Althea Berkel	Aid 0.	0.	
Doris Hommel	B 15.40	E 3.60	
Holman Taylor, Jr.	Cottage	C 30.00	18.45
C. H. Fletcher Riley	Cottage	A 52.00	28.85
Virginia Palmateer	C 15.40	C 19.60	
Gerald Deal	Aid 0.	0.	
Charles Kelly	Aid 3.50	0.	
Rebecca Matthews	Aid 0.	0.	
Grace Vaughn	B 15.40	E 3.60	
Giles Verstraten	C 15.40	C 26.60	
Aileen Sultan Attendant	B 18.90 C 15.40	C 33.10 x	
Gerald Snow	Cottage	C 25.00	17.28
G. H. Huntington Nurse	Cottage C 14.	A 52.00 X	31.14
Helen S. Funderburke	Cottage	B 42.00	20.76
Mary Louise Lord	Cottage	B 42.00	23.08
Elmer Putnam	Cottage	C 22.00	17.28



*File  
Warm Springs*

GEORGIA WARM SPRINGS FOUNDATION, INC.  
120 Broadway  
New York

*PSF  
Warm Springs*

September 1, 1956.

Mr. Henry N. Hooper,  
Georgia Warm Springs Foundation, Inc.,  
Warm Springs, Ga.

Dear Mr. Hooper:

I read very carefully your letter of August 26th with reference to Miss Wilkins' desire to build and present to the Foundation a chapel.

The members of the Executive Committee of the Board of Trustees of the Foundation are Messrs. Callaway, Milbank, Roosevelt, Wilson and myself. You state in your letter that Miss Wilkins' proposal has the approval of Mr. Callaway and that you understand that the President approves strongly, first, of the Foundation having a chapel, and secondly, the proposed location thereof. I have submitted your letter to Messrs. Milbank and Wilson and they and myself approve of the project as outlined in your letter, and this is your authority so to state to Miss Wilkins.

I agree with you that the chapel should be constructed by Miss Wilkins and her associates and turned over to the Foundation completed. As to the maintenance of the chapel, it would, of course, be very fortunate if a fund could be secured from some source for its maintenance. If, however, this cannot be done, the maintenance of the building and the cost of its operation should, as you state, be provided by the congregation.

Of course, all details of the construction and operation of the chapel must necessarily be subject to the approval of the Foundation, and I am glad that Miss Wilkins understands that this is equally true with respect to the operation of the chapel.

I enclose herewith a formal letter which you may give to Miss Wilkins if you think it to be in satisfactory form; otherwise I shall be glad to have your suggestions as to any changes that you think should be made in it.

Very truly yours,

(Basil O'Connor)

Chairman of the Executive Committee.

September 1, 1936.

Miss Georgia Wilkins,  
Georgia Warm Springs Foundation, Inc.,  
Warm Springs, Ga.

My dear Miss Wilkins:

Mr. Henry N. Hooper has been good enough to write me at some length as to your very generous offer, either singly or with some associates, to build and present to the Foundation at Warm Springs a chapel. He has indicated that it would be agreeable to you and your associates to construct the chapel and turn it over to the Foundation rather than to give the Foundation the money and have it construct the building. The Trustees prefer that the building be constructed by you and donated to the Foundation upon its completion. They are also in agreement with what I understand is your thought, namely, that the maintenance of the building and its operating expense should be met by the congregation, unless, of course, at some time we should be fortunate enough to raise a fund for this purpose. We understand that the plans for the chapel will be prepared by Mr. Tocumbe with the help of a consultant in ecclesiastical architecture, that the details of construction will be subject to the approval of the Foundation, and that the operation of the chapel will be under the control of the Foundation.

All of the Trustees, and particularly the President, have always felt the necessity of providing for the spiritual and mental, as well as the medical and physical, needs of the patients of the Foundation and they hoped that the time would arrive when they would have adequate facilities to meet the situation in the proper manner. I cannot tell you how pleased the Trustees are to know that that time has now arrived and that it has come through the interest that you have always shown in the work that is going on at Warm Springs.

I am authorized by the Trustees to say to you that they gladly accept your suggestions with respect to the chapel and that they appreciate intensely your generosity.

Respectfully yours,

(Basil O'Connor)

Chairman of the Executive Committee.

GEORGIA WARM SPRINGS FOUNDATION, INC.

120 BROADWAY  
NEW YORK

PRESIDENT  
HON. FRANKLIN D. ROOSEVELT  
TREASURER  
BASIL O'CONNOR

*File  
PSF: Warm Springs*  
September 3, 1936.

To the Board of Trustees of

GEORGIA WARM SPRINGS FOUNDATION, INC.

Gentlemen:

Some time ago, at the request of Mr. Keith Morgan, Dr. Hubbard prepared a resume of the evolution of the after care treatment of Infantile Paralysis. Enclosed is a copy thereof which I think you will be interested in reading.

Very truly yours,

*Basil O'Connor*

Treasurer

June 18, 1936.

To: Mr. Keith Morgan  
From: Dr. LeRoy W. Hubbard

THE AFTER CARE TREATMENT OF INFANTILE PARALYSIS

Previous to 1916 the after care treatment of Infantile Paralysis consisted almost entirely of massage and electrical stimulation of the nerves and muscles by Faradic and Galvanic Currents. On the theory that weak muscles needed exercise the patient was advised to move the limbs as soon as there was any muscle power and as much as possible and they were encouraged to get on their feet and walk early, either with or without braces and crutches. Very little attention was paid to the trunk muscles and patients were allowed to sit up very soon after the attack.

The general opinion of the orthopedic surgeons and nerve specialists was that all muscle recovery would take place in two years and that the majority of the patients would be seriously crippled or come to the operating table.

In spite of no treatment in many cases and of the kind of treatment which is now considered bad treatment, the fact remains that some patients made good recoveries. In 1911, 212 cases occurring in the Massachusetts epidemic of 1907 were investigated and 57 of these were found to have made practically perfect functional recovery within one week to three years after the attack. 14 of these were severe, 9 moderate, 18 mild and the others not stated.

In Vermont outbreaks of Infantile Paralysis occurred nearly every summer from 1890 to 1914 and was the only state so affected with the exception of a fair sized outbreak in western Connecticut and eastern New York in 1899, the epidemic in New York City in 1907 and in western New York in 1911 and 1912.

Dr. Robert W. Lovett of Boston was called upon to take charge of the epidemic in Vermont and as a result of his work there, assisted by the studies of Wilhelmina Wright on muscle function, he started a new era in the after treatment of Infantile Paralysis by physiotherapy. He recognized that the disease was caused by an infectious virus which produced an inflammation of the spinal cord, and particularly the motor track and the membrane around the cord, and therefore felt that active treatment should not be started until the inflammation had subsided. Consequently, he did not advise massage or exercises so long as there was pain or muscle tenderness. With the exception of the prevention of foot drop by supports, he did not advocate much protection and support of the muscles and was decidedly opposed to the use of plaster splints.

The physiotherapy consisted in first carefully grading and charting the strength of the various muscle groups and then employing a system of exercises controlled and directed by a trained physiotherapist initiated by the voluntary effort of the patients. This he termed as muscle training.

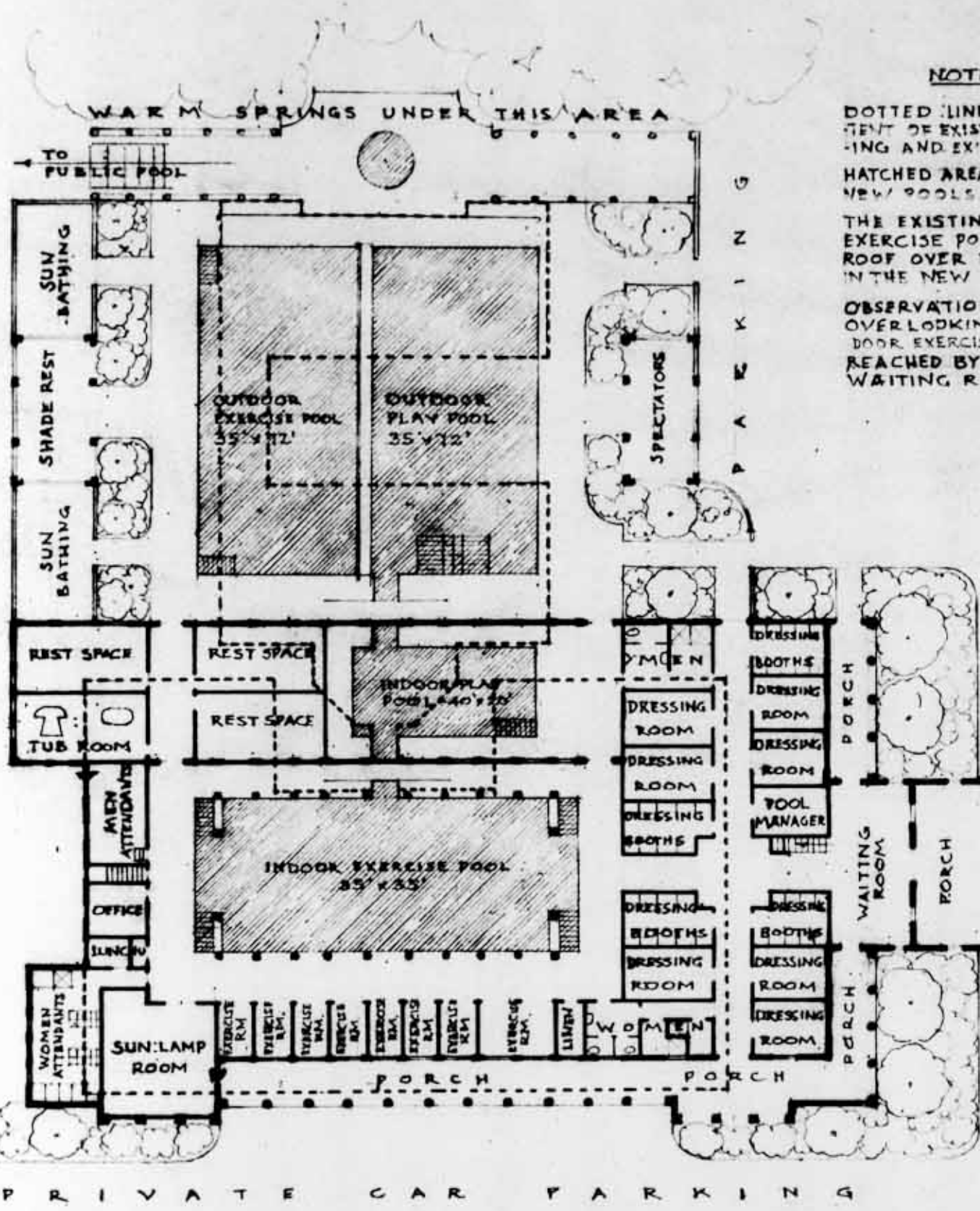
In 1916 Dr. Lovett published a book describing the exercises for each muscle group, and these exercises have been the basis for muscle training and exercise ever since.

In the Lovett system of exercises the part controlled by the muscles was to be carried through the whole arc of motion either voluntarily by the patient if the muscles were strong enough, or, if not, assisted by the physiotherapist. These exercises were performed on a table.

About 1934 Dr. Charles Lowman of the Children's Hospital School at Los Angeles started the first systematic method of conducting the muscle exercise and muscle training for Infantile Paralysis patients underwater, and developed what he calls his "Underwater Gymnasium." Dr. Lowman employed practically the same exercises as had been developed by Dr. Lovett, with some modifications. Instead of exercising the muscles by carrying through the full arc motion, he employed only partial motion for the reason that he thought there would be less stretching of the muscle fibers. Dr. Lowman also employs every careful protection of the muscles by means of various splints and these are kept rigidly in place in transportation to and from the pool. He also uses various mechanical appliances in taking the patients from their dressing rooms to the pool in order to prevent any stretching of the muscles.

Originally, Dr. Lowman was opposed to swimming by Infantile Paralysis patients on the grounds that without control the patient would use only the stronger muscles and these would be over-developed. In recent years, he has modified this rule to some extent, allowing a certain amount of swimming under the direction of a physiotherapist trained in muscle exercises.

At the Children's Hospital School in Baltimore, Mr. Kendall, the head physiotherapist, under the direction of Dr. George E. Bennett, has practically abandoned the use of underwater exercises for Infantile Paralysis patients, especially in the early stages. When a point is reached where he thinks the muscles of the legs are sufficiently strong to permit of walking, he uses the pool for the beginning of the walking exercises. He also has practically abandoned all motion in the exercises of very weak muscles and of all muscles in the early stages of treatment and employs only light massage and contraction of the muscle fiber without motion. While he uses this method principally in the early cases, yet, to a certain extent, he carries it on with patients who have had the disease for one or more years. He also uses very strict and rigid protection of the muscles by means of various kinds of apparatus to keep the muscles in what he calls "the natural position," to prevent any stretching. In order to increase the peripheral circulation of the limbs he uses a pavaax machine, which produces positive and negative pressure, and he thinks that under this treatment there is less atrophy of



**NOTES**

DOTTED LINES SHOW EXTENT OF EXISTING BUILDING AND EXISTING POOLS.  
 HATCHED AREAS SHOW NEW POOLS.  
 THE EXISTING INDOOR EXERCISE POOL AND GLASS ROOF OVER IS RETAINED IN THE NEW BUILDING.  
 OBSERVATION ROOM OVERLOOKING THE INDOOR EXERCISE POOL IS REACHED BY STAIRS FROM WAITING ROOM.

P R I V A T E C A R P A R K I N G

PLAN OF PROPOSED NEW PATIENTS POOL BUILDING FOR GEORGIA WARM SPRINGS FOUNDATION

SCALE 1/32" = 1'-0" DATE APR 20, 1936

HENRY J. TOOMBS, ARCH  
 WARM SPRINGS, GEORGIA

the muscles. This method is practically the same as that which has been used for some time by Dr. Jean McNamara of Australia and Mr. Kendall is using some of the splints which were devised by Dr. McNamara.

At Warm Springs, all of the recent cases and especially if there is considerable involvement, are kept in the infirmary, are transported to the pool on stretchers and are taken from the dressing rooms to the pool in the same manner. The exercises are done underwater and consist practically of those devised by Dr. Lovett, with some modifications, particularly in the control of the arc of motion. These patients are also very carefully protected by splints and various forms of apparatus to prevent the muscles stretching.

The general method in all three institutions is practically the same, but the technique varies somewhat, in accordance with the different individuals under treatment.

Since the Children's Hospital School at Los Angeles and also the Children's Hospital School at Baltimore treat patients from their own cities or nearby to a larger extent they have a great majority of patients in the first few months after the attack than is true at Warm Springs. They also have a much larger proportion of children.

LeRoy W. Hubbard

PSF: Warm Springs 72

GEORGIA WARM SPRINGS FOUNDATION, INC.

WARM SPRINGS, GEORGIA

FOUNDED BY 1912

September 23, 1936.

Gen. Coates -  
Drawer 2-36

Dear Henry:-

Miss Le Hand has shown me your note.

I think it is an excellent idea to have Sergeant Hardage live in the small house and look after the place.

As soon as I decide whether I will be there in November, I will let you know, as it is my thought that the little white House could well be rented if we could find just the right kind of tenant. In the meantime, have the Sergeant live in the small house.

Always sincerely,

Henry Hooper, Esq.,  
Georgia Warm Springs Foundation,  
Warm Springs,  
Georgia.



GEORGIA WARM SPRINGS FOUNDATION, INC.

WARM SPRINGS, GEORGIA

September 15, 1936.

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

Dear Miss LeHand:

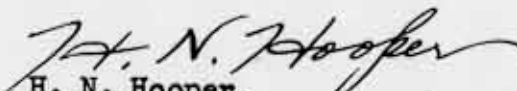
Since there is no one now residing in the main house of the Little White House, it occurs to me that the President might like to have the right type of person, connected with the Foundation, live in the guest house. I should like to have someone living there as a further protection to the property. The guard detail goes off duty at night, as you know.

Sergeant O. M. Hardage, in charge of the National Guard Detail at the Little White House gate, is willing to live in the guest house, take his meals at the Foundation, and to supply his own bedding and linen. I am confident that he will take good care of the furnishings and the cottage, and his presence, familiar as he is with the entire situation there, will provide a desirable safeguard. It will also allow us to continue the explanation that the property is occupied, as a reason for denying admission to visitors beyond the gate. Furthermore, Sergeant Hardage will be able to give some attention to the care of the grounds, such as the watering of the lawns and shrubs.

I regard him as a trustworthy and dependable young man, who will care for and take an interest in the property.

I shall very much appreciate any suggestion you or the President may have.

Yours very sincerely,

  
H. N. Hooper,  
Administrator.

HNH-GH

GEORGIA WARM SPRINGS FOUNDATION, INC.

120 BROADWAY

NEW YORK

PRESIDENT  
HON. FRANKLIN D. ROOSEVELT  
TREASURER  
BASIL O'CONNOR

PSF  
Warm Springs  
September 23, 1936.

Members of the Executive Committee  
of the Board of Trustees of

GEORGIA WARM SPRINGS FOUNDATION, INC.

Gentlemen:

On September 11th I wrote you with reference to Mr. Arthur Carpenter establishing a recreational swimming pool across the highway and the A. B. & C. Railway from the Foundation property. I said at that time that Mr. Carpenter's immediate desire was to ascertain whether or not the Trustees would look upon such a plan with favor.

I think you will be interested in the responses which the Members of the Executive Committee made to my communication, which are as follows:

The President:- "I look with much favor on negotiations with Mr. Carpenter for opening a recreational swimming pool on the property across the highway. This would accomplish many objectives which I have long favored:

- (a) It would mean a pool for people who have had the use of one for over one hundred years.
- (b) It would take the disturbing factors far enough away from the Foundation.
- (c) It would obviate the necessity of the Foundation maintaining pool facilities for parents and visitors.
- (d) It ought to bring a definite annual revenue to the Foundation in the form of sale of water."

Mr. Milbank:- "I should say that the plan tentatively outlined presents distinct possibilities and would merit an attempt to arrive at some arrangement which would be fair and satisfactory to Mr. Carpenter and the Foundation."

September 23, 1936.

Mr. Callaway:- "I believe the personnel in charge of operation of a public swimming pool adjacent to the property of the Foundation to be most important. I believe Mr. Carpenter would be ideal in any place whatever, directly or indirectly, that he associated himself with.

"I should think that if such an arrangement was entered into, the Foundation should have an option to buy, after five years, at cost less reasonable depreciation. The chances are that this would not be exercised, however, since a large part of the activities of the Foundation is carried on in the pool, of which the water is such an important part, that this would be a proper part of any contract."

Mr. Wilson:- "I vote yes."

Mr. O'Connor:- I agree with the ideas expressed by Mr. Milbank.

As I said in my communication of September 11th, this matter, for the time being, should be treated as strictly confidential.

Very truly yours,



Chairman of the Executive Committee.

GEORGIA WARM SPRINGS FOUNDATION, INC.

PRESIDENT  
HON. FRANKLIN D. ROOSEVELT  
TREASURER  
BASIL O'CONNOR

120 BROADWAY  
NEW YORK

September 24, 1936.

*PSF: Warm Springs file*

To the Board of Trustees of

GEORGIA WARM SPRINGS FOUNDATION, INC.

Gentlemen:

I think you will be interested in the  
attached brief report of Dr. Irwin with respect  
to a trip which he made to the Children's Hospital  
School in Baltimore.

Very truly yours,



Chairman of the Executive Committee.

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GEORGIA WARM SPRINGS FOUNDATION, INC.

Warm Springs, Georgia

September 22, 1936

Mr. Basil O'Connor  
120 Broadway  
New York City

Dear Mr. O'Connor:

I have your letter of September 18 inclosing copy of Mr. Pope's communication regarding the work at the Children's Hospital in Baltimore.

In July of this year I spent part of two days at this institution and had the privilege of observing some of the work being done in poliomyelitis by Mr. and Mrs. Kendall under the direction of Doctor Bennett. The time was too short to allow me to see many cases or to review sufficiently the end results in the care of the various combinations and degrees of paralysis so as to form a definite opinion of the work as a whole. I was, however, so impressed with the results obtained in severely paralyzed shoulder groups that on my return I selected four cases of shoulder involvement (two recent cases who had had no treatment and two who have had massage and exercises over a period of one year) and immobilized them in plaster with the muscles in neutral position. Of course, not enough time has passed to permit any report on these trial cases. This procedure, as you may perhaps know, is not new. Doctor Hoke has such records in his old case files and had previously shown me photographs of several children he had treated by this method some twenty years ago. The results we have obtained here in this particular muscle group involvement have not been entirely satisfactory under the regimen as carried out at Warm Springs. It is also my intention to follow this immobilization treatment with some selected cases showing certain muscle group involvement of the lower extremities similar in type to those who have not, in the past, responded satisfactorily. I refer to the calf group and the group in front of the thigh. For obvious reasons, it is rather difficult to carry out this type of treatment at Warm Springs and, too, one would proceed with caution in advocating a line of care so different in principle from that on which this institution is founded.

As you know, no one has as yet developed a method of treatment which can be accepted empirically in the after-care of poliomyelitis, bearing in mind its duration as well as the distribution and severity of the residual paralysis. Some of our end results have not been what we had hoped for, while in others the improvement has been beyond our expectation. For certain cases, viewed from the standpoint of duration and severity, I consider under-water treatment ideal, and it has been an important factor in the fine results we have gotten here. There are, however, other measures of far more importance in helping certain

Page 2 - To Mr. O'Connor

types of paralyzed patients, and often times the value of the pool treatment is magnified, in the minds of many who come to Warm Springs, in a way to be out of all proportion to the benefit to be expected as a routine procedure for all.

As regards work that is being done elsewhere, I have tried to keep an open mind and proceed cautiously. We are at all times happy to pass along to other unfortunate individuals the ideas that we have found helpful here, just as we are eager to accept procedures that experience in other clinics has proved to be worthwhile.

The subject matter of your letter is such a broad one that I am sure you will understand why my comments are offered as general statements only. I trust, however, that the above gives you the information you desire.

With kind regards, I am

Sincerely,

C. E. Irwin

CEI:G

THE GEORGIA WARM SPRINGS  
FOUNDATION

50 EAST 42 STREET / NEW YORK

*PSF  
Warm Springs*

FRANKLIN D. ROOSEVELT, PRESIDENT

KEITH MORGAN, VICE PRESIDENT

BASIL O'CONNOR, TREASURER

*Personal copy  
for the President*

October 28th, 1936.

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

Dear Doc:

The following is in the nature of a report,  
containing a resume, observations and  
recommendations based on the studies which I  
have made during the current year.

You may want to place a copy of this document  
in the hands of several or all of the Trustees.

Sincerely yours,

KM:F

*Keith*

1: IMMEDIATE REQUIREMENTS AT WARM SPRINGS

Based on my recent visit to the Foundation, at which time I spent the better part of three days with Dr. Irwin, I can say that I am in full accord with his recommendations to you under date of October 20th, which recommendations are attached herewith.

The wisdom of holding up on the pool is obvious. Exactly how much it will cost to make the necessary repairs will be placed in your hands shortly.

The requirements of necessary changes in the Infirmary, and medical office location is mandatory and urgent. It is also urgent that complete x-ray equipment costing about \$2,900 be installed, with the changes suggested. It is also necessary to bring about the re-location, re-designing and re-organization of the brace shop as this has become one of the most important daily operations at the Foundation.

It is also necessary to take definite steps in officially appointing the new Surgeon-in-Chief and accepting his proposals on personnel. Personally, I have become tremendously impressed with Dr. Irwin and I think that he is the man for the job, especially over the next year or two. He is young, ambitious, eager to learn, and at the same time quiet, reserved and thorough.

Dr. Mitchell has already, in another communication, stated his views to you about Dr. Irwin, also the views of Dr. Albert Freiberg, Chairman of the Orthopedic Advisory Committee.

Dr. Irwin has been sent to study, by the Foundation, the treatments at Dr. Lowman's hospital in Los Angeles, Dr. Bennett's in Baltimore and Dr. Crego's in St. Louis. He has also visited other hospitals in other cities such as Boston and New York.

Therefore, my recommendation is that he be officially appointed and that a statement be released to the orthopedic surgeons and to the press.

Furthermore, in view of the tremendous job ahead of him and the great number of hours which he devotes each day to his work, I think it highly advisable at the time of appointment to also increase his income in the neighborhood of \$1,500. a year.

I also believe it wise to accept his recommendations as to personnel, giving him an assistant and authorizing him to proceed with shaking up the physiotherapy department by infusing new blood and to secure an assistant for Miss Plastridge.

In view of the absence of Mr. Henry Hooper from the Foundation because of illness, I was unable to discuss any of the Administration problems with him, but suggest that at the earliest possible date he be authorized to announce the new scale of rates, which were to be further studied by the specially created committee at the last meeting of the Board of Trustees.



II. For similar reasons the present outdoor play pool was considered essential. Its size was believed desirable in view of benefit derived by many patients from play and swimming in the open months.

III. A smaller indoor play and swimming pool was urgently desired by the Medical Staff, particularly for instruction in swimming exercises in winter months when it was impossible to use the outdoor pool.

IV. As it was obligatory to reconstruct the outside pools it was found desirable to redispense them (see plan) to gain greater accessibility, greater ease of control and supervision, and more sun (as the present outdoor exercise pool is shaded by the hill in late hours of morning). This rearrangement involves little added cost.

In the plans all of these pools are connected by water passages to facilitate moving patients from one pool to another.

V. The present indoor pool building contains dressing rooms for winter use. The original pool building has makeshift dressing rooms for summer use. This duplication is unnecessary. Also neither set of dressing rooms is adequate nor are they properly arranged. Experience, and the larger number of stretcher cases now being received, dictates a revision of their arrangement for the new building. The new plan provides one set of dressing rooms, arranged for convenience of patients, ease of supervision, flexibility of operation and accessibility to both indoor and outdoor pools.

VI. It was thought essential to include a Bus Porte Cochere to protect patients in bad weather.

VII. A larger (than present) waiting room was considered necessary and is better related to dressing room area.

VIII. The extent of present porches was believed unnecessary but a considerable area was included to provide for patients using private cars. The porches, Bus Porte Cochere, Waiting Room and connecting corridors have all been carefully studied to gain maximum accessibility with minimum distances from one facility to another.

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GEORGIA WARM SPRINGS FOUNDATION

WARM SPRINGS, GEORGIA

October 20, 1936

Mr. Keith Morgan  
50 East 42nd Street  
New York City

Dear Keith:

Enclosed herewith is the report to Mr. O'Connor. I trust it will, in a general way, furnish some useful information.

I have thought a great deal about your proposed plan to get more pay cases, and I believe you have a most difficult problem. Most of the cases now being treated by orthopaedic surgeons about the country have been referred to them by other doctors, chiefly the pediatricians and general practitioners. They are the ones who make the initial contacts and, at the proper time, refer the patients for orthopaedic care to the doctors who specialize in this work. It seems, then, that any effort we might make in bringing to the minds of these practitioners some of the things we are doing for infantile paralysis would be well spent. I think the following plan would do just this: For the Medical Department to write some articles on the after-care of infantile paralysis as done at Warm Springs and have them published in some of the medical journals which have a circulation in these groups. Material of enough value to be accepted by the editors for publication may later be printed in regular reprint style, and we could mail these reprints to as many doctors as we wished. In this way we could reach every doctor who makes the initial contact with the infantile paralysis case and who later refers it to someone for orthopaedic care. I see no reason why this would not produce some results. This is one thing I want to talk over with Doctor Mitchell. I might add that I have one paper almost finished and have been told by an associate editor that I could get it published in either the Southern Medical Journal or the Journal of the Medical Association of Georgia. I would like to know your reaction to this plan.

Will send you the information on the needed X-ray equipment within the next day or two. It would be nice if we could get this outfit in time to make the installation in our new quarters.

I thoroughly enjoyed your recent visit to the Foundation and am looking forward to seeing you in New York at a very early date.

With best wishes, I am

Sincerely yours,

C. E. Irwin  
Resident Orthopaedic Surgeon

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GEORGIA WARM SPRINGS FOUNDATION

WARM SPRINGS, GEORGIA

October 20, 1936

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

Dear Mr. O'Connor:

After having several meetings with Mr. Keith Morgan, it has been decided to render you herewith a preliminary report on the status of the Medical Department and its present plans and needs. This report divides itself into two major considerations, - the first dealing with a resume of the Medical Department's ideas, and the second embodying recommendations concerning immediate and urgent needs (1) at the Patients' Pool, (2) housing facilities for bed cases and medical administrative offices, and (3) Medical Department personnel.

RESUME OF MEDICAL DEPARTMENT'S IDEAS: The evolution of the Warm Springs Foundation up to the present time has passed through definite cycles and may be roughly divided into three chapters:

(A) - That chapter dealing with the pioneer work so ably done by Dr. LeRoy Hubbard and his associates in moulding a regimen of physical therapy under water made applicable to all cases of poliomyelitis who came to Warm Springs for treatment. The sincerity of their purpose was never doubted by the medical profession, but the entire curriculum was devoted to physical therapy under water and practically no consideration was given to the problem of proper anatomical alignment. This created in the minds of the orthopaedic surgeons an impression that the efforts at Warm Springs were devoted entirely to such physical therapy and, consequently, they were not in sympathy and accord with the work as done at Warm Springs in its entirety. The laity grasped at a new type of treatment which, in their minds, offered a "cure" and which we know is not possible. Certainly no criticism is offered concerning the work done in the past. This work stands as a monument in moulding the pioneer under water physical therapy treatment.

(2) - The next chapter had its beginning with the acquisition of Doctor Michael Hoke, whose association as Surgeon-in-Chief formulated a well rounded medical service consisting of all phases of orthopaedic care, including surgery, corrective plaster casts, highly specialized orthopaedic appliances, physical therapy, and rest. The great job he did here created in the minds of the patients, visiting orthopaedic surgeons, physiotherapists, brace makers, and all those associated with orthopaedic work, the idea that Warm Springs had added to its curriculum a method of treatment providing a rounded out and

and complete after-treatment and care. During this phase the traditional treatment of physical therapy under water held a place of magnitude in the minds of those who came here for treatment, so that it was difficult to add the other important measures always at the proper time. The evolution has been slow, but gradual, until at the present time frequently patients come here for the sole purpose of having an operation performed, or to have orthopedic appliances made and fitted, and they entertain no thought of taking treatments in the pool.

(C) - The Medical Department feels that we are today about to enter into a new phase in the evolution of up-to-date orthopedic care. The records of results of work done at the Foundation in the past furnish a wealth of information, from which, by careful analysis, we are able to retain the measures of proven value and may discard those which have not produced the desired results. Using the valuable measures worked out here as a nucleus, we will add parts of fine work done in other clinics about the country in developing an up-to-date regimen. Today, sufficient progress has been made to convincingly demonstrate that there is still much to be accomplished in improving the treatment we offer. As an example, records are on file at the Foundation of numerous cases with severe involvement of certain muscle groups who were treated by removable splinting plus physical therapy under water. The routine not only failed to show any gain of practical value in muscle power, but the joints over which these muscle groups acted became stretched and partially dislocated. We have learned what we think is a better way to treat these cases. They are immobilized in plaster casts - the position of the extremity determined by the distribution and severity of muscle damage, and no exercise at all is given until a certain stage of muscle improvement takes place spontaneously. Our records as to this new method of treatment thus far are incomplete, but even so, we are convinced that in selected cases it should be used more often. All cases cannot be treated in this manner, but we hope it is a new tool fashioned to do, in a better way, this particular job. Under water physical therapy in these cases may not be indicated until a year, or more, later. This is only one instance, and we believe in the evolution of a well-rounded service the pool will serve as an important tool in our work shop and not as the one big machine to fashion all our results.

Therefore, the Medical Department feels that in its present status we must mould a regimen which in its day can stand as a remarkable advance in the after-care of poliomyelitis. It is felt that as the evolution of treatment progresses the regimen which is adequate today, based on present day knowledge, can easily be - and may be - within the next few years largely in discard except in principle. In order to progress, the Medical Department must discard as time goes on, the measures which in our hands have not produced the desired results and replace them with more adequate measures, whether they have been worked out here or have been adapted from what has been learned in other orthopedic clinics about the country. It is our aim to strike a medium between the surgical approach, on the one hand, and the complete rest approach, on the other hand. Today, we are not hesitating to use either of the above mentioned methods where indicated. Furthermore, it is definitely necessary to fit to the individual needs of the patient any of the gradations between these extremes. We feel that as yet we have not developed at Warm Springs the ideal after-care, nor has it as yet been developed elsewhere. It is our hope, therefore, that by constant thought and effort, in conjunction with other fine orthopedic clinics, to bring about that after-care which in time will come the nearest to approaching the ideal. In this development we are now faced with certain requirements.

PATIENTS' POOL: The Medical Department feels itself to be on sound ground in recommending that the plans now completely drawn for the substitution of a complete new pool be held in abeyance. It is felt that the spending of the better part of \$100,000.00 in this direction at this time will not be to the best advantage of the Foundation's medical development (see comments above) but, as a matter of fact, could easily have a very bad psychological influence throughout the country, especially in the minds of the orthopedic profession - that once again Warm Springs is concentrating its efforts purely along lines of physiotherapy under water. It is felt that the wise step at this time is to spend only what amount necessary to put the present pool plant in sound physical order to make it weather-proof and to repair it sufficiently to insure its adequate functioning for the next twelve months. Along these lines the Administrative Office is being asked to supply you with the necessary data and costs for the needed repairs.

ADEQUATE HOUSING FOR BED CASES AND MEDICAL ADMINISTRATIVE OFFICES: At the present time our Infirmary space is inadequate. We do not have enough beds to properly care for our orthopedic cases plus the acutely ill, many of whom need hospitalization and nursing care. Our plan to use absolute immobilization treatment in selected cases further necessitates additional space. We believe space for at least twenty beds should be provided immediately. Therefore, the Medical Department recommends that the portion of the Infirmary now housing the medical administrative offices, including x-ray room, general physician's office, laboratory, first aid room, secretaries' offices and waiting room, be converted into space for hospital beds. All this space was originally designed for hospital beds, and the fitting of the administrative office into this space has always been makeshift. In the opposite end of the Infirmary there are now one single room, one double room and one four-bed ward. The proposed changes would provide space for approximately all beds required. To complete this move, the medical administrative offices can be much better housed in an old frame building adjacent to the Infirmary. At the present time a large number of our bed cases are being cared for in this structure. In its present condition, it is a makeshift for this purpose, being inadequately heated, badly arranged inside architecturally, a fire hazard, and otherwise totally unsuited for the purpose for which it serves. By ripping out the temporary partitions, it can be inexpensively redesigned and converted into very suitable medical administrative offices. All offices would then be on the same floor level in one building, and all bed cases would be under one roof in another building which is fire-proof.

Mr. Morgan and I talked to the architect, Mr. Toombs, and he feels that this move can be accomplished for, roughly, \$7,500.00. We felt that this change did not come under the heading of "new buildings" but under the heading of "improvement of existing facilities", and could, therefore, be considered in the same light as repairing of rooms in "Colony Row" undertaken some months ago at a cost of approximately \$5,000.00. Mr. Morgan felt this immediate change was so urgent that it would be unnecessary to pass this through the duly constituted Building Committee, but that it could be handled in the same way as other repairs and changes, and that, as Chairman of the Executive Committee, you would be in position to authorize this work immediately so it can be accomplished before the onset of the wet and cold weather of our winter season.

MEDICAL DEPARTMENT PERSONNEL: The writer, under the circumstances, acting as temporary Medical Director, feels that he can make no recommendation as to the immediate appointment of a Surgeon-in-Chief of the Medical Department at Warm Springs. It does seem, however, that in this selection the Trustees should give serious consideration to one who can perpetuate the fine things worked out at Warm Springs and who has a background of the experience passed on from Doctor Hoke and Doctor Hubbard in their pioneer work at Warm Springs. To appoint a well known and established orthopedic surgeon to that post at Warm Springs would probably mean a transplant of his principles and the ultimate conversion of this plant into a clinic similar to the one he has build elsewhere, and the fine things worked out here during the past eight or nine years would be, for the greater part, discarded. This is especially true when one remembers this is the only institution of its kind devoting all its energies to the after-care of infantile paralysis. It is hoped that the future Medical Department will continue as a laboratory and, working in conjunction with the orthopedic surgeons throughout the country, gradually develop an after-care which more nearly approaches the ideal.

The volume of work in orthopedic care at Warm Springs necessitates the immediate appointment of an Assistant to the Surgeon-in-Chief. It is recommended that this doctor serve a twofold purpose, namely: (1) Assistant to the Surgeon-in-Chief and (2) Assistant to Doctor Johnson, the able Foundation physician. In the latter instance, there would always be available a resident physician for emergency illnesses of acute nature twenty-four hour daily. To best develop orthopedic care as discussed under the first heading in this report, this Assistant would better fill the position if he had had no special orthopedic training. It is felt that the selection of this Assistant should be left to the judgment of the Surgeon-in-Chief. I believe the services of such a doctor could be secured for approximately \$3,600.00 per year plus maintenance.

It is further planned for this Assistant to take over X-ray and photographic departments, which would eliminate the services of the present technician, who receives \$125.00 per month.

In discussing personnel, it might be said that the present Medical Department has already undertaken and will continue the undertaking of changing the personnel of Physiotherapy Department. It will endeavor to place those who are capable in better positions about the country so that they will be able to further disseminate the principles worked out at Warm Springs and to replace them with new, enthusiastic blood. In this matter the personnel of this Department will be kept wide awake and made more efficient. Plans are almost completed for the services of a competent understudy for Miss Plastridge, the beloved and most able director of Physiotherapy.

In conclusion, the Medical Department is not at the moment cognizant of the progress made by the duly appointed committee in regard to the Brace Shop and the taking over of this Brace Shop as a direct Foundation activity in contrast to its present method of operation and maintenance. That the Brace Shop is inadequate - in location, size and equipment - is known to your Committee. Furthermore, the sooner the Brace Shop can be rebuilt and relocated in close proximity to the medical administrative offices, the better it will be for the rendering of the highly intricate service which this department requires, and it is urged that as prompt action as possible be brought to bear upon this immediate and particular need.

Mr. Basil O'Connor

5.

I believe the most favorably consideration of the within listed topics will not involve the Foundation in a large expenditure of money at this time; that it will, in our opinion, enable us to take tremendous strides forward in perfecting the treatments which we are now rendering and hope to develop further, and that it will service us adequately and well for some time to come.

Respectfully submitted,

signed/ C. E. Irwin

Resident Orthopaedic Surgeon

CEI:R

## 2. NATIONAL ORTHOPEDIC COOPERATION

It will be remembered that over a year ago, Dr. Michael Hoke was authorized to create the Orthopedic Advisory Committee, under the chairmanship of Dr. Albert Freiberg of Cincinnati.

This Committee was built up to include approximately 69 orthopedic surgeons geographically located and to guide this committee, an Executive Committee consisting of 9 members was formed.

A certain program was created and later held up because of Dr. Hoke's indecision and constant change of opinion. Therefore, since the last meeting of the Board of Trustees at the White House, and because Dr. Freiberg was away on an extended vacation, as was Dr. Mitchell, plus his concentration on finishing his new book on pediatrics, and because Dr. Hoke was working towards leaving the Foundation in September, outside of keeping in touch personally with Drs. Mitchell and Freiberg, nothing further was done to promote this work during that period.

Therefore, it was deemed wise for me to go from Warm Springs, after seeing Dr. Irwin, to Cincinnati and discuss the entire situation with Drs. Mitchell and Freiberg. This was done and the following preliminary ideas were arrived at and are ready to be put into crystallized form and definite action begun:

- 1 That Dr. Irwin go to Cincinnati and confer with Drs. Mitchell and Freiberg on his plans, his needs and personnel.
- 2 That the Board of Trustees, over your signature as Chairman of the Executive Committee, send a letter to Dr. Freiberg stating that it has always been the purpose of the Georgia Warm Springs Foundation to interest itself solely in the development of attack on the problem of infantile paralysis; that the Foundation had never been wedded exclusively to the idea of building its own specialized treatment; that it has been and is extremely anxious to have Warm Springs considered a laboratory trying out the best results, not only of its own experience, but that found to be highly satisfactory in other orthopedic clinics; that Warm Springs is not a general orthopedic hospital but that it has been built by public and private monies to aid orthopedic surgeons throughout the country in every way that it possibly could and which they found to be practical; that it is the determined intention of the Board of Trustees to cooperate with the orthopedic surgeons and particularly to offer them the opportunity of sending selected cases for that part of the treatment at Warm Springs which would fit in with their own personal ideas of how the case should be treated -- in other words, if an orthopedic surgeon desired to send a case to Warm Springs for immobilization treatment, it would be accepted; if an orthopedic surgeon decided to send a case just for under-water treatment, it would be accepted; if an orthopedic surgeon decided to send a case for anatomical correction, either by surgery or through the application of orthopedic equipment, it would be accepted -- and yet the Trustees felt unequivocally that such cases should at all times remain the cases of the doctor who



sent them and that frequent reports should be furnished by our medical department to the doctor for his information and advice; that Warm Springs be ready at all times to accept these cases at a rate which the patients can pay and in some cases with full medical aid, depending upon the Foundation's situation at the time that the application was received and the availability in its different bed groups.

3. That after two or three months had elapsed and Dr. Irwin had an opportunity to re-organize the system of treatment at Warm Springs, classify the medical records, and prepare material on what has been accomplished, the Executive Committee be invited to Warm Springs, at the expense of the Foundation, for two or three days to receive information on treatment given and to receive demonstrations of the work being done in various departments, such as the orthopedic equipment, immobilization, physical-therapy, and under-water treatment.
4. That immediately Dr. Freiberg be authorized to announce the medical change at Warm Springs, release a copy of the letter expressing the medical policy of the Trustees and the hopes of the Foundation, calling the attention of the orthopedic doctors to the fact that a meeting of the Executive Committee would be called at Warm Springs at a later date when the ground was properly prepared.
5. That two or three months from now articles be prepared for the proper medical journals giving the full history of the Foundation, its objectives and accomplishments and its medical policy.
6. That steps be taken at a later date to bring about the publication of certain articles and papers to be made available to the medical fraternity as a whole.
7. That Dr. Freiberg be authorized at the proper time in the judgment of his Executive Committee to increase the Committee from its present membership of 69 to all of the recognized and registered orthopedic surgeons in the country who are members of the American Orthopedic Society or the Academy of Orthopedic Surgeons or both.
8. That as soon as this is done, Dr. Freiberg's committee be sent outline of the activities of the Office of Coordination in New York, explaining how these doctors can be of service in examining cases for local assistance brought about through themselves, the orthopedic hospitals and the Birthday Ball chairmen.
9. That the Board of Trustees thank Dr. Mitchell for his services over the past year and again request that he remain as Consultant to the Board of Trustees for the year 1937.

### 3: OFFICE OF COORDINATION

It is definitely known to the Board of Trustees that the Office of Coordination created as a result of the report of the Committee on Admissions submitted to the last meeting of the Board of Trustees in an outgrowth of the service made necessary by the last three Birthday Balls for the President. It is also definitely known by the Board of Trustees that this work was taken over from the Birthday Balls and incorporated as a part of the Foundation's national program.

Since its inauguration in July, this office has coordinated Birthday Ball chairmen with local orthopedic doctors, hospitals and clinics and other agencies, such as state crippled children's commissions in a practical endeavor to bring medical assistance to those afflicted by Infantile Paralysis who cannot financially defray the cost of the necessary treatment, and are unable to go to Warm Springs or who do not require the highly specialized treatment offered at Warm Springs.

This department has been functioning smoothly and efficiently, improving its work as each day goes by and judging from the many letters coming in from various parts of the country, it is happily embarked on a useful service.

The work of this department has reached the point where it is now serving between 75 and 100 requests for assistance every day. Within the next two weeks, it will complete the enormous accumulation of requests for aid which came in as a result of the last Birthday Ball and from that point on, it will be functioning immediately on all requests as they are received.

Unquestionably the work of this Office will improve and expand and will be just as much a definite and permanent part of the work of the Georgia Warm Springs Foundation as the medical department at Warm Springs.

#### 4: PUBLIC RELATIONS

In the process of getting its work set up in the re-organization of the Administration Department at Warm Springs, the re-organization of the Medical Department, the establishment of the Orthopaedic Advisory Committee, the establishment of the Office of Coordination, and in waiting for the recorded accomplishments of the Research Commission created last year, and in the long process of collecting the Birthday Ball money for 1936, it has been extremely difficult for us to put out any public statement about the accomplishments of the Foundation to date.

Furthermore because of the intense heat of this year's Presidential campaign and the fact that some people of questionable mentality and character insisted on attacking the Foundation for not accepting patients or for paying no attention to the Infantile Problem among the negroes, we have steadfastly refused to be drawn into these other than to specifically answer people of standing who have written individually for information.

Without giving undue importance to some of these attacks, it is apparent that the public at this time should be informed of what the Foundation has actually accomplished and the exact amount of money which it has received as most people think we have taken in several millions of dollars from the Birthday Ball celebrations, and that a clear, concise statement be made on the medical policy of the Foundation, how it accepts its patients and how it accords medical aid.

I personally feel that this statement should be released immediately after election. In looking about for a vehicle, it seems to me that we could make use of the fact that last year we sent a six-page report to our contributors and Birthday Ball chairmen and that I, as Vice President of the Foundation and Treasurer of the National Committee for the Birthday Ball for the President, prepare a report to the President of the Board of Trustees which could be released to the press and the news magazines.

The heading of this report could be somewhat as follows:

"In a report by Keith Morgan, Vice President of the Georgia Warm Springs Foundation and Treasurer of the National Committee Birthday Ball for the President, submitted to-day to Franklin Delano Roosevelt, President of the Board of Trustees of the Georgia Warm Springs Foundation, and released to the local chairmen of the National Committee Birthday Ball for the President, to the direct contributors of the Georgia Warm Springs Foundation, and to all those interested in the national fight against Infantile Paralysis, the following information was disclosed:"

Attached herewith is this report.

IX. There are no exercise rooms in present plant. Temporary arrangements are now used for this need. These have become necessary through revised ideas for treatment out of the water. Eight exercise rooms are included in the new plan.

- X. There are also included in the new plan:
- (a) Adequate toilet and shower facilities.
  - (b) An adequate room for Ultra Violet treatment. This equipment rapidly deteriorates in its present installation. One of the present two Ultra Violet lamps has been omitted.
  - (c) Separate dressing facilities for men and women attendants and staff.
  - (d) Offices for staff and pool manager.
  - (e) Adequate room for tub treatments.
  - (f) Increased indoor rest room areas.
  - (g) Observation room overlooking indoor exercise pool for visitors, doctors, parents, etc.
  - (h) Drying room and linen facilities.
  - (i) Outdoor spectators' porch.
  - (j) Outdoor shade rest and sun bath spaces.

XI. The plans include an investigation of the springs and allowances in the estimate to cover examining, cleaning out and properly capping the sources.

Dr. F. H. Hewitt of U. S. Geological Survey has for two years directed an extensive survey of the warm springs - the results are in the Foundation's hands. He, with Mr. Richard W. Smith and Mr. G. W. Crickmay, State Geologists, have made specific recommendations for the proper handling of the warm springs sources.

At present the principal springs discharge through (what is apparently) loose rock and debris at the foot of the hill into an old masonry reservoir. The Geologists believe that the warm waters flow from crevices in natural rock a short distance back of the existing springs; that the water is now mixed with ground water with consequent loss of temperature and possibility of surface contamination; and that it is most desirable to remove the existing old masonry, loose rock, etc., and cap the springs at their actual source with encircling concrete reservoirs, from which the water will flow to the pools.

As the plans contemplate a complete re-vamping of pools, it was considered that the Geologists' recommendations regarding the springs con-

October 28th, 1936.

Honorable Franklin D. Roosevelt,  
President of the Board of Trustees,  
Georgia Warm Springs Foundation,  
The White House,  
Washington, D. C.

Dear Mr. President:

As one who has been associated with you from the early beginnings in the development of the Georgia Warm Springs Foundation and its work, as one of the Trustees and Vice President of this Foundation, and as Treasurer of the National Birthday Ball Committee for the President for the past three celebrations of your birthday held in the interests of the nationwide fight against Infantile Paralysis, it gives me great pleasure to render you the following report:

Nine years ago when the Foundation was first established by you and located upon the site of an old Georgia summer resort, this Foundation was a combination of a group of antiquated buildings and a dream -- your dream -- that at Warm Springs a movement could be started which would represent the greatest single force in the organization and coordination of a national fight against Infantile Paralysis.

These past nine years have been full of plans, enthusiasms and accomplishments. There has been the installation of a medical department concentrating on the problem of one major disease -- the after-treatment of Infantile Paralysis. There has been the construction of the medical buildings, the pools, the construction of Georgia Hall, the contribution of the Georgians to an humanitarian cause. There has also been the effort of the Building Industries which erected Builders' Hall and Kress Hall.

There has been the installation of a multitude of orthopedic and physical therapy equipment, the installation of radios for the entertainment of the patients, the renovation and building of the Playhouse, known as the Comerford Theatre. We have seen the building and development of the Golf Course and numerous other recreational facilities.

Going hand in hand with the constant building of Warm Springs, those associated with its growth have been personal witnesses to the tremendous development of our medical work and the rapid increase of its influence throughout the country.

The first five years which required patience, kindness and confidence, were made highly successful under the able direction of Dr. LeRoy W. Hubbard.

During the following three and three quarter years, the Medical Department, under the fine direction of Dr. Michael Hoke and his assistants, attracted doctors from many states of the Union, who came to observe, to study and to carry back with them new ideas and methods for the treatment of poliomyelitis. These doctors also brought to the Foundation practical help, wise counsel, and ideas of their own on which they had spent many hard years in developing.

In the early part of 1933, when the Board of Trustees voted that the work of the Foundation should be intensified, definite steps were taken to acquaint the public at large with the objectives which the Foundation had created and the necessity for securing monies with which to carry on these objectives.

In addition to the first monies, the buildings and other equipment which have been made possible through the contributions of many, the Finance Committee of the Foundation has secured approximately \$600,000 in private contributions in the past two and one half years, and the sum of \$1,015,000 produced by the first Birthday Ball for the President in 1934.

The Foundation could have very easily invested this money in Government securities, paying an annual income of two and one half to three per cent and been satisfied to keep its principal intact against a rainy day, spending the forty some-odd thousand dollars interest income thus produced in the development of its medical work and for the aid which it extends to those unable to pay all or any part of their own care.

Realizing, however, the enormity of the social and medical problem which infantile paralysis had brought to the country, with its several hundred thousand cases, the Trustees felt that they would not be true to the Foundation's ideals and to its reason for existence if these funds were to be invested in this manner. Upon the recommendation of the Board of Trustees, therefore, you as President announced to the nation in your acceptance of the birthday money on May 9th, 1934, that the Birthday Ball fund would be divided into three parts:

1 - "A \$100,000 fund to stimulate and further the meritorious work being done in the field of Infantile Paralysis.

2 - "A \$650,000 fund for the furtherance of the present work done by the Foundation's institution at Warm Springs and enabling it to help coordinate the efforts of all engaged in this work, the details to be worked out by the Trustees.

3 - "A fund of \$253,030.08 for building, maintenance and contingencies of the Foundation."

All three funds have been actively in use, and although each one of them had been greatly diminished because of the expenditure of the principal, when it came time to decide on whether another Birthday Ball should celebrate your 53rd birthday, the Board of Trustees decided that in view of the enormous task which lay ahead of all those people working for the after-treatment, control and elimination of Infantile Paralysis, the organization of the 1935 Birthday Ball should be used for the exclusive benefit of the cause as a whole.

Therefore, it was agreed that from the celebration of your birthday in 1935 the Georgia Warm Springs Foundation would receive no part whatsoever -- that 70 per cent of all the money raised should remain within the community to be used in helping to combat its own local Infantile Paralysis problem, and that 30 per cent of all the money raised should be sent to the National Committee for the Birthday Ball for the President, to be presented to you who would, in turn, give it to a specially created body known as the "President's Birthday Ball Commission for Infantile Paralysis Research".

Starting in November, 1934, as soon as the new plan had been accepted by Colonel Doherty and the National Committee, immediate steps were taken to organize the President's Commission so that they might familiarize themselves with that research work being conducted in various places in an effort to eradicate the disease itself.

The Commission as then organized, consisted of:

Colonel Henry L Doherty, Honorary Chairman  
Jeremiah Milbank, Chairman  
Edward S Harkness, Treasurer  
Paul deKruif, Secretary  
John S Burke  
Edsel B Ford  
Raymond Fosdick  
Felix Warburg  
Lessing Rosenwald  
Mrs Nicholas Brady  
Hon. James R Couzens, Senator from Michigan

This Commission appointed a most outstanding Medical Advisory Committee, headed by Dr. George McCoy, Director of the National Institute of the United States Public Health Service, Dr. Max Peet, of the University of Michigan, Dr. Donald B. Armstrong, Vice President of the Metropolitan Life Insurance Company, and Dr. Thomas Rivers of the Rockefeller Institute.

The Commission met many times, and the Advisory Committee has worked most intensively since its appointment. It is perfectly amazing -- from the applications which this Commission has so far received for help -- how unified the fight for the discovery and control of the virus of Infantile Paralysis has become.

This second Birthday celebration was very successful. The sum raised included the receipts from the parties, the telegraph greeting funds, and the private donations made to local committees to complete their objectives, the necessity of which was demonstrated by the study each local committee had to make to understand its own community problem. It has been estimated that about a million dollars was left in the communities under the jurisdiction of the local chairmen. Hospitals have been aided and a tremendous impetus has been given for the actual care and treatment of those afflicted.

In addition the above sum almost a quarter of a million dollars was available for the Research Commission.

This Commission which has expended all of its \$241,000 fund, made grants to the following:

The Hooper Foundation, San Francisco  
New York University  
Western Reserve University, Cleveland  
Stanford University, Palo Alto, California  
Harvard University, Cambridge, Massachusetts  
University of Pennsylvania, Philadelphia  
Long Island College of Medicine, Brooklyn  
Yale University, New Haven  
University of Southern California, Los Angeles

University of Chicago

University of Wisconsin

College of Physicians and Surgeons

Johns Hopkins University, Baltimore

University of Michigan, Ann Arbor

Health Research, Inc.

This year, on January 30th, the third Birthday Ball was held and the same plan of allowing 70 per cent of the money raised to remain in each community for local use in aiding Infantile Paralysis victims was again put into effect. The 30 per cent was given to the Georgia Warm Springs Foundation for its work. Inasmuch as collections have not been received from every party held, it is impossible to say definitely at this writing just how much money was raised by this effort, but so far \$122,500 has been presented to the Foundation by the National Committee.

So that the machinery for the combat might be better perfected, the Board of Trustees has struck out in even new directions and assumed greater obligations and responsibilities. The program, briefly, has been as follows:

A - The facilities of the Medical Department, such as the private pools, infirmary, medical offices, dressing rooms, brace shop, walking and exercise equipment have been enlarged.

B - The service of the Medical Department is offered to the orthopedic surgeons, physical therapists, nurses and others who come from various parts of the country to exchange ideas. In some cases the Foundation pays the traveling expenses; in all cases it pays the expenses at Warm Springs.

C - There was created an active orthopedic advisory committee consisting of 69 leading orthopedic surgeons from many sections of the United States, under the guidance of Dr. Albert Freiberg, of Cincinnati, whom the Board elected Chairman of this Committee. Dr. Freiberg has been assisted by an executive committee of eight:

Dr LeRoy C Abbott, San Francisco  
Dr George E Bennett, Baltimore  
Dr Willis C Campbell, Memphis  
Dr Arthur T Legg, Boston  
Dr Beveridge H Moore, Chicago  
Dr Frank R Ober, Boston  
Dr Robert B Osgood, Boston  
Dr John L Porter, Evanston

Dr. Albert Freiberg is Professor of orthopedic surgery at the College of Medicine, University of Cincinnati; Director of orthopedic surgery in the Cincinnati Hospital, in the Children's Hospital, in the Jewish Hospital, and in the Cincinnati Convalescent Home. He has been concerned not only with the practice of orthopedic surgery, but with the organization and teaching of it. He is a former President of the American Orthopedic Association and a member of that body since 1901; and past President of the Ohio Medical Association.



D - Dr. A. Graeme Mitchell, of Cincinnati, was appointed Administrative Consultant to the Board of Trustees. He has assisted the Board in many ways and his experience has proved of enormous value.

Dr. Mitchell is Professor of Pediatrics at the University of Cincinnati, Medical Director of the Children's Hospital Research Foundation, which institutions are unique, both in their physical characters and in the manner of their organization. He is a member of the American Pediatric Society and Chairman of its Council, a charter member of the American Academy of Pediatrics and chairman of the Pediatric section of the American Medical Association for 1935. He is known all over this country for his success not only as a teacher of pediatrics, but as an Administrator and as the co-author of Griffith & Mitchell's textbook on Pediatrics.

E - The Board of Trustees selected a Committee composed of Dr. A. Graeme Mitchell, Dr. Albert H. Freiberg, Dr. Michael Hoke and myself to prepare a report on medical policy, admissions and national service.

F - Since its inception on July 1st, 1936, the Office of Coordination has serviced upwards of 1,500 cases which have applied for medical aid. This number is exclusive of approximately 200 applications from patients desirous of being admitted to Warm Springs and suffering from ailments other than Infantile Paralysis. (These have been informed of our policy of non-acceptance of non-polio cases).

By "servicing" these 1,500 cases, we mean that the applicants have been referred to Birthday Ball chairmen who, in turn, have used the funds at their disposal in providing for medical treatment, operations, hospitalization and orthopedic equipment.

In such instances where the chairman's fund was inadequate, we have advised local and frequently state agencies of the patients' requirements. At all times we have received their full and generous cooperation.

Following are a few specific cases taken from our files at random:

Miss L., Trenton, Tennessee - The Office of Coordination referred her case to the State Crippled Children's Commission, there being no Ball chairman in her locality and, therefore, no Birthday Ball funds available. The Commission reports that the child was committed to and accepted by them and that arrangements have been made for her treatment.

Mr. MoH., Providence, Rhode Island - This case was referred to the Ball Chairman, Dr. E. F. Carroll, the patient was investigated by a Social Service Worker and found to be in need and is now being cared for by the Rhode Island Infantile Paralysis Foundation. (This Foundation was the recipient of the Providence 70 per cent Birthday Ball fund in 1935 and 1936.)

Miss S., Huntington, Indiana - We referred her application to the chairman and she was admitted to the Robert W. Long Hospital for the necessary treatment.

Miss Z., Bridgeport, Connecticut - This case was referred to Mrs. Peter Davey, the Birthday Ball chairman and also President of the Crippled Children's Bureau of Bridgeport Visiting Nurses Association. Mrs. Davey advises that this girl is receiving treatment from and is under the supervision of the Children's Clinic of the Visiting Nurses Association.

Mr. P., Los Angeles, California - His case was referred to Dr. Harlan Shoemaker, Birthday Ball Chairman, who succeeded in having the boy admitted to the White Memorial Hospital for treatment and he is also being equipped with braces. Dr. Shoemaker is going one step further as he is also endeavoring to obtain vocational training for the boy at the State Vocational Rehabilitation Department.

Miss H., Little Rock, Arkansas - The Honorable Beloit Taylor, Birthday Ball chairman, advises that this child as the beneficiary of the seventy per cent fund, is receiving treatment at Hot Springs, Arkansas.

Mr. R., Bridgeville, Delaware - The Bridgeville Birthday Ball chairman reports that the applicant's problem is economic rather than medical and through his efforts the applicant has obtained employment.

The above noted cases represent the experience of this Office with most of the 1,500-odd cases. It is therefore, obvious that something really necessary is being accomplished. As a result of the encouragement we have received, it is our aim and purpose to continue and increase our activities in the coordinating of the agencies and Birthday Ball chairmen, who have proven by their interest and enthusiasm that they are eager and willing to cooperate with us at any time.

G - The Foundation and its nationwide organization has proceeded without attention to the race, creed or color of those afflicted by Infantile Paralysis. Through this organization, help has been rendered to all classes.

Sometimes we are asked -- do we accept colored patients at Warm Springs, We have not so far been able to do this for the following reasons:

Warm Springs is not a general orthopedic hospital. It treats and studies nothing but Infantile Paralysis. It maintains no wards, separate clinics or segregated rooms. Aid and pay patients share the same facilities. We cannot take colored people for this reason only.

Ours is a laboratory -- a part of the national program. The Trustees deem it more wise to spend public monies received for enlarging the national fight so that a greater number may be helped back home than to spend such monies in huge buildings duplicating existing orthopedic hospitals.

We feel our national program is helping more colored people than the putting up of buildings and constructing of pools which could service but a small number.

H - Stories have appeared in magazines and newspapers from time to time, stating that the Foundation has received three, five, seven, and more millions of dollars through the Birthday celebrations.

These reports are erroneous. Following is a financial report on these monies and expenditures issued by the Treasurer of the Foundation:

(report from Mr. D'Connor to be added here)

As Treasurer of the National Committee for the Birthday Ball for the President, I submit the Haskins & Sells audit for the three Birthday celebrations:

1934

Amount Received (to April 26th, 1934)	\$1,049,577.45
National Organization Expenses	<u>46,547.37</u>
Net Receipts	\$1,003,030.08
Additional Receipts in Excess of Additional Expenses	<u>13,413.51</u>
TOTAL REMITTED TO THE FOUNDATION	\$1,016,443.59

1935\*

Amount Received (to June 29th, 1935)	\$ 304,777.59
National Organization Expenses	<u>62,490.77</u>
Net Receipts	\$ 242,286.82
Additional Expenses in Excess of Additional Receipts	<u>1,286.82</u>
TOTAL REMITTED TO THE RESEARCH COMMISSION	\$ 241,000.00

1936\*\*

Amount Received (to July 31st, 1936)	\$ 195,115.28
National Organization Expenses	<u>70,863.07</u>
Net Receipts	\$ 124,252.21
TOTAL REMITTED TO THE FOUNDATION	\$ 122,500.00

\* None of the 1935 money went to the Georgia Warm Springs Foundation.

\*\* These collections are not yet complete, so that the amount remitted to the Foundation is not the final amount that will be given them.

I - Stories have also appeared stating that monies received from the Birthday celebrations went to you or members of your family to retire personal loans or personally held mortgages.

These are erroneous.

Colonel George Clarence Thompson, attorney for the Foundation at Warm Springs makes the following report in his letter of September 17th, 1936, to the Administrator of the Foundation:

"Complying with your request for information concerning certain alleged transactions affecting the properties of Hon. Franklin D. Roosevelt and of Georgia Warm Springs Foundation, I wish to advise as follows:

"Mr. Roosevelt has made no sales of his real estate holdings to the United States or to any one else at a price of \$4,000 or any other price per acre, but has retained title to the lands purchased by him. However in 1930, Mr. Roosevelt purchased certain lands for the Georgia Warm Springs Foundation, including a number of village lots, but he conveyed these

properties to the Foundation for the identical price paid by him, and the conveyances he made to the Foundation were simply made for the purpose of completing the transactions.

"Neither Mrs. Sarah Delano Roosevelt nor any other person holds any mortgage or security deed by which the properties of the Foundation are conveyed as security for debt.

"The writer has abstracted the properties of Mr. Roosevelt and of the Georgia Warm Springs Foundation, and has handled all real estate transactions involving these properties in Georgia since 1932, and for this reason is familiar with the status of the properties."

On the other hand, we know that you donated a 300 foot right-of-way, through a portion of your land to the State Park System of Georgia, to be used as part of the Scenic Highway along the ridge of Pine Mountain. This donation totals several acres.

J - Stories have appeared indicating that the Georgia Warm Springs Foundation is an expensive institution -- that its rates are high and only for the rich -- that it offers no help to those unable to pay.

These are erroneous.

As will be seen from the adopted report rendered by the Committee on Admissions, provision has been made for all groups of people, including those unable to pay.

Last year along our deficit on those paying was \$49,000 caused by our charges being based on less than cost.

In the years previous to the adoption of this report, our charge was never more than \$42.00 weekly, which included all medical treatment, housing, food, recreation and local transportation by bus, car or attendant to all parts of the Foundation.

The medical part of this weekly charge has been \$17.50 weekly or \$2.50 per day which sum can be compared with any hospitalization charge in the country.

We have, until the adoption of the new plan, maintained partial or full aid cases on the basis of 50% full rate, 25% half rate, and 25% without any rate.

The new plan goes even farther than this. We have treated part or full aid cases from every State in the Union and the possessions.

In concluding this report to you as President of the Trustees, it is the sincere hope of the Trustees, and we know, of yourself, that public interest and support in the national fight will continue unabated. In the future, even as in the past, Warm Springs will be ever eager and ready to contribute to the fullest degree, every resource and experience at its command, for the realization of the proposition to which it has dedicated itself --  
POLIO MUST GO!

Respectfully submitted,

KM:F

Keith Morgan.

## 5: MONEY RAISING

Since the organization of the Foundation in 1927, monies have been obtained from six sources:

- 1: Outright private contributions without earmarking for specific use.
- 2: Outright private contributions for specific use.
- 3: Buildings, equipment and paraphenalia from individuals.
- 4: Public money from the past three Birthday Ball celebrations.
- 5: Monies paid into the Foundation by those able to pay part or all of the charges made by the Medical Department for long treatment, short treatment, surgical operations, and orthopedic equipment.
- 6: Monies paid in by visitors to the Foundation for their food, lodging, use of the public pools, the golf course and the riding stable.

In addition to the part played by me in the organization of the three Birthday Balls and collection of the monies as Treasurer of the National Committee, continual effort has been carried on in the direction of securing new buildings, new equipment and outright contributions, either in single sums or in annual amounts.

The total amount of all monies and buildings thus obtained are recorded in your files as Treasurer of the Foundation. Roughly speaking, combined they have involved the better part of \$1,800,000.

With the needs of the future clearly indicated and with the Foundation on the eve of its greatest service to the cause of Infantile Paralysis, it is immediately essential to formulate the necessary plans to secure the monies required. This work divides itself into three parts:

- 1: The value of the Birthday Ball celebrations -- whether or not these celebrations should be continued and on what basis.
- 2: The value of undertaking to raise a large endowment with which to carry on the battle after the President no longer occupies the White House.
- 3: The installation of a promotion and follow-up system (already in process) to secure donations for aid cases at Warm Springs and for the addition from time to time of needed equipment. There are a great many people in this country who each year give \$5.00, \$10.00, \$25.00, \$50.00, \$100.00, \$200.00 or more to institutions in which they are particularly interested. With the national prestige of the Foundation, it is felt that this kind of money can be attracted to the Foundation for its specific work at Warm Springs or to carry on certain phases of its national work. In the past several years this office has been able to secure quite substantial amounts and by complete organization and further intensifying these efforts, through the creation of a regular department, it is felt that even greater success can be achieved.

Birthday Ball - In view of the fact that November is practically here, immediate decision will have to be made in regard to the continuation of the Birthday Ball during the next four years, assuming at this writing the re-election of the President - to which every sign points. There are certain advantages to this method of raising money and there are certain disadvantages.

The first Birthday Ball was a huge success; it was spontaneous, a new idea and originated at a time when the President enjoyed great personal popularity. Had its organization been started two months in advance, two or three millions would have been raised instead of one million.

Through the raising of money by this method, however, the Foundation at once inherited a national medical and social obligation to the disease of Infantile Paralysis, not fully contemplated at the time of its origin.

The public clamor became so great for nationwide assistance that it was necessary to completely revamp the Foundation's organization at Warm Springs and to install a national policy aimed at coping with the problem. As a result of this the second Birthday celebration was designed to permit 70% of the money to remain in each community so that the local committee could have some available funds to meet their own problem and therefore help to lessen the pressure on the Foundation and to provide money for the specially created Research Commission to throw new life into the laboratories and encourage renewed effort to find and bring under control the virus at its source.

The Foundation in its anxiety to meet the national responsibility which it found it had inherited along with the million dollars, took no part of this money, although it did spend well over \$100,000 to install its national effort.

The third Birthday Ball campaign held January 30th, 1936 produced a net sum of around \$123,000. This net sum, to which must be added the national organization expenses and the collection expenses, means that less than \$700,000 net was collected all over the country, or a considerable drop over the first celebration and a drop over the second celebration in returns.

Several factors were involved in this sharp drop:

- 1: The severity of the weather which led to the abandonment and cancellation of a great many parties and which cut into the returns of those parties which were held.
- 2: The rise in cost of organizing the parties, nationally and locally.
- 3: The falling off of the President's universal popularity, particularly among the class of people accustomed to giving larger sums of money.

A study of the costs indicate that local committees have spent more than they did in the first Birthday Ball, more has been paid for music, halls, refreshments, and other items because the spontaneity has begun to disappear and people were less willing to give things away for nothing.

stituted an important factor and their carrying out should be included.

Incident to the above, the present pump house (supplying Foundation's water supply) should be relocated at one of new reservoirs, to reduce loss of head. Also the water for the indoor pools should be drawn from the warmer spring, instead of as at present, from the colder source.

It was recommended at the above noted meeting that the vicinity of the spring be made attractive by architectural treatment and planting and that if possible one or more of the sources be made visible thru a suitable enclosure for visitors, etc. This has been included.

XII. In order to carry on treatment while the new work is in progress the plans contemplate the use of the present outside pools and dressing rooms (suitably relocated) while the indoor pool building is rebuilt. When that is complete the work on outside construction would be undertaken - or the procedure would be reversed. In any case, construction work must commence in the early winter or early spring.

XIII. Heating and Ventilating:- Engineering studies were made to determine whether the Pool Building should be heated by separate plant (as at present) or from the Foundation's main heating plant. The latter course was adopted, having the advantages of greater flexibility, economy of operation and maintenance.

The plans include a first class modern heating system together with an adequate ventilating system for certain areas in summer.

There is also included provision for raising the temperature of water of indoor pools for winter use to approximately 92 degrees F., or the normal temperature of the skin. This is the approximate temperature recommended and used by other therapeutic pools in this country and abroad. Dr. Oskar Baudisch of Yale University and Dr. Viktor Sellner of Jahannisbad who were consulted in this matter, stated it to be their conclusion, after experiments, that approximately 92 degrees F. is the most desirable temperature for the treatment of patients in water. It is stated that at that point the patient is relaxed and comfortable and the physiotherapist better able to give the treatments. At present

The value of leaving the 70% of the funds in the communities, while sound in purpose, is easily thrown into the debatable class when measured in terms of results accomplished. In many communities in the country there is still considerable money in the banks from the second and third Birthday Balls in small amounts because there is no particular Infantile Paralysis problem, or the sum is too small to do very much.

How much of this money around the country is still unused, it is impossible to determine. It could only be ascertained by questioning the chairmen of the last two years.

In some communities, administration of the local funds has been exceptionally excellent; the money has been given to orthopedic hospitals, surgeons and clinics or it has, under the direction of medical advice, been used judiciously in bringing further orthopedic equipment to those afflicted. In other communities the administration of these funds has been fair to middling and in some cases downright unwise. The money has been given to milk funds, bad teeth funds, other forms of physical impairment, or to local agencies totally unprepared and inadequate for using the money properly. Just exactly how many of these funds have been administered wisely and how many unwisely can only be determined after a very costly and painstaking investigation.

One fact, however, stands out very clearly -- the communities like the 70% idea and in the work done so far through the Office of Coordination, the fact that these funds were available has in many instances not only been very instrumental in bringing about effective results, but in acting as an educational guide to the local chairman as to what they could do with their money in the proper direction.

Perhaps with the growth of the influence of the Office of Coordination much of the unwise use of the 70% fund could be gradually eradicated.

Another outstanding fact remains -- if the Foundation is from now on to secure a sufficient sum of money with which to carry on its major assignments, the split of the total proceeds into 70 - 30, 60 - 40, or 50 - 50, cannot be expected to produce anywhere near the total required.

It might be possible to preserve the President's birthday as Infantile Paralysis Day and retain all of the nationwide influence and education which has been given along these lines, to change the giving of a party plan into that kind of a plan which would eliminate so much of the local organization expense, such as money for orchestras, ball rooms, favors, programs, tickets, advertising publicity and the usual run of entertainment organization expense. Whether the public would respond as quickly to a tag day or certificate day, without the glamor of a community entertainment, requires reflection and careful thought.

In any event, it is my personal opinion that with careful management of the expenses of national organization, and with the return of business prosperity now clearly taking place - and the next four years will certainly lead to the restoration of a greater and wider popularity of the President - anywheres from \$150,000 to \$250,000 net could be obtained from each of the ensuing four years.

Endowment Plan - I am definitely convinced however that with the national prestige of the Foundation which has demonstrated itself even throughout



the present bitter Presidential campaign; with the return of large incomes; and with the deep interest and fear that has been crystallized in Infantile Paralysis; and with the tax situation as it is now, and may be later; large numbers of people will be willing to get behind the Infantile Paralysis cause substantially if they are given an idea and a definite place in the Infantile Paralysis battle.

Therefore, I suggest that there be created what might be called the President's National Infantile Paralysis Committee, that this Committee consist of a chairman, a vice chairman, secretary, treasurer and general director, that the country be divided into the same territories now known as Federal Reserve Districts, that in each district there be appointed a chairman with the authority to designate for his district either state, county or city chairmen and that these chairmen all be asked to serve as members of the National Committee as well as heads of their own local committees by the President, through me, as was so successfully done in the creation of the President's Birthday Ball Commission for Infantile Paralysis Research, that a meeting of this organized committee be held at the White House, at which time such people as the President, Jeremiah Milbank, Dr. Mitchell, Dr. Freiberg, Paul deKruif, yourself and myself could get together and the entire problem graphically and succinctly presented.

Each district could then be given a quota, the combination of each quota should total \$5,000,000.

I believe that the National Committee should engage the services of one of the outstanding advertising agencies to carry on an educational campaign in some of the leading magazines. I believe that a publicity organization should be retained to undertake the job under careful direction, of keeping the campaign before the public.

At the organization of the President's National Committee steps could be taken to definitely set this endowment fund up in trust format to be administered by a group of Trustees representing the Georgia Warm Springs Foundation, the Research Commission, and the new orthopaedic commission to be created which will have as its function and objective the making of grants to those orthopedic doctors and clinics who require money to carry on research in the after-treatment of the disease.

It could be so specifically set up that these Trustees will divide the income and any portion of the principal which it deems advisable among the Georgia Warm Springs Foundation to carry on its work at Warm Springs and its work nationally, the Research Commission under Mr. Milbank and his group, and the orthopedic research commission under the duly appointed members.

It could also be so set up to be closed out when and if the day arrives when there is no great further need for the continuation of this sum of money designated exclusively for Infantile Paralysis.

It could also be so set up that from time to time outright donations or willed money could replenish the treasury.

Assuming that \$5,000,000 could be raised and that  $3\frac{1}{2}\%$  to 4% could be earned on its investment, plus its authority to make grants from the principal for quite a few years to come the Foundation could receive \$150,000 to

\$200,000 a year, the Research Commission another \$150,000 to \$200,000 a year, and the orthopedic research commission \$50,000 to \$100,000 a year.

If this trust fund permitted the Trustees to enlarge these grants if necessary, I am sure that adequate monies would be available for all three definite objectives.

I believe that the general public would like this arrangement and certainly we would like it as would the Research Commission and the Orthopedic Commission. Furthermore, I believe that other Foundations would like this plan and would be willing to become parts of it.

As stated above, under our own promotion system, thru our own immediate friends extra monies can be obtained in small amounts and it would not interfere with the main endowment drive or the administration of this endowment.

The question then arises as to whether the Birthday Ball and the endowment drive could be carried on at the same time, whether the Birthday Ball would interfere with the success of endowment drive or whether the Birthday Ball would settle itself down into the public subscription portion of the main endowment effort. Perhaps it could be so organized to accomplish this, leaving a large percentage of this fund in the communities for direct help to those afflicted and the remaining sum sent in to become that portion of the public subscription to the main endowment fund.

It is obvious that the carrying on of the fight against Infantile Paralysis and the raising of the necessary money for this fight is no longer the personal prerogative of any one man and is not the pet hobby of Colonel Doherty and through him of Colonel Byoir, or, as a matter of fact, a small group of men such as ourselves.

Sufficient money could be immediately subscribed to pay the organization expenses of the President's National Infantile Paralysis Committee and to set up enough money to advertise the campaign in the magazines and through general publicity.

Immediately upon the adoption of this plan, through the breaking down of the county into the Federal Reserve districts, I have no doubt that a very powerful national committee could be put together on which many of our eminent citizens would be proud to serve.

GEORGIA WARM SPRINGS FOUNDATION, INC.

120 BROADWAY  
NEW YORK

PRESIDENT  
HON. FRANKLIN D. ROOSEVELT  
TREASURER  
BASIL O'CONNOR

PSF  
Warm  
Springs

file  
Warm Springs

November 16, 1936.

To the Board of Trustees of

GEORGIA WARM SPRINGS FOUNDATION, INC.,

Gentlemen:

Enclosed herewith is consolidated balance sheet and income account of Georgia Warm Springs Foundation, Inc., and Meriwether Reserve, Inc., for the nine months ended September 30, 1936, before completion of the audit for the year 1935.

Very truly yours,

*Basil O'Connor*

Treasurer.

Encl.

GEORGIA WARM SPRINGS FOUNDATION, INC.  
and  
MERIWETHER RESERVE, INC.

Balance Sheet at September 30, 1936, and consolidation and  
statement of income and profit and loss for the nine months  
ended September 30, 1936, and consolidation - before audit  
for year 1935

<u>ASSETS</u>	<u>Total</u>	<u>Georgia Warm Springs Foundation, Inc.</u>	<u>Meriwether Reserve, Inc.</u>
Cash	\$ 23,332.92	\$ 20,200.89	\$ 3,132.03
Patients' Aid Endowment Fund	15,843.23	15,843.23	
Fund #1 - Cash	23,050.16	23,050.16	
" #2 - Cash	55,842.49	55,842.49	
" #2 - H.O.L.C. 3's-52-\$500,000.	490,468.75	490,468.75	
" #3 - Cash	4,321.94	4,321.94	
Franklin D. Roosevelt Fund	14,000.00	14,000.00	
1936 Birthday Ball Fund	122,500.00	122,500.00	
Insurance Fund	13,500.00	13,500.00	
Other Current	65,117.91		65,117.91
Investments	13,203.00	13,203.00	
Property - less depreciation	775,875.49		775,875.49
Cash surrender value life insurance	75,818.50	75,818.50	
Deferred assets and charges	13,340.74		13,340.74
Meriwether Reserve, Inc.		858,909.20	858,909.20(a)
	<u>\$1,706,215.13</u>	<u>\$1,707,658.16</u>	<u>\$ 1,443.03</u>
 <u>LIABILITIES</u> 			
Current	\$ 33,797.09	\$ -	\$ 33,797.09
Notes payable	133,000.00	10,000.00	123,000.00
Reserve funds	739,526.57	739,526.57(c)	
Reserves & deferred credits	24,296.61		24,296.61
Principal	785,594.86	1,017,376.82	231,781.96
Capital stock		49,245.23(b)	49,245.23(b)
	<u>\$1,706,215.13</u>	<u>\$1,707,658.16</u>	<u>\$ 1,443.03</u>

(a) Amount due to Georgia Warm Springs Foundation, Inc.,  
from Meriwether Reserve, Inc., eliminated.

(b) Capital stock of Meriwether Reserve, Inc., held by  
Georgia Warm Springs Foundation, Inc., eliminated.

(c) See Schedule "A."

<u>INCOME</u>	<u>Total</u>	<u>Georgia Warm Springs Foundation, Inc.</u>	<u>Meriwether Reserve, Inc.</u>
Donations - general	\$ 31,896.13	\$ 31,896.13	\$
"    - Patients' Aid	237.27	237.27	
Interest	-	-	
Dividends	675.00	675.00	
Operating - net	94,379.97		94,379.97
	<u>\$ 51,571.57</u>	<u>\$ 42,808.40</u>	<u>\$ 94,379.97</u>

<u>EXPENSES</u>			
Campaign	\$ 4,921.07	\$ 4,921.07	\$
Administrative and general	6,512.78	6,512.78	
	<u>\$ 11,433.85</u>	<u>\$ 11,433.85</u>	<u>\$</u>
<u>NET INCOME - September 30, 1936</u>	\$ 63,005.42	\$ 31,324.55	\$ 94,379.97
<u>PRINCIPAL - January 1, 1936</u>	625,643.32	986,002.27	360,358.95
<u>Add to principal - transferred                                   from Fund #3</u>	177,236.20		177,236.20
<u>Add to principal - transferred                                   from Fund #2 - 1936</u>	45,720.76		45,720.76
<u>PRINCIPAL - September 30, 1936</u>	<u>\$785,594.86</u>	<u>\$1,017,376.82</u>	<u>\$231,781.96</u>

SCHEDULE A

GEORGIA WARM SPRINGS FOUNDATION, INC.,

Reserves - special funds

September 30, 1936

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

Arthur Carpenter, salary	\$13,750.00		
" " expenses	5,843.92		
Keith Morgan, salary	21,000.00		
" " Office expenses	8,271.15		
" " advance - expenses	2,000.00		
Ohio Survey	5,446.78		
Dr. Hubbard - salary	11,666.56		
" " - expenses	1,315.08		
Dr. Park	21,000.00		
Dept. of Coordination	<u>2,054.79</u>	<u>92,348.28</u>	\$ 23,050.16

FUND #2

\$500,000. H.O.L.C. 3-52		\$490,468.75	
Cash		159,531.25	
Interest received		23,000.00	
Patients' Aid donations		<u>13,004.00</u>	
			\$686,004.00

Patients' Aid	\$121,753.83		
Surgical appliances	9,726.23		
Natl. Polio Coordination	2,607.88		
Dr. Mitchell	<u>5,604.82</u>	<u>139,692.76</u>	\$546,311.24

-2-

SCHEDULE AFUND #3

Allocated

\$253,030.08

Insurance loans and interest	\$46,740.87		
Units A and B	44,723.76		
"    "    "    " - Architect's fee	5,000.00		
"    "    "    " - Furnishings	7,844.85		
Workshop & storeroom	2,143.27		
Employees' quarters	8,760.43		
Mothers & Children's Building - Architect	232.15		
Infirmary - Architect	500.00		
Purchase of Trustees' House	13,909.46		
Alter patients' pool	6,210.86		
Fire insurance	7,665.92		
Demolish Inn	3,500.00		
Life insurance	20,883.64		
Capital expenditures - 1934	6,557.86		
"    "    "    " - 1935	6,523.53		
Operating deficit	48,000.00		
Repair cottages	5,002.96		
"    brace shop	208.05		
Comerford Theatre	452.31		
Heating and ventilating	8,000.00		
Remodel cottage	629.00		
Repair negro dormitory	296.79		
Oven	575.00		
Repairing Aerocar	1,150.00		
Auto	400.00		
New chlorinator	950.00		
Building fund	347.43		
Repairing public pool	<u>1,500.00</u>	<u>248,708.14</u>	\$ 4,321.94
 PATIENTS' AID ENDOWMENT FUND			15,843.23
 F.D.R. FUND			14,000.00
 1936 BIRTHDAY BALL FUND			122,500.00
 INSURANCE FUND			<u>13,500.00</u>
			<u>\$739,526.57</u>

the temperature of the indoor pools in cold weather ranges as low as 82 degrees - and even if the temperature of the air could be controlled (difficult to do in present building) it is considered to be relatively too chilly for most patients.

#### XIV. Structural and Material Elements:-

The preliminary plans specify a semi-fireproof building, including concrete floors, concrete pools, masonry walls, cement plaster ceilings, steel roof construction and slate roof. The interior pools are tiled - all pools have scum gutters.

The interior finish of floors is either nonslip tile or mastic tile. The interior walls and partitions are of glazed structural tile - easily washed down. Windows are metal - all railings, etc., are aluminum. Ceilings are sound proofed. The new indoor play pool and rest areas have glass roofs.

Of the existing building only the present indoor pool, surrounding platforms and glass roof and some foundations are retained.

It is asked, why completely replace the existing wooden structure?

As has been stated, the floor must be replaced in concrete on account of dampness from springs under building. To explain why the wood stud walls and roof structure should not be retained would require a detailed report covering many items. Suffice it to state that in general the replanning of the building would necessitate the demolition of much of the super structure; that high humidity in the building and other factors make it inadvisable to rebuild that part in wood; and that the type of masonry construction selected is little more expensive and involves much less upkeep than wood.

\* \* \* \* \*

The above plans called for the expenditure of a larger sum than contemplated. Can this amount be materially reduced?

In the first place it should be noted that this is a preliminary estimate on preliminary plans and cannot be considered a close figure.

\* \* \* \* \*



As has been said, these plans visualize "An Ideal Pool Building" not only providing the necessary facilities but providing for their long life and easy maintenance.

There are a number of items which might be eliminated from such a building - as, the omission of brass and aluminum work, insulation, sound treating and tile work. These, together with smaller items, could represent a deduction of \$18,750.....Though the omission of the sound proofing and insulation is particularly not desirable.

It is possible that additional cuts could be made in the preliminary estimate to total between \$5,000 and \$10,000.

The items previously enumerated as totalling \$27,000 were in large degree rough approximations. It is possible that these items could be reduced \$9,000 to approximately \$18,000.

These reductions, if possible, would make the approximate total cost \$132,000. But this figure will not buy the building called for by the Building Committee meeting of August 21, 1936.

\* \* \* \* \*

At this time, April 21, 1935 - further studies are being pursued by the Architect in the attempt to find means to materially reduce the above cost. It is hoped that some progress in this direction can be reported to the meeting of Board of Trustees on May 4, 1936.

PSF: Warm Springs  
Gen H. Hooper - 36  
P. P. I.

January 7, 1936.

Dear Mr. Hooper:

I understand about the highway but the enclosed little map must be wrong. If the map is correct, the present road leading to the Knob from the main highway would be on land lot No. 115. It is not on lot No. 115, for the long fence between me and lot No. 115 is and has always been definitely to the East of the Knob Road.

Also, if this map is correct it would mean that the easterly end of the long leaf pine plantation is also in lot No. 115. There have been, of course, various surveys of the land lot lines and these surveys often vary by a few feet one way or the other, but nothing like the extent shown by this map.

I have marked the approximate entrance to the Knob Road in pencil on this map. This entrance goes a little to the East of the most westerly point on the present road and you will see that the division line between lots No. 110 and No. 115 must be wrong.

Incidentally, the owner and former owner of lot No. 115 have never claimed that the fence between the properties is in the wrong place. I think this matter should be straightened out.

Very sincerely yours,

H. N. Hooper, Esq.,  
Georgia Warm Springs Foundation,  
Warm Springs, Georgia.

dj

PSF  
Warm Springs

THE GEORGIA WARM SPRINGS FOUNDATION, INC.

Report of

Committee on Admissions

April 24, 1936

Albert H. Freiberg, Chairman  
Michael Hoke  
A. Graeme Mitchell  
Keith Morgan

Cincinnati, Ohio.  
April 24, 1936

Mr. Basil O'Connor,  
Chairman of the Executive Committee,  
The Georgia Warm Springs Foundation, Inc.,  
120 Broadway,  
New York, New York.

Dear Mr. O'Connor:

At the last meeting of the Board of Trustees a Committee was appointed and instructed to prepare a report on the subject of the admission of patients at Warm Springs.

This Committee consists of Dr. Albert H. Freiberg, Chairman, Dr. A. Graeme Mitchell, Dr. Michael Hoke and Mr. Keith Morgan. The Committee has studied the subject and in final meeting at Cincinnati, April 24, drafted the following proposals (Dr. Michael Hoke was unable to attend the meeting because of the pressure of his work but he authorized Mr. Keith Morgan, who had discussed the matter fully with him at Warm Springs to act as his proxy.):

1. That an Office of Admissions be created and located at Warm Springs.
2. That this Office be a part of the Administrative Department.
3. That the head of the Office of Admissions be officially known as Registrar and so sign all communications.
4. That the functions of this Office be divided into
  - A. Admission of Paying Patients.
  - B. Admission of Medical Aid Patients.

That all data necessary for the admission of these two groups required by both the Medical Department and the Administrative Department be secured by this Office.

That this Office will in no way constitute a final authority on such admissions, as it is the express recommendation of your Committee that both the Medical Department and the Administrative Department be required to give their approval.

That the detailed procedure as to arrivals and departures, transportation, accommodations, rates, and so forth, are to be assigned to this Office by the Administrative Department.

That the sole duty of the Medical Department shall be the decision as to whether or not an applicant is medically acceptable for treatment at Warm Springs.

A study of the records at Warm Springs discloses that applications for admissions divide themselves into two classes:

- A. through correspondence.
- B. through unannounced personal calls at the Medical Offices.

In order to concentrate all applications in the Admissions Office, it is understood that before consultations are granted, those who apply in person, will be first directed to the Office of Admissions for the purpose of securing the required data. For those who have come in person to Warm Springs from long distances, full consideration should be granted for early preliminary medical consultation.

5. There are two basic kinds of data to be secured from all applicants.

- A. Full information on the medical history of the case, In many instances the Medical Department will find it necessary to request either a full medical report from the attending physician, or an examination by a duly authorized orthopedic surgeon. Because of the technical character of such information, it is believed advisable to have the Medical Department communicate directly with the doctors.
- B. A character and credit report on the applicant. Both in the case of minors and applicants of legal age who are financially dependent upon relatives or guardians or others, it will be necessary that written guarantees from responsible parties and authorizations be secured for all obligations incurred.

6. A study of the records of those patients who have received treatment at Warm Springs also discloses that during the course of a year, these patients often communicate with the Foundation requesting advice and counsel, and also seek permission to return for check-up examinations or further treatment. It is, therefore, suggested that all such correspondence be again directed to the Office of Admissions for recording and forwarding to the Medical Department. If the Medical Department deems it wise for the former patient to return, they will so notify the Office of Admissions who in turn will secure the approval of the Administration Office, thereafter making the required arrangements for re-admission. In those instances, where advice is required only by letter, the Medical Department should have the duty of replying directly.

7. The above recommendation applies to those who initiate this type of inquiry. It is further suggested that a system be devised to follow up periodically former patients at Warm Springs since such personalized interest will aid in developing attendance in the pay group by those for whom further treatment will be helpful.

8. It is further urged that the Administrative and Medical Departments jointly evolve a method of filing which will concentrate all communications, and records in one place so that a complete case history will be available.

9. Where examinations are requested from recognized orthopedic surgeons, it is felt that these surgeons should receive an examination fee of \$10.00 which will be paid by the Foundation and collected by the Administration Department at the time of the applicant's entry. This fee is in no way to be confused with the initial examination fee at Warm Springs which examination has to do with treatments needed.

The above recommendations will, in the opinion of the Committee, provide adequate and proper service to the applications of all patients. These recommendations especially cover the requirements from applicants falling in the pay groups.

Herewith follows the Committee's observations and recommendations for the admission of applicants falling in the Medical Aid Group.

Observations:

The Committee feels that, in approaching the problem of rendering medical aid in various parts of the country to those afflicted with poliomyelitis, two things must be definitely kept in mind:

- A. That it is a medical problem.
- B. That it is a social problem.

With the several hundred thousand cases now existent in the various age groups, it is all too often difficult to bring about more than a partial restoration to that degree which permits those afflicted to resume or learn ways and means of earning an independent living. The problem of many thousands of those who have been handicapped by this disease, especially among those who are unable to maintain themselves or must be maintained by their own families, is one which puts a heavy tax on the communities in which these people reside.

Just as it is impractical and impossible for any one orthopedic hospital or clinic to cope singlehanded with this phase of the situation, it is equally impossible for the Georgia Warm Springs Foundation to do likewise, nevertheless because of the national prestige of its founder and leader, and because of the eminence which has been attained throughout the nation as the result of its work and as the result of the three Birthday Balls held for the President, the Foundation has come to be looked upon hopefully by many thousands of those afflicted as a guide and as a help in their personal orthopedic problems.

With limited capacity and with limited funds, it therefore follows that the Foundation must establish two very definite parts of its programs:

- A. It must set up an intelligent plan, whereby from the forty-eight states, a number of patients can be accepted which will enable the recognized orthopedic surgeons to send that type of case which can be studied at first hand and which is of such nature that valuable and practical orthopedic knowledge may be obtained.
- B. It must create a method whereby through the process of decentralization actual service may be given to a large

number of those afflicted and it must set up a system of coordination of the activities of Birthday Ball Committees.

Much of the machinery for such service is already established, since a considerable part of the work of the National Committee for the Birthday Ball done in the past ten months has consisted of referring to many thousands of applicants for assistance to the local Birthday Ball Chairmen, who retained 70% of the funds raised in 1935 and 1936. Innumerable evidences which show excellent service rendered to those in need are available at Committee Headquarters.

Orthopedic care has been obtained, old orthopedic equipment has been repaired, and new orthopedic equipment has been secured. In a goodly number of states, cities, and towns, permanent infantile paralysis organizations have been created which have led to a cooperation and coordination of available orthopedic surgeons, hospitals, clinics, and many of the established state societies and commissions for handicapped people.

These evidences are so conclusive in their results that this Committee feels that much more can be accomplished in this direction.

#### Recommendations:

##### A. MEDICAL AID AT WARM SPRINGS:

Statistical information recorded in another report to the Board of Trustees shows that the capacity for resident patients at Warm Springs can be, with the present facilities, expanded to accommodate 113 patients. This supplementary report also shows that, to eliminate the present loss of money in the pay group, an average of 88 patients is required. This permits accommodations for 25 additional patients at a given time. The supplementary report further shows that the average residence of patients at Warm Springs is 4.6 months.

In filling these accommodations this committee recommends that at all times the medical department should have a comprehensive assortment of different types of cases.

The Committee also recommends that admission be limited to those who have attained the age of fifteen and over. Our reasons for making these two recommendations on type of case and age are clear.

In the first instance, through the development and application of the finest orthopedic treatment which can be made available for the different types of cases, the knowledge and experience which is thereby compiled will be of the most far-reaching value to those orthopedic doctors and other institutions which are primarily concerned with the most advanced methods of rendering after-treatment.

In the second instance, there are approximately 69 established orthopedic hospitals with a capacity of 26,530 beds. However, the bulk of the orthopedic hospitals and many of the general hospitals with orthopedic departments are limited to children under 15 years of age. Outside of Warm Springs there is only one hospital for handicapped adults in the country. This is at Memphis,

Tennessee. Doctor Lowman's hospital at Los Angeles takes cases up to the age of twenty-one. Since the formative years, in which much can be accomplished, starts at fifteen, the Committee feels that the Foundation's age group should start there.

In our opinion the following basic considerations should apply to the admission of all medical aid patients.

1. That the applicant should not be younger than 15 years of age.
2. That preference should be given to that type of applicant who gives evidence of the likelihood of substantial help within a reasonable period.
3. That no applicants be accepted who have had poliomyelitis longer than three years and preferably not longer than two years.
4. That all applicants must furnish responsible evidence that they possess a home to which they can return as soon as the Foundation's medical work is completed; that all applicants possess the necessary transportation funds.

As the Committee has previously pointed out that the problem of Infantile Paralysis is two fold

1. Medical
2. Social

and since the definite work at Warm Springs is medical and not social - no matter how unfortunate or tragic the condition of the applicant - sound medical policy and judgment should prevail in the selection of each medical aid applicant.

There is a distinct difference between the institution at Warm Springs and the orthopedic hospitals throughout the country. Warm Springs is geographically isolated from the large poliomyelitis belts. Warm Springs confines itself strictly to the treatment of one disease. Warm Springs is without the customary clinic or out patients' department where only non-resident cases are treated.

Consequently, when an applicant is admitted to Warm Springs, this institution must assume the task of feeding, housing, recreating, entertainment for natural human ailments other than Infantile Paralysis which are likely to occur during the average week.

These functions cost money and every dollar which goes into them must be taken from privately subscribed or publicly secured funds which have been obtained for medical work in the field of Infantile Paralysis. Therefore, the Committee strongly recommends that no medical aid applicant be admitted:

1. Who cannot furnish all transportation costs to and from the Foundation.
2. Who cannot furnish themselves with pocket funds for laundry, cigarettes, etc.,
3. Who cannot pay a minimum daily charge of \$0.50 for food and housing.



The Committee feels that such small charges if not available to the applicant from his own purse or that of his family's will be available from benefactors or the local Birthday Ball Committee Funds now on hand in practically every community. The Committee also feels that such charges will have great psychological effect on the applicants and give them a sense of independence in association with the pay patients, especially as all patients do everything together at Warm Springs and no one knows who is and is not being aided.

We now come to the details of the method by which medical aid patients are to be selected for admission.

Since the capacity as previously stated can at once be increased to 113 and since the sought after average in the Pay Group is 88, the available accommodations for the medical aid group is 25 at one time. By choosing the patients as outlined above, the Foundation should be able to render medical aid to between 80 to 100 patients per year.

Your Committee desires to point out that in the admission of every case certain considerations must inevitably and invariably be borne in mind by the Office of Admissions. Such are:

1. The patient's type of polio handicap and the requirements of the Medical Department to have at Warm Springs at all times a well sounded selection of patient types which will provide educational material.
2. The magnitude of the polio problem in the patient's home state.
3. The interest shown in the polio campaign by that State as evidenced by its financial contribution.

The Committee has been furnished with a detailed list by state of all reported Infantile Paralysis cases for the past five years by the United States Health Department at Washington, D. C. The Committee has also been furnished with a detailed list by state of all the Birthday Ball funds reported for the past three years by the National Committee for the Birthday Ball for the President. These reports are attached herewith. The Committee is suggesting that state representation cover a period of two years, as this provides the medical department an opportunity to accept some cases of more serious nature such as spinal or abdominal. Furthermore, many states not in the poliomyelitis belt have very few cases but only occasional representation at Warm Springs. In this way from those states such as New York, Michigan, Ohio, Massachusetts, California and others who are subject to frequent epidemics and who have also been liberal contributors to the cause of Infantile Paralysis more cases can be taken in one year.

#### Determining the Selection of Patients:

The Committee feels that herein lies one of the most valuable assets of the Foundation's national work, namely that of definitely tying in the orthopedic doctors throughout the country so that they may be made to feel that the Foundation is a very important part of their activities in the field of Infantile Paralysis. There are two central bodies of orthopedic surgeons:

1. The American Orthopedic Society
2. The American Academy of Orthopedic Surgeons.

Within these two bodies are some 600 members.

Last summer (1935) your Board of Trustees created what is known as the Orthopedic Advisory Committee of the Georgia Warm Springs Foundation of which Dr. Albert H. Freiberg of Cincinnati is chairman as well as chairman of the Committee signing this report. This Advisory Committee consists of 75 members geographically distributed. It has an executive council of nine. It is planned to increase the present number of 75 from the ranks of the 600 so that all states will be adequately represented.

This established Advisory Committee of Orthopedic Surgeons shall constitute an examining board for those applying for admission to Warm Springs. Since in many instances it would not be feasible for one of these surgeons to journey to another city or town to make an examination and since lack of funds would in most cases prevent the applicant from coming to the headquarters of this examining surgeon all members of the Orthopedic Advisory Committee shall have the privilege of asking another recognized orthopedic surgeon in the required locality to make the examination for him. In the selection of applicants, only those recommended by Birthday Ball chairmen, active supporters of the Foundation's work and members of the Orthopedic Advisory Committee will be considered. Where a member of this Advisory Committee does not make a recommendation of his own initiative, he will examine only those applicants coming from the other two sources upon the direct request of the Office of Admissions at Warm Springs.

A blank form should be designed by the Medical Department at Warm Springs for reports from orthopedic surgeons giving in detail all the data required, as the results of the examinations they have made. The recommendations is made that this form contain a complete muscle chart as an integral part.

As before stated the Foundation is to pay a fee of \$10.00 for such examinations.

The above concludes the basic plan for admission of medical aid patients at Warm Springs. Many of its details can be worked out jointly by the medical and administration departments.

B. MEDICAL AID THROUGHOUT THE COUNTRY OTHER THAN THAT AT WARM SPRINGS.

This Committee has already pointed out two things:

1. Because of the national prestige of its founder and leader and because of the eminence which has been attained throughout the nation, and as a result of the three Birthday Balls held for the President, the Foundation has come to be looked upon hopefully by many thousands of those afflicted with infantile paralysis as a guide and as a help in their personal orthopedic problems.
2. That realizing the impossibility that the Foundation can cope with almost 50,000 requests for direct aid which come in during the course of a year, the National Committee for the Birthday Ball for the President undertook to establish a mechanism for dealing with this problem and to cooperate with the Birthday Ball Chairmen who had a community interest in the disease and who through their 70% share of the last two Birthday Celebrations had available funds specifically set aside for Infantile Paralysis.

aid. The recorded results of this work over the past ten months have proven practicable, effective and of great value.

Therefore this Committee recommends:

1. The creation of a department to be called the Department of Coordination.
2. That this department be located at New York City.
3. That this department submit its plans and budget to the chairman of the Executive Committee of the Board of Trustees for approval.
4. That this department prepare a report on its activities and results every six months.
5. That all general applications for aid received at Warm Springs, the White House, the National Committee for the Birthday Ball and by Trustees of the Foundation be sent to this department.
6. That the chief functions of this department are to,
  - (a) secure aid for the applicant by local Birthday Ball Chairmen, orthopedic doctors, orthopedic hospitals and existing societies for the aid of the handicapped.
  - (b) Guide the Birthday Ball Chairmen in the expenditure of their 70% funds and in their activities in the cause of Infantile Paralysis, so that the work of orthopedic doctors, orthopedic hospitals and existing societies for the aid of the handicapped may be coordinate with the local Birthday Ball Committees and thereby financially aided.
  - (c) Follow up the disposition of referred cases as to ascertain the results of the efforts of the Birthday Ball chairmen in the plans they have evolved in the expenditure of their 70% funds.
7. That these functions should not involve the Foundation in additional expenditures of any large amounts since an extension department has been maintained for a number of years in the person of Dr. Hubbard, an office has been maintained at 50 East 42nd Street, New York City under the directions of Keith Morgan, trustee through which the money raising efforts and the direction of the National Committee for the Birthday Ball have been carried on. A trained personnel has been established to aid Mr. Morgan in his work which can be used as it is obvious that this National effort has a very direct bearing on the perfecting of the Birthday Ball organization so that local committees will be ready for the annual money raising event.

In view of the above the Committee therefore recommends that this new department make use of the above mentioned facilities and that the general guidance of this department be conducted by your present trustee who shall be the liason officer between this department and the Board of Trustees.

In concluding this report the Committee feels that it will aid greatly in accomplishing the objectives herein defined.

Respectfully submitted,

Signed Albert H. Freiberg, Chairman

A. Graeme Mitchell

Keith Morgan

Admissions Committee

Cincinnati, Ohio  
April 24, 1936

GEORGIA WARM SPRINGS FOUNDATION, INC.

WARM SPRINGS, GEORGIA

December 28, 1935

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

Dear Mr. President:

I have received the conveyance for the strip of your farm land to the county.

I am enclosing a sketch of the proposed changes in the highway, from which you can see that you lose a long, but narrow, strip of land near Otis Moore's house of lot No. 110. As you do not own lot No. 115, touching the other side of the new highway, no land will revert to you.

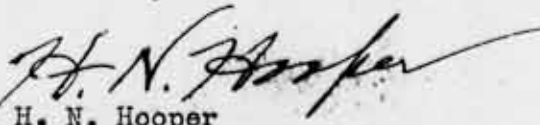
In Georgia the abandoned roadway reverts to the present owner of the original property from which it was taken. Therefore, the area which is shaded in the sketch reverts to the present owner of lot No. 115. This occurs by operation of law, and a certificate is ordinarily sufficient evidence.

In regard to your other question, the county will replace any fence which it destroys, but Otis tells me that he is planning to change the fence at this point in any case and that the cost will not exceed ten dollars. I am having him ask the county to pay for part of this.

No doubt you will recall that you are conveying such of your property as is covered by a 50-foot strip from the center of the new highway on your side of the road. This merely conveys the right-of-way, and a road of 100 feet is not planned. Actually the road itself will encroach only twenty-five to thirty-five feet at the deepest point. In addition, the conveyance measures your loss as only 0.59 acre.

In order that you may ask any further questions, I shall not deliver the conveyance to the county until January 10. Should I not hear from you before then, I shall take the liberty of assuming that the conveyance is satisfactory to you with the above facts in mind.

Sincerely,



H. N. Hooper  
Business Manager

HNH:ec  
Encl.

100% of Birthday Ball Money Raised by States \*As of April 17.

<u>STATE</u>	<u>POPULATION</u>	<u>1934</u>	<u>Per Capita</u>	<u>1935</u>	<u>Per Capita</u>	<u>1936*</u>	<u>Per Capita</u>
Alabama	2,697,000	\$12,190.24	.0045	\$5,299.78	.0019	\$2,925.20	.0010
Arizona	453,000	4,333.88	.0095	5,286.40	.0016	3,869.06	.0085
Arkansas	1,872,000	9,820.80	.0052	6,043.83	.0032	3,887.70	.0020
Calif.	6,062,000	55,018.67	.0090	50,297.91	.0082	30,170.16	.0049
Colorado	1,052,000	10,235.46	.0097	9,614.23	.0091	8,162.90	.0077
Conn.	1,646,000	19,430.68	.0118	13,001.36	.0078	5,142.06	.0031
Del.	241,000	437.47	.0081	710.40	.0027	822.36	.0034
D. C.	495,000	31,334.38	.0633	9,048.00	.0182	18,000.00	.0363
Florida	1,554,000	21,120.39	.0135	17,344.20	.0111	9,281.50	.0059
Georgia	2,911,000	14,262.11	.0048	10,542.16	.0036	10,050.86	.0034
Idaho	447,000	7,731.55	.0172	6,451.73	.0144	4,327.60	.0096
Illinois	7,826,000	60,690.97	.0077	65,238.12	.0083	17,795.70	.0022
Indiana	3,291,000	19,767.56	.0060	14,209.40	.0043	10,843.30	.0032
Iowa	2,482,000	12,890.43	.0051	9,245.61	.0037	6,141.60	.0024
Kansas	1,900,000	13,707.18	.0072	10,280.16	.0054	7,970.73	.0041
Kentucky	2,648,000	8,594.00	.0032	12,319.76	.0046	5,103.60	.0019
La.	2,153,000	13,620.37	.0063	3,984.00	.0018	2,297.20	.0010
Maine	302,000	8,534.19	.0106	3,185.86	.0039	2,395.76	.0029
Maryland	1,663,000	14,539.69	.0087	10,383.77	.0062	8,894.23	.0053
Mass.	4,313,000	50,766.58	.0117	42,350.56	.0098	28,192.20	.0065
Michigan	5,043,000	64,153.76	.0123	47,435.19	.0094	30,255.83	.0059
Minnesota	2,594,000	28,955.20	.0111	18,094.02	.0069	7,440.00	.0028
Miss.	2,047,000	8,382.54	.0040	7,138.16	.0035	2,927.86	.0014
Missouri	3,668,000	19,191.61	.0051	13,182.53	.0035	12,749.86	.0034
Montana	537,606	8,895.88	.0165	12,555.26	.0233	9,457.03	.0175
Nebraska	1,392,000	13,085.42	.0094	5,339.40	.0038	2,916.60	.0020

<u>STATE</u>	<u>POPULATION</u>	<u>1934</u>	<u>Per</u> <u>Capita</u>	<u>1935</u>	<u>Per</u> <u>Capita</u>	<u>1936</u>	<u>Per</u> <u>Capita</u>
Nevada	93,000	5,752.54	.0618	4,662.66	.0501	3,757.36	.0404
N. H.	469,000	4,722.05	.0100	2,739.16	.0058	1,782.23	.0038
N. J.	4,193,000	30,754.81	.0073	17,740.85	.0042	17,050.16	.0042
N. M.	434,000	5,867.58	.0135	5,303.81	.0124	3,544.56	.0081
N. Y.	12,965,000	75,383.19	.0058	54,779.32	.0043	20,571.73	.0015
N. C.	3,275,000	15,085.64	.0046	10,393.46	.0031	8,216.76	.0025
N. Dak.	687,000	8,924.46	.0115	7,665.11	.0111	4,106.00	.0059
Ohio	6,798,000	55,854.60	.0082	38,450.69	.0056	23,187.26	.0034
Okla.	2,459,000	22,236.08	.0090	11,120.23	.0045	5,980.83	.0024
Oregon	983,000	7,652.32	.0077	5,281.26	.0053	6,606.30.	.0067
Pa.	9,787,000	53,155.56	.0054	61,397.76	.0062	40,004.93	.0040
Rhode Is.	702,000	5,669.33	.0080	7,553.76	.0107	4,241.66	.0060
S. Car.	1,748,000	7,313.99	.0041	6,135.33	.0035	3,594.66	.0020
S. Dak.	702,000	8,489.84	.0120	7,189.86	.0102	3,067.53	.0043
Tenn.	2,664,000	19,278.54	.0074	12,091.08	.0045	5,742.80	.0021
Texas	6,023,000	84,760.73	.0140	44,990.76	.0074	25,934.10	.0043
Utah	518,000	6,001.33	.0115	4,250.23	.0082	3,292.13	.0063
Vt.	361,000	2,918.69	.0080	2,560.76	.0069	2,102.66	.0058
Va.	2,441,000	7,587.27	.0031	3,965.73	.0040	6,417.06	.0026
Wash.	1,599,000	10,142.37	.0063	15,001.73	.0093	9,340.60	.0058
W. Va.	1,774,000	9,240.20	.0018	10,407.13	.0059	8,470.93	.0047
Wis.	2,992,000	28,849.61	.0096	23,886.22	.0079	7,840.76	.0026
Wyo.	231,000	5,046.77	.0218	4,695.33	.0203	2,453.60	.0106

.....

TERRITORIES

Alaska	59,278	1,497.00	.0250	1,477.73	.0240	1,206.16	.0200
Panama	467,459	1,040.53	.0022	397.50	.0019	317.10	.0006
Hawaii	368,336	200.00	.0005	751.43	.0020	987.76	.0026
P. R.	1,543,913	1,723.00	.0011	6,892.20	.0044		

POLIOMYELITIS CASES IN THE UNITED STATES  
1931 - 1935

<u>State</u>	<u>Population</u>	<u>NO. Polios</u>	<u>1 per Thousand</u>
39. Alabama	2,046,248	231	9,724
13. Arizona	435,743	210	2,075
48. Arkansas	1,854,482	61	<b>30,901</b>
2. California	5,677,252	5,617	1,010
45. Colorado	1,035,791	56	18,499
1. Connecticut	1,606,903	1,656	970
34. Delaware	238,380	32	7,449
18. Dist. of Columbia	486,869	163	2,985
47. Florida	1,468,211	49	29,923
44. Georgia	2,908,506	167	17,465
14. Idaho	445,032	195	2,292
24. Illinois	7,630,654	1,568	4,872
41. Indiana	<b>3,235,503</b>	253	12,802
31. Iowa	2,470,939	365	6,769
35. Kansas	1,880,999	242	<b>7,783</b>
28. Kentucky	2,614,589	549	5,693
38. Louisiana	2,101,593	235	8,942
9. Maine	797,423	435	1,503
29. Maryland	1,631,526	264	6,181
5. Massachusetts	4,249,614	3,338	1,273
12. Michigan	4,482,325	2,186	2,053
10. Minnesota	2,563,953	1,534	1,638
43. Mississippi	2,009,821	153	13,136
42. Missouri	3,629,367	282	12,870
6. Montana	537,606	409	1,304
40. Nebraska	1,377,963	131	10,578
20. Nevada	91,058	24	3,752



State	Population	No. Polios	1 per Thousand
16. New Hampshire	465,293	168	2768
11. New Jersey	4,041,834	2,144	1885
32. New Mexico	423,417	62	6829
3. New York	12,588,066	10,997	1144
19. North Carolina	3,170,276	908	3492
22. North Dakota	680,845	149	4569
30. Ohio	6,646,697	1,041	6385
49. Oklahoma	2,396,040	52	46077
23. Oregon	953,786	203	4698
21. Pennsylvania	9,631,350	2,228	4322
4. Rhode Island	687,497	560	1227
37. South Carolina	1,738,765	196	8871
26. South Dakota	692,849	131	5288
33. Tennessee	2,616,556	379	6904
46. Texas	5,824,715	303	19216
36. Utah	507,847	59	8607
7. Vermont	359,611	270	1332
15. Virginia	2,421,851	940	2576
8. Washington	1,563,396	1,047	1493
25. West Virginia	1,729,205	342	5056
17. Wisconsin	2,939,006	1,044	2815
27. Wyoming	225,565	42	5370
Total	122,775,046	39,980	3069

PSF: Warm Springs  
farm

PSF  
Warm Springs

April 29, 1936.

Dear Otis:-

I think it an excellent idea to rent the sawmill outfit if you can get a fair price for it this summer. Of course, George Bufford should operate it.

I am glad you sold the steers and I hope that very soon we can begin getting the total "out of pocket" down to a small figure for the year.

Very sincerely yours,

Mr. Otis Moore,  
Warm Springs,  
Georgia.

Warm Springs, Ga.  
April 25, 1936

Hon. Franklin D. Roosevelt  
The White House  
Washington D.C.

Dear Mr. Roosevelt:

Just a few lines to give you a report on what's going on. We're right in the midst of planting, and the ground is getting mighty hard. We havn't had any rain since the day you were here. We've had one forest fire and it came pretty near being serious, but we finally conquered it without much damage.

I have a chance to let our little sawmill outfit operate a couple of months in the summer which I think would come in handy to keep up the payments on it. There's a contractor, a Mr. Pent, who wants to rent it to cut about 200,000 ft. Of course I wouldn't think about renting it to him any way except letting George Bufford, our sawyer, operate it for him.

I would like to know your wishes concerning this matter.

The cows are doing fine now since the grass came out. I fed thirteen steers, and these have been sold. I carried six to Atlanta, and the Warm Springs Foundation used seven. The load to Atlanta brought 6½¢ per lb., and the seven that the Foundation used were 12¢ net. These 13 head brought \$602.00.

I've used this money buying fertilizer and soda which was \$350.00, paid the Greenville Oil Mill \$102.00 for cotton seed meal, \$50.00 for extra work in grape vineyard, \$50.00 to Sam Killain for general farm supplies, and \$25.00 to Corley Lumber Co.

I'm mailing Miss Lehman a small payroll for the month of April. We'll have to have a little help through the summer months while we're making a crop.

Wishing you much success in the future,

Sincerely yours,

*Otis Moore*  
Otis Moore

GEORGIA WARM SPRINGS FOUNDATION, INC.,

Statement of Reserve Funds, April 30th, 1936

PST  
Warm Springs

FUND #1

Receipts

Original allocation	\$	\$100,000.00	\$
Interest on H.O.L.C. 3-52		2,556.25	
Profit on H.O.L.C. 3-52		<u>2,742.19</u>	
<u>Total</u>			105,298.44

Expended

Arthur Carpenter, salary to Dec.1.1935	6,250.00	
" " expenses	3,374.90	
Keith Morgan, salary - 1935	12,000.00	
" " expenses	4,617.58	
Ohio survey	5,446.78	
Dr. Hubbard, salary	9,583.20	
" " expenses	1,071.69	
Dr. Park	<u>21,000.00</u>	
<u>Total Expended</u>		63,344.15

Expended but not appropriated

Arthur Carpenter, salary	\$ 6,250.00	
" " expenses	1,537.28	
" " advance acct.expenses	500.00	
Keith Morgan, salary	4,000.00	
" " expenses	1,575.16	
" " advance acct.expenses	<u>2,000.00</u>	
<u>Total expended but not appropriated</u>		<u>15,862.44</u>

Total amount to be deducted from Fund #1 79,206.59

Balance in Fund #1 \$26,091.85

FUND #2

Receipts

Original allocation	⌘	\$650,000.00	⌘
Interest on H.O.L.C. 3-52		15,500.00	
Patients' aid donations		<u>13,004.00</u>	
<u>Total</u>			678,504.00

Expended

Patients' Aid	104,581.28	
Surgical appliances	7,545.88	
National Polio Coordination	2,090.64	
Dr. Mitchell, salary	5,000.00	
" " expenses	<u>604.82</u>	
<u>Total expended</u>		119,822.62

Unexpended appropriations

National Polio Coordination	<u>2,909.36</u>	
-----------------------------	-----------------	--

<u>Total amount to be deducted from Fund #2</u>		<u>122,731.98</u>
---	--	-------------------

<u>Balance in Fund #2</u>	(a)	<u>\$555,772.02</u>
---------------------------	-----	---------------------

(a) Represented in part by  
Investment in 500 M H.O.L.C. 3-52 at cost \$490,468.75

release of  
Copyright ©  
receipts

FUND #3

Receipts

Original allocation

\$

\$

\$253,030.08

Expended

Insurance loans & interest

46,740.87

Units A and B

44,723.76

" " " " - Architect's fee

5,000.00

" " " " - Furnishings

7,844.85

Workshop & storeroom

2,143.27

Employees' quarters

8,760.43

Mothers' & Childrens' building - Architect

232.15

New medical building - Architect

500.00

Purchase of Trustees' Cottage

13,909.46

Repairing patients' pool

6,210.86

Fire insurance

7,665.92

Demolish Inn

3,500.00

Water Meters

500.00

Life insurance - net - 1935

20,883.64

Operating deficit - 1934

10,000.00

" " - 1935

20,000.00

Additions, alterations & repairs:

Dr. Irwin's cottage

629.00

Heating & ventilating equipment

8,000.00

Brace shop

208.05

Comerford Theatre

452.31

Colony cottages

5,002.96

Negro dormitory

296.79

Oven

575.00

Front desk auto

400.00

Aero-car

1,150.00

New chlorinator

950.00

Capital expenditures during 1934

6,557.86

General survey of plant

347.43

Total expended

223,184.61

Unexpended appropriations

Therapeutic table

\$ 250.00

Study of future needs

1,500.00

Ambulance car

2,000.00

Total unexpended appropriations

3,750.00

Total amount to be deducted from Fund #3

226,934.61

Balance in Fund #3

\$ 26,095.47

1  
Bedsteads  
Reading

PST  
Warm Springs

GEORGIA WARM SPRINGS FOUNDATION, INC.,

Meeting to be held at the White House, Washington, D.C.

May 5, 1936, at 4:30 P. M.

AGENDA

1. Read and approve minutes of meeting held November 15, 1935, and annual meeting February 5, 1936.
2. Adoption of plan for new medical set-up.
3. Receive report of Patients' Acceptance Committee and adopt plan for new Office of Admissions at Warm Springs. (See copy of report attached.)
4. Adoption of plan for additional revenues at Warm Springs. (See copy of Mr. Hooper's recommendations attached.)
5. Adoption of plan for changing Business Office at Warm Springs to Administration Office.
6. Adoption of plan to rebuild patients' pool. (See report attached.)
7. Report on objections raised to closing of public pool which action was voted at November 15, 1935, meeting and adopt future policy in consideration of the President's recommendations.
8. Report on Mr. & Mrs. Ernest J. Sultan's wish to donate a library and refer to Executive Committee.
9. Report of Investment Committee covering sale of 25M H.O.L.C. 3-52 for Fund #1, on April 20, 1936, at 102-27/32nds.
10. Adopt resolutions covering appropriations, etc. (See resolutions attached.)
11. Adopt resolutions covering Mr. Morgan's account as Vice-President, at Chase National Bank.

~~File - Gen H - Dinner 2-36~~  
PSF: Warm Springs

January 31, 1936.

Dear Mr. Hooper:-

Thank you for your note. This  
straightens out the whole matter. Will you  
keep the record of the transaction with my  
other papers or send it to Basil O'Connor?

Very sincerely yours,

Henry H. Hooper, Esq.,  
Georgia Warm Springs Foundation,  
Warm Springs,  
Georgia.



On motion, duly made and seconded, it was unanimously

VOTED: That appropriations heretofore made, the necessity for which no longer exists, be cancelled, as follows:

Fund #2, Appropriation #4, For publication of the book "Poliomyelitis" by Dr. Hoke. . . . .	\$5,000.00
#5, For additional apparatus & equipment necessary for co-ordinative work. . . . .	1,000.00
Fund #3, Appropriation #9, For additional furnishings for Georgia Hall . . . . .	2,600.00

On motion, duly made and seconded, it was unanimously

VOTED: That appropriations estimated in excess of the amount required, be cancelled, as follows:

Fund #3, Appropriation #13, For alterations & improvements to the patients' pool. . . . .	\$4,789.14
#14, For new chlorination machine . . . . .	50.00
#20, For remodeling ventilating & heating equipment in the Comerford Theatre. . . . .	147.69
For repairing & remodeling house occupied by Dr. Irwin. . . . .	221.00
For addition of fitting room to Brace Shop . . . . .	41.95

On motion, duly made and seconded, it was unanimously

VOTED: That amounts required in addition to estimated appropriations, be approved, as follows:

Fund #3, Appropriation #20, For repairing Colony Cottages. . . . .	\$ 2.96
For providing adequate plumbing in negro dormitory . . . . .	46.79
For installing new boiler and adapting central heating plant . . . . .	1,750.00
For repairing Aero-car . . . . .	750.00

Long 115  
Total expenses  
ACCEDED: 11/15/36  
CIV 110

On motion, duly made and seconded, it was unanimously  
VOTED: That appropriations approved heretofore but not as to specific  
amounts, be approved as follows:

Fund #1, Appropriation #2, Dr. LeRoy W. Hubbard, salary Nov.15,1934 to Apr.30,1936. . . . .	\$9,583.20
Dr. LeRoy W. Hubbard, expenses Nov. 15,1934 to Apr. 30,1936. . . . .	1,071.69
Dr. LeRoy W. Hubbard, expenses paid by Keith Morgan. . . . .	29.56
#5, Arthur Carpenter, salary Dec. 1,1935 to Apr. 30, 1936 . . . . .	6,250.00
Arthur Carpenter, expenses Dec. 1,1935 to Apr. 30,1936. . . . .	1,537.28
#1, Ohio Survey, paid by Keith Morgan. . . . .	100.00
Fund #2, Appropriation #8, Dr. Mitchell's expenses in 1935. . . . .	604.82
#11, Patients' Aid Nov. 8, 1935 to April 16, 1936 . . . . .	24,237.62
#12, Surgical appliances Nov. 8, 1935 to April 16, 1936. . . . .	1,207.00
Fund #3, Appropriation #21, On account operating deficit for 1935. . . . .	15,000.00
#21a, On account operating deficit for 1935. . . . .	5,000.00

On motion, duly made and seconded, it was unanimously  
VOTED: That expenditures not heretofore approved be appropriated as follows:

Fund #3, Appropriation #22, Building Fund, paid by Keith Morgan. . . . .	\$ 347.43
#23, Miscellaneous additions to property account during 1934 requisition #191. . . . .	6,557.86

On motion, duly made and seconded, it was unanimously  
VOTED: To approve the action of the Investment Committee in selling \$25,000.00

Home Owners Loan Corp., 3-52, for account of Fund #1, on April 20, 1936,  
at 102-27/32nds, same having cost 98-5/32nds.

GEORGIA WARM SPRINGS FOUNDATION, INC.

120 BROADWAY  
NEW YORK

PRESIDENT  
HON. FRANKLIN D. ROOSEVELT  
TREASURER  
BASIL O'CONNOR

May 18, 1936.

*PSF  
Warm Springs*

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

My dear Mr. President:

As you know, the adjourned meeting of the Trustees of Georgia Warm Springs Foundation, Inc., is scheduled for 4:30 o'clock at the White House on Tuesday, May 26th, 1936. I think that Keith and I should see you Monday night before the meeting. If that is agreeable to you, please let me know as soon as you can just when you would like to have Keith and me come to the White House on Monday.

Faithfully yours,

*Doe*

*Keith and I figure this meeting may take 3 or 4 hours if the important things are to be handled properly. Can you arrange your time accordingly?*

*Doe*

THE PRESIDENT WOULD LIKE THIS  
PLACED BEFORE HIM WHEN THE TRUSTEES  
MEET NEXT WEEK.

GEORGIA WARM SPRINGS FOUNDATION, INC.

PRESIDENT  
HON. FRANKLIN D. ROOSEVELT  
TREASURER  
BASIL O'CONNOR

120 BROADWAY  
NEW YORK

*Keep for  
meeting 24*

May 14th, 1936.

To the Board of Trustees of

GEORGIA WARM SPRINGS FOUNDATION, INC.,

Gentlemen:

Enclosed herewith is consolidated balance sheet and income account of Georgia Warm Springs Foundation, Inc., and Meriwether Reserve, Inc., for the three months ended March 31, 1936, before completion of the audit for the year 1935.

Very truly yours,



Treasurer.

Encl.

GEORGIA WARM SPRINGS FOUNDATION, INC.,  
and  
MERIWETHER RESERVE, INC.,

Balance Sheet at March 31, 1936, and consolidation  
and statement of income and profit and loss for the three months  
ended March 31, 1936, and consolidation - before audit for year 1935

<u>ASSETS</u>	<u>Total</u>	<u>Georgia Warm Springs Foundation, Inc.</u>	<u>Meriwether Reserve, Inc.</u>
Cash	\$ 31,377.45	\$ 28,815.78	\$ 2,561.67
Patients' Aid Endowment Fund	15,722.30	15,722.30	
Fund #1 - Cash	2,693.26	2,693.26	
" #1 - H.O.L.C. 3's-52-\$25,000.	24,523.44	24,523.44	
" #2 - Cash	66,561.10	66,561.10	
" #2 - H.O.L.C. 3's-52-\$500,000.	490,468.75	490,468.75	
" #3 - Cash	30,845.47	30,845.47	
" - Committee on Infantile Paralysis	10,100.00	10,100.00	
Other Current	72,828.10		72,828.10
Investments	13,201.00	13,201.00	
Property - less depreciation	774,131.19		774,131.19
Cash surrender value life insurance	75,818.50	75,818.50	
Deferred charges	16,832.56	5,328.59	11,503.97
Meriwether Reserve, Inc.,		857,776.17	857,776.17 (a)
	<u>\$1,625,103.12</u>	<u>\$1,621,854.36</u>	<u>\$ 3,248.76</u>
 <u>LIABILITIES</u> 			
Current	\$ 30,824.96	\$ -	\$ 30,824.96
Notes payable	133,000.00	10,000.00	123,000.00
Reserve funds	640,914.32	640,914.32	
Reserves & deferred credits	25,912.84		25,912.84
Principal	794,451.00	1,020,185.27	225,734.27
Capital stock		49,245.23 (b)	49,245.23 (b)
	<u>\$1,625,103.12</u>	<u>\$1,621,854.36</u>	<u>\$ 3,248.76</u>

(a) Amount due to Georgia Warm Springs Foundation, Inc.,  
from Meriwether Reserve, Inc., eliminated.

(b) Capital stock of Meriwether Reserve, Inc., held by  
Georgia Warm Springs Foundation, Inc., eliminated.

(c) See Schedule "A."

<u>INCOME</u>	<u>Total</u>	<u>Georgia Warm Springs Foundation, Inc.,</u>	<u>Meriwether Reserve, Inc.</u>
Donations - general	\$ 35,520.08	\$ 35,520.08	\$
" - Patients' Aid	126.00	126.00	
Interest	-	-	
Dividends	225.00	225.00	
Operating - net	31,592.75		31,592.75
	<u>\$ 4,278.53</u>	<u>\$ 35,871.08</u>	<u>\$ 31,592.75</u>
 <u>EXPENSES</u> 			
Gift	\$ 1.00	\$ -	
Campaign	141.58	141.58	
Administrative and general	1,290.50	1,290.50	
	<u>\$ 1,432.08</u>	<u>\$ 1,432.08</u>	<u>\$</u>
 <u>NET INCOME - March 31, 1936</u>	 \$ 2,846.25	 \$ 34,439.00	 \$ 31,592.75
<u>PRINCIPAL - January 1, 1936</u>	625,621.82	985,746.27	360,124.45
<u>Add to principal - transferred from Fund #3</u>	150,712.67		150,712.67
<u>Add to principal - transferred from Fund #2 - 1936</u>	15,270.26		15,270.26
<u>PRINCIPAL - March 31, 1936</u>	<u>\$794,451.00</u>	<u>\$1,020,185.27</u>	<u>\$225,734.27</u>



-5-  
SCHEDULE A

GEORGIA WARM SPRINGS FOUNDATION, INC.,  
Reserves - special funds

FUND #1

\$25,000. H.O.L.C. 3-52	\$ 24,523.44
Cash	75,476.56
Profit on 50M H.O.L.C. sold	1,554.69
Interest received	<u>2,202.08</u>

\$103,756.77

Arthur Carpenter, salary	\$11,250.00	
" " expenses	4,912.18	
" " advance - expenses	500.00	
Keith Morgan, salary	15,000.00	
" " office expenses	6,192.74	
" " advance - expenses	2,000.00	
Ohio Survey	5,446.78	
Dr. Hubbard - salary & expenses	10,238.37	
Dr. Park	<u>21,000.00</u>	<u>76,540.07</u> \$ 27,216.70

FUND #2

\$500,000. H.O.L.C. 3-52	\$490,468.75
Cash	159,531.25
Interest received	15,500.00
Patients' Aid donation	<u>1,004.00</u>

\$666,504.00

Patients' Aid	\$94,697.06	
Surgical appliances	7,397.38	
Guest accounts	1,774.89	
Dr. Mitchell	<u>5,604.82</u>	<u>109,474.15</u> \$557,029.85

SCHEDULE A

FUND \$3

\$253,030.08

Insurance loans and interest	\$46,740.87		
Units A and B.	44,783.76		
"    "    "    " - Architect's fee	5,000.00		
"    "    "    " - Furnishings	7,844.85		
Workshop & storeroom	2,143.27		
Employees' quarters	8,760.43		
Mothers & Childrens Building - Architect	232.15		
Purchase of Trustees' House	13,909.46		
Alter patients' pool	6,210.86		
Fire insurance	7,665.92		
Demolish Inn	3,500.00		
Life insurance	20,883.64		
Capital expenditures - 1934	6,557.86		
Operating deficit	30,000.00		
Repair cottages	5,002.96		
"    brace shop	208.05		
Comerford Theatre	452.31		
Heating and ventilating	8,000.00		
Remodel cottage	629.00		
Repair negro dormitory	296.79		
Oven	575.00		
Repairing Aerocar	1,150.00		
Auto	400.00		
New chlorinator	950.00		
Building fund	<u>347.43</u>	<u>222,184.61</u>	\$ 30,845.47
COMMITTEE ON INFANTILE PARALYSIS			10,100.00
PATIENTS' AID ENDOWMENT FUND			<u>15,722.30</u>
			<u>\$640,914.32</u>

PSF: Warm Springs

TELEGRAM

14WUD 68

The White House  
Washington

TDM Warm Springs Ga 441pm March 15 1936

The President

The White House

Taxes paid nineteen thirty five Meriwether county on Little White House  
one forty two eight four farm one ought eight thirty six livestock thirty  
five seventy one wild land twenty nine three total three hundred seven  
dollars eighty four cents. Did not pay Harris county taxes in nineteen  
thirty five as no bill obtainable. Now know that amount and am paying  
these with letter to clarify

H N Hooper

6pmd

PSF  
Warm Springs  
W-Drawing 1-

May 14, 1936.

Dear Mr. Moore:

Enclosed is a check for \$200.00,  
which covers payroll and expense account  
for April, 1936.

Very truly yours,

M. A. Le Hand

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

Roosevelt Farm, Warm Springs, Ga.

---

Payroll & Expense a/c for April, 1936

---

Otis Moore , Foreman's Salary-----	\$ 75.00
5 Negro Hages Hands -----	100.00
P.SP Talbot, General Farm Supplies-----	25.00
Total-----	<u>\$200.00</u>

Signed,

*Otis Moore*

Warm Springs, Ga.  
April 25, 1936

Miss M.A. Lehand  
The White House  
Washington D.D.

Dear Miss Lehand:

Enclosed is a payroll for the month of April. As you know  
I havn't sent in one since October.  
Please get this out as soon as possible.

Very truly yours,

Otis Moore

A handwritten signature in cursive script that reads "Otis Moore". The signature is written in dark ink and is positioned below the typed name "Otis Moore".

THE WHITE HOUSE  
WASHINGTON

*PSF  
Warm Springs*

May 20, 1936.

MEMO FOR THE P. S.

I want this the night  
of the Warm Springs meeting.

F. D. R.

Warm Springs  
meeting - May 26<sup>th</sup>

JFK

May 14th, 1936.

Dr. Michael Hoke,  
Surgeon-in-Chief, Georgia Warm Springs Foundation, Inc.,  
Warm Springs, Georgia.

My dear Doctor Hoke:

Your letter of April 28th reached my office today from Keith Morgan. As you probably know, I was in the hospital from April 24th to the first of this week and it was probably held up because of that.

The next meeting of the Trustees will be held on May 26th and at that time I will present to them your communication of April 28th.

I hope that you are enjoying good health and that everything is fine with you.

Sincerely yours,

Basil O'Connor

Treasurer.





GEORGIA WARM SPRINGS FOUNDATION, INC.

Warm Springs, Georgia

(REC. MAY 14 7 PM 2:39)

April 28, 1936.

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

My Dear Mr. O'Connor:

Four years ago upon invitation of the Board of Trustees I came to Warm Springs from Atlanta to become the Orthopedic Surgeon-in-Chief of the Foundation.

The purpose of the acceptance of this post was to organize and install up-to-date, competent orthopedic supervision and service, and also to train a staff capable of administering this supervision and service.

I feel definitely that this objective has been accomplished. Furthermore, it is imperative that I spend the next several years in building up the financial affairs of my family, which process was interrupted by my giving up my private practice to undertake the task at Warm Springs which I considered so vitally essential.

Although I needs must do this, I feel at the same time so wrapped up in the Foundation's work both at Warm Springs and throughout the country as a whole, that I have the desire to continue to render further service to this great work.

Therefore, at the next meeting of the Board of Trustees I should appreciate your considering the following proposals:

1. That I relinquish all medical administrative duties.
2. That I move my family and myself to Atlanta, there to renew private orthopedic practice.
3. That I be appointed Associate Orthopedic Surgeon of the Foundation to render these services:
  - a. Spend at least one full day per week or its equivalent, or more whenever necessary, at Warm Springs, to examine and aid those cases prepared for me by the Resident Surgeon, and to render similar work to those patients sent to me at Atlanta by the Resident Surgeon.
  - b. To act solely for the foundation on all poliomyelitis cases either at Warm Springs, Atlanta, or elsewhere --- in other words, that part of my practice which has to do with poliomyelitis

will be undertaken in the Foundation's name as Associate Surgeon.

4. That I be enabled to do the above at the earliest possible date.
5. That I do this on the basis of a retaining fee to be mutually agreed upon, and which, it will be understood, includes payment for all poliomyelitis practice done by me the fees for which are to be billed by and payable to the Foundation.
6. That these proposals be adopted for the period of one year at a time.

It is my firm conviction that this plan will in no way interfere with the fine purpose of the Foundation and the exactitude of its orthopedic service to its patients. It will, however, relieve me of administrative work, thus permitting me to devote my time spent at and with the Foundation in my primary function of orthopedics.

Very sincerely yours,

(Sgd.) MICHAEL HOKE

Michael Hoke, M. D.,  
Surgeon-in-Chief

GEORGIA WARM SPRINGS FOUNDATION, INC.

120 BROADWAY

NEW YORK

PRESIDENT  
HON. FRANKLIN D. ROOSEVELT  
TREASURER  
BASIL O'CONNOR

PSF  
Warm Springs

May 21, 1936.

To the Board of Trustees of

GEORGIA WARM SPRINGS FOUNDATION, INC.

Gentlemen:

Since my return from the hospital I have had an opportunity to go over the Agenda heretofore sent you for the meeting of the Trustees to be held May 26th, 1936. I think that some additional matters should come before the Trustees at that meeting and I therefore enclose a revised Agenda from which you will note that the new items added are under Nos. 1-a, 12, 13, 14, 15, 16 and 17.

At the present time, at least, Nos. 1-a 12 and 17 call for no extensive comment.

The questions to be considered under Nos. 13, 14, 15 and 16 are clearly indicated in the copies of correspondence and memoranda attached to each one of those items, which it is hoped the Trustees will have an opportunity of reading carefully before the meeting.

I also enclose a copy of a letter from Dr. Hoke to me under date of April 28th and a copy of a telegram from Dr. Hoke to Keith Morgan under date of May 21st, which will be presented for discussion under item "2" of the Agenda.

Very truly yours,

*Basil O'Connor*

Chairman of the Executive Committee.

May 21, 1936.

GEORGIA WARM SPRINGS FOUNDATION, INC.

Meeting to be held at the White House, Washington, D. C.

May 26, 1936, at 4:30 P. M.

REVISED AGENDA

1. Read and approve minutes of meeting held November 15, 1935, and annual meeting February 5, 1936.
- 1-a. Elect Officers and Executive Committee for ensuing year. (Trustees have list of present Officers and Committee.)
2. Adoption of plan for new medical set-up.
3. Receive report of Patients' Acceptance Committee and adopt plan for new Office of Admissions at Warm Springs. (See copy of report attached.)
4. Adoption of plan for additional revenues at Warm Springs. (See copy of Mr. Hooper's recommendations attached.)
5. Adoption of plan for changing Business Office at Warm Springs to Administration Office. (See copy Dr. Mitchell's letter April 24, 1936.)
6. Adoption of plan to rebuild patients' pool. (See report attached.)
7. Report on objections raised to closing of public pool which action was voted at November 15, 1935, meeting, and adopt future policy in consideration of the President's recommendations.
8. Report on Mr. and Mrs. Ernest J. Sultan's wish to donate a library.
9. Adopt resolutions covering appropriations, etc.
10. Report of Investment Committee covering sale of 25M H.O.L.G. 3-52 for Fund #1, on April 20, 1936, at 102-27/32nds.
11. Adopt resolutions covering Mr. Morgan's account as Vice-President, at Chase National Bank.
12. Accept Mr. Root's resignation as Trustee.
13. Consider question of selling lots to Mrs. Latham. (See copies of correspondence attached marked "13".)
14. Vote on question of purchasing Brace Shop, etc. (See copies of correspondence attached marked "14".)
15. Consider Mr. Carpenter's report re Mr. Carmichael's request for appropriation of \$3,000. (See copies of correspondence attached marked "15" and item No. 6 in Carpenter report referred to under "16" hereof.)
16. Consider report of Mr. Carpenter under date of April 24, 1936. (Copy attached marked "16".)
17. Approve appointment of Committee to recommend new Trustees.

NO. 5.

THE CHILDREN'S HOSPITAL

RESEARCH FOUNDATION

Cincinnati, Ohio

Kland Ave. and Bethesda

April 24, 1936

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

Dear Mr. O'Connor:

For the clarification of procedure at Warm Springs, I should like to recommend, in addition to the proposed changes which will be submitted to the Board of Trustees at their meeting, a definition of the functions of the Business Manager.

These recommendations are consistent with universal procedure in medical institutions, and it is my opinion that unless adopted, the proposed changes in operation and charges at Warm Springs, as well as the manner of admissions to Warm Springs, will be seriously hampered or made impossible. It is, furthermore, my belief that the recommendations which I am about to make are consistent with the policies already adopted by the Board. I feel, however, that reiteration and clarification at this time will accomplish much:

The recommendations are as follows:

1. That the title of Business Manager be changed to Administrator.
2. That the Administrator be made responsible for all the functions at Warm Springs except the professional care of patients. These functions will include:
  - a. Conduct of matters relating to budgetary procedure, finance, and business administration.
  - b. Conduct and supervision of matters concerned with the food, housing and residence of patients and staff, except as they relate to professional treatment.
  - c. Conduct and supervision of non-professional duties, including employment and discharge of

PSF: Warm Springs

P.F.

Warm Springs, Ga.  
April 9, 1936

Honorable Franklin D. Roosevelt  
Warm Springs, Ga.

Dear Mr. Roosevelt:

I am enclosing you a report on the timber that we cut on your property. We just collected all the bills and I just got the report fixed.

I deposited this account in the Bank of Manchester as it was collected on the farms account. I used it as you will see in this report for general operating expenses.

I charged the Warm Springs Foundation \$10.00 per thousand for cutting and delivering their timber which didn't much more than cover the expense of operating, as the logging in this area is rough and expensive.

Yours truly,

Otis Moore

secretaries, attendants and other non-professional employees, as well as administrative employees.

- d. Provision and maintenance of the physical facilities at Warm Springs.
- e. Responsibility for all but professional considerations in the admission of patients to Warm Springs.
- f. Responsibility for carrying out and interpreting the policies established by the Board of Trustees as they relate to the Foundation's institution at Warm Springs, to the local staff, to visitors, relatives, patients and all those seeking information concerning local management.

Respectfully submitted,

(Signed) A. GRAEME MITCHELL

Consultant to the Board of Trustees.

C O P Y

GEORGIA WARM SPRINGS FOUNDATION, INC.

Warm Springs, Georgia

April 27, 1936

Mr. R. H. Taylor,  
120 Broadway,  
New York City.

13

Dear Mr. Taylor:

Some time ago when Mr. Will Moore evidenced a desire to build upon the lot which lies between his present lot and the Colony row, and which lot he had deeded to the Foundation in exchange for a life lease from the Foundation, Mr. O'Connor authorized me to discuss with him the possibility of the Foundation's supplying him with a lot to be located on the hill in exchange for his life lease.

Mr. Moore is now in Europe and the discussion will not come up before the Fall. It occurs to me that in view of the large calendar of important business before the Board at the coming meeting, there may not be time to secure authorization for this trade of lots with Mr. Moore. Furthermore, I do not think it essential that the authorization be secured from the Board at this time since Mr. O'Connor has already empowered me to act for the Board and discussions with Mr. Moore will not be resumed until around the time of another meeting.

Keith tells me that it is his understanding that the Board went on record about a year and a half ago to the effect that it did not wish to sell any more lots for the time being. If you can find a record of such a decision, I shall be very happy to receive notice. If there is no such record, I am called upon to present the proposal of which a copy is attached from Mrs. Frank Latham.

I do not recommend sale of a lot to Mrs. Latham, as I believe that her interest in poliomyelitis is secondary, that it will be difficult for the Foundation to approve the type of house which she wishes to erect and that she does not understand the proposals which the Business Office finds it necessary to recommend in regard to private cottages at this time and, therefore, she over-estimates the value of such an investment for rental purposes, to herself. Finally, the sale of additional lots to private owners is not consistent with the recommendation of the Business Office to gain the degree of control over privately-owned cottages which is regarded as essential to a sound solution to the budgetary problems at Warm Springs. Mr. Keith Morgan agrees with me in this opinion. Obviously, I cannot enlighten her upon my proposals regarding private cottages now.

In my opinion, it would be quite justifiable, provided there is no record such as inquired about above, for your office to notify me that the Board's docket was too full for consideration of Mrs. Latham's proposal at this meeting.



Page 2 - Mr. Taylor

April 27, 1936.

In view of the very considerable excess on the cost of repairs of the Aerocar, I am attaching a letter to Mr. O'Connor in explanation. This also carried a list of the work done.

Very truly yours,

(Sgd.) H. N. Hooper

H. N. Hooper  
Business Manager

HNH:JEC  
Encls.

C O P Y

Warm Springs, Georgia  
March 24, 1936

Mr. Henry N. Hooper,  
Business Manager,  
Georgia Warm Springs Foundation, Inc.,  
Warm Springs, Georgia.

Dear Mr. Hooper:

I hereby wish to make application to the Foundation to purchase a lot to be used for the erection of a cottage which will be devoted to my own use during certain times of the year and will be available for rental by the Foundation as agent during the remaining period of each year.

I wish to restrict the application to such lots as sell for \$1000.00 or less if such are available. In view of the fact that you have told me that there are no lots for sale nearer to Georgia Hall than those on Oak Road, Pine Road, and Fern Lane, and that you have also told me that Lots Nos. 7 through 11 in Block "A" are reserved, and that Lots 10 and 11 in Block "C" are now the property of Miss Ada E. Merrill, I wish to apply for Lots Nos. 7 and 8 in Block "C" as my first choice; Nos. 5 and 6 in Block "C" as my second choice; and Lots Nos. 2 and 3 in Block "C" and Nos. 16 and 17 in Block "C" as remaining alternatives (between the latter two pairs of lots I wish to express no preference at the present time, but should a preference be necessary, I can make a choice at a later date).

I hereby agree to the conditions contained in the deed governing the sale of lots by the Foundation and agree to abide by your decision concerning compliance with these conditions.

At the present time I wish that this application be considered as tentative as possible until I confirm it to you. At the present time I am investigating the possibility of purchasing the two lots owned by Miss Merrill and wish this application to be in force only provided I do not purchase Miss Merrill's lots.

I will appreciate any early decision which you and the Board of Trustees can make. Inasmuch as I would like to see construction of the cottage begun before I leave Warm Springs about the first of May, I would appreciate approval of this application as promptly as possible.

Sincerely yours,

MRS. J. FRANK LATHAM

C O P Y

GEORGIA WARM SPRINGS FOUNDATION, INC.  
Warm Springs, Georgia

February 25, 1936

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

No. 14

Dear Mr. O'Connor:

At the request of Doctor Mitchell I am forwarding this letter to you as a report on the Brace Shop, together with my recommendations. As a part of this report there is also enclosed a letter from Mr. John Riehle, the present Brace Maker at Warm Springs, which expresses his concurrence with these recommendations. In addition, there is enclosed a summary of the Brace Shop by Mr. Carpenter. Doctor Mitchell has gone over this report carefully and approves all the recommendations.

PRESENT OPERATION OF THE BRACE SHOP  
AND ITS RELATIONSHIP WITH  
THE FOUNDATION.

At present, the shop is being operated as indicated in Mr. Carpenter's summary. Mr. Riehle owns the business, equipment, and inventory, and a small number of accounts receivable which have not arisen in the course of his regular sales. The Foundation supplies him with a small wooden building and a telephone. Mr. Riehle carries his own insurance and does his own accounting, except for carrying the receivables which arise from the sale of braces to resident and former patients at Warm Springs. He has discharged his indebtedness to the Foundation.

The Brace Shop sells all surgical appliances which are ordered by our orthopaedic staff for resident or former patients, at retail prices. These prices are paid regardless of whether the patients are on a full pay, part aid, or full aid basis. The Foundation then regards the cost of charity brace work as it does its other treatment costs and absorbs it under the Patients' Aid procedure.

All braces and appliances which are sold to patients or former patients at Warm Springs must be made according to individual specifications which are written by the Orthopaedic Staff. These sales make up all of the business of the Brace Shop, and in addition, they constitute by far the major portion of the appliances required for our patients. Therefore, it is imperative that the Foundation have sufficient control over the operation of the Brace Shop to guarantee the satisfactory execution of the orthopaedists' specifications, and, in addition to assure them of full cooperation from the shop in all details.

In the attached exhibits, there are presented the following financial data:

- Exhibit I: Sales, March, 1931 - January, 1936
- Exhibit II: Profit and Loss Statement - Year 1935
- Exhibit III: Brace Maker's Present Investment and Capital Obligations.
- Exhibit IV: Investment Required for New Brace Shop Building.
- Exhibit V: Donations of Appliances to Full Aid Patients by Foundation.
- Exhibit VI: Approximate Profits to Foundation After Fair Compensation to the Brace Maker, based on 1935 Operations.

An examination of these figures discloses:

1 - That the Brace Maker's earnings, in 1935, amounted to \$4,484.03 which he agrees exceeded a just compensation. (Mr. Carpenter pointed out in his summary that the Brace Maker's earnings during the early years of his proprietorship were not fully adequate.)

2 - That during 1935 the Foundation's donations of appliances, at retail prices, to Full Aid patients amounted to \$3411.35, of which 38.2%, or \$1303.00, represented a net profit to the Brace Maker.

3 - That the Foundation would have to invest ultimately approximately \$10,150.00 in order to own the Brace Shop completely and to house it in a new building. However, \$5500.00 of this amount representing a new building would not be called for until such time as a new building is constructed. The recommendation presented below in this report calls for an investment at the present time of only approximately \$4650.00 to purchase the tools, equipment, and inventory, and place the Foundation in ownership of the shop and its business.

4 - That, if the Foundation had owned the shop in 1935, after paying the Brace Maker a fair compensation, it would have received a net profit of \$888.03, which is 19.1% on an investment of \$4650.00 or 8.7% on an investment of \$10,150.00.

#### NEED FOR OWNERSHIP BY THE FOUNDATION

From the point of view of the Foundation, as stated above, it is imperative that the orthopaedic staff have control over the execution of its specifications and that it have full cooperation. They have received this cooperation heretofore partly because of their control over the only market available to the shop, and to a large extent because of the cooperative attitude of Mr. Riehle. Their confidence in him and his cooperation have made the existing arrangement workable.

However, under private ownership, there is no guarantee that these conditions will continue. Should it become necessary to find a replacement for Mr. Riehle, control by the Foundation would become of paramount importance. Furthermore, in that event, it would be unlikely that a satisfactory Brace Maker could be found with sufficient capital to take over Mr. Riehle's shop.

Continuity of brace service is essential, and under private ownership, our brace service is subject to all the risks surrounding a private business. If the brace shop became subject to an estate, or was sold to an unsatisfactory brace maker, the interruption to our service would be detrimental to our patients.

In addition, as shown by the profits of 1935, it is essential that the Foundation be in a position to control the prices of braces and the operation of the shop in order to avoid excessive profits. The advantages of control in order to obviate exploitation by a private owner and to assure satisfactory personal contact with patients, are obvious.

Ownership of the Brace Shop will give the degree of control which has been shown as necessary, and in addition, it will have the following advantages to the Foundation:

1 - Net profits in excess of fair compensation to the Brace Maker will accrue to the Foundation. (See Exhibit VII).

2 - Certain experimental work and repair work can be performed for the Foundation at cost, which will result in a definite economy.

3 - Certain investigation and traveling which should be carried on by the Brace Maker in order to bring to Warm Springs the benefit of new developments in other centers, can be assured.

4 - Certain economies are possible by reason of operation of the shop under the Foundation, such as the purchasing of insurance at lower rates under blanket policies, and the saving of a portion of taxes.

5 - Those economies which may result from operating the shop in a new building will accrue to the Foundation, as they should.

The disadvantages to the Foundation from ownership of the shop are that the management of the institution at Warm Springs must supervise one additional activity; that the Brace Maker is no longer compelled to remain at Warm Springs by reason of his investment in the shop; and that the loss of private ownership may deprive the Brace Maker of an incentive. Under ordinary circumstances, little more management would be required on the part of the Foundation than is now necessary, as Mr. Riehle is perfectly capable of managing his shop well. The matter of an incentive need present no problem, as this can be provided in his contract.

From the point of view of the Brace Maker, ownership of the shop by the Foundation is preferable. As a single proprietorship the shop ties up the capital of the Brace Maker in a business over which he has only an implied control. In addition, the amount of capital required is too large for the personal savings of a Brace Maker. This is true in the case of Mr. Riehle. Secondly, the earnings of the Brace Maker vary with the amount of business done for new patients, and he has no control over this. Mr. Riehle himself, as a man with a family owning his own home, is willing to sacrifice the excess of his earnings in favor of a stable income. Thirdly, should the profit of a single proprietorship be regarded as excessive, the Brace Maker feels that a change in management would make him insecure in his position by reason of these disproportionate earnings. These conditions would apply to any brace maker, and they are sufficient to induce Mr. Riehle to accede to ownership of the shop by the Foundation.

It is essential that a new shop be constructed in connection with any new medical building which is built, and it will be necessary that this be built and owned by the Foundation. If the Foundation were to rent the building and either own and lease the equipment to the Brace Maker, or allow him to continue in ownership of his equipment, it would be impossible for the Foundation to exercise the necessary degree of control.

#### RECOMMENDATIONS

With the concurrence of Mr. Carpenter and the agreement of Mr. Riehle, it is, therefore, recommended by the writer:

1 - That the Foundation purchase the tools, equipment, and inventory of the Brace Maker now, and that this purchase be made at cost value less depreciation as determined by the Brace Maker, the Business Manager, and the Auditor for the Foundation. (The Foundation should buy the equipment outright and should not assume any liability of the business).

2 - That Mr. Riehle be employed under a contract; that the employees of the Brace Shop be placed upon the Foundation payroll at remunerations recommended by him and approved by the Business Manager, and be protected by insurance through the regular channels applying to the Foundation's employees; and that the Brace Shop be operated as a department of the Foundation, with the Brace Maker responsible to the Orthopaedic Staff for executing their specifications, and to the Business Manager for the operation and the capital of the shop.

3 - That Mr. Riehle's contract call for a salary of \$275.00 per month payable monthly, and 25% of the net profits as determined by the auditors for the Foundation, payable at the end of the year, but that his minimum compensation total \$3600.00 per year; that this contract cover a period of two years from the time he sells the shop; and that net profits, for the purpose of determining his percentage, be calculated on the basis of all sales, including charity brace work, at retail. The total compensation recommended here appears to be comparable with that received by brace makers elsewhere and is considerably below that paid to the Brace Maker in charge of the shop at the Children's Hospital in Boston.

4 - That the Brace Shop continue to perform the functions which it does now, including that of its own bookkeeping.

5 - That attempts be continued by the Foundation to charge for all braces, including those to full aid patients.

A copy of the form of bill of sale which our local attorney suggests be used to cover the purchase of the tools, equipment, and inventory of the Brace Shop, is attached as Exhibit VII. Also attached as Exhibit VIII is a proposed contract covering employment of Mr. Riehle as Brace Maker, to which he has given his approval in detail.

Respectfully submitted,

(Sgd.) Henry N. Hooper

H. N. Hooper  
Business Manager

C O P Y

GEORGIA WARM SPRINGS FOUNDATION, INC.  
Warm Springs, Georgia

May 11, 1936

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

Dear Mr. O'Connor:

Supplementing my report to you of February 25th regarding the Brace Shop which included a recommendation that the Foundation repurchase the shop and its equipment and that it employ the head Brace Maker at a salary plus share of the profits, I wish to inform you of the following facts:

1 - On this subject a letter was received from Mr. Morgan, of which a copy was sent to you.

2 - A circularization was made of certain of the brace shops in the country and while the returns in number were somewhat meager, they disclosed that a salary of \$100.00 to \$240.00 per month is in line with practices elsewhere, as compensation to the head Brace Maker in charge of the shop.

3 - The writer has gone into the matter of compensation and the contract with Mr. Riehle again with a view toward revising it. The following revision has been agreed upon by Mr. Riehle in the proposed contract which was submitted as a part of the report on the Brace Shop:

(a) - That the Head Brace Maker receive a salary of \$3000.00 per year and that there be no profit-sharing.

Mr. Riehle has reiterated, as I do here, the recommendation that the Foundation repurchase the shop and that it become a department of the institution at Warm Springs. He has agreed to the revised compensation stated above, provided it is the intention of the Board of Trustees and the Foundation to attempt to expand the business of the shop so that its earnings and functions will justify an increase in salary to the Head Brace Maker over a period of years. I told Mr. Riehle that it is my understanding that this is one of the aims of the Trustees and the Foundation, since it is felt by Mr. Riehle, Mr. Morgan and myself that the Brace Shop can be made a source of revenue to the Foundation if its business is accorded more intensive development over a period of years.

May 11, 1936

Mr. Riehle stated that he did not wish to accept over-conservative values upon the equipment of the shop in its repurchase and I have assured him that should it be repurchased, the values will be as fair and as reasonable as they can be determined.

As a part of my report on Financial Operations at Warm Springs, dated April 24th, I recommended that the Board of Trustees authorize the repurchase of the Brace Shop as outlined in the original report of the Brace Shop to you, and that provided a compensation could be worked out with the Brace Maker not to exceed \$3200.00 per year, the Board authorize the contract with Mr. Riehle. Since he has now agreed to the compensation below this figure and to elimination of the profit sharing feature of the contract, I can inform you that the requirements for executing the recommendations are attainable.

Yours very truly,

(Sgd.) H. N. Hooper

H. N. Hooper  
Business Manager.

HNH:JEC



Roosevelt Farm  
Warm Springs, Ga.

Lumber out on Presidents personal property

City of Manchester--	70,500 ft.---	\$16.00 per M-----	\$1,128.00
Ed Hardy-----	3,043 ft.---	" "-----	48.69
Greenville Stockade-	14,421 ft.---	" "-----	230.74
Warm Springs, Foundation --	1,723 ft.---	" "-----	27.57
Cyp Bulloch-----	3,000 ft.---	" "-----	48.00
City of Warm Springs-	3,500 ft.---	" "-----	56.00
State Highway Dept.--	38,513 ft.---	\$25.00 per M-----	962.82
Total-----	134,699 ft.		<u>\$2501.82</u>

Money paid out

For cutting and delivering 134,699 ft. of lumber at \$7.00 per M	\$942.90
Jan. payment on sawmill outfit-----	218.00
Otis Moore-- foreman's salary for Nov., Dec., Jan., and Feb. + march	<del>200.00</del> 375.00
For terracing 100 acres of land-----	128.00
For pine trees and setting them out and clearing land-	125.00
March, second payment on sawmill outfit-----	218.00
40,000 ft. of lumber used on farm-- \$5.00 per M for cutting	200.00
<del>XX</del>	
Cecil Neal land rent-----	48.00
Farm's acct. at S.P. Killians, 4 mos. for tools & etc.	75.00
Acct. at J.P. Corleys, 4 mos. for roofing, nails etc.	76.00
For dray to haul logs -----	50.00
	<u>\$2,455.90</u>

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NO. 15

February 13th, 1936.

Dear Mr. Carmichael:

It is most gratifying to know that you will undertake to bring together and act as chairman of a group to constitute an "Employment & Rehabilitation Advisory Committee" to the Georgia Warm Springs Foundation.

Your enthusiasm and constructive ideas in discussions on this subject have confirmed the thought that you could bring to this program an unusual combination of experience, acquaintance and viewpoint.

It seems a happy thought to enlist the active participation of representative leaders in business and industry who are themselves employers. Here is an opportunity for experience of such a committee in testing for themselves the soundness and practical economics of providing more employment opportunities for those whom Infantile Paralysis has left with a physical handicap. There have already been a few notable pioneers in this field. Their findings, together with those which your committee will accumulate, should provide material of direct interest to business and industry as a whole.

The work done by hospitals, orthopaedic surgeons, professional rehabilitation people, and others, for the victims of Infantile Paralysis, is largely to the end that they may be restored to economic independence and usefulness in reasonable proportion to that enjoyed by their able-bodied fellows. The effectiveness of this work then is finally tested in the attitude of the employers and for that reason the work which your committee will undertake seems to me to be a sound way to constructively supplement the activities of the organizations and agencies already existing.

The size of your committee, its personnel, and method of procedure can well be determined in consultation with the Foundation's personnel as the work progresses, and naturally it will be largely dictated by your own judgment and the results of experience.

May I thank you again on behalf of the Trustees for your willingness to undertake this voluntary assignment?

Very sincerely yours,

(Sgd.) Franklin D. Roosevelt

Otto Carmichael, Esq.,  
175 Kilgore Avenue,  
Muncie, Indiana.

C  
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Y

One Hundred and Seventy Five  
Kilgore Avenue

Muncie, Indiana, February 24, 1936.

Dear Mr. President:

Your invitation to take part in national movement to aid in vocational rehabilitation is accepted as an order. It is received as a command to the plain duty of citizenship.

I will confer with your Warm Springs workers and hope to be able to report very soon substantial progress in carrying out your ideas.

In my hasty preliminary survey the one thing which impressed me the most is the mean advantage many are greedily taking of semi-helplessness.

It is for the common good that useful and dignified work be available for all regardless of their good or bad luck.

I hope I will not disappoint you.

Faithfully,

(Sgd.) Otto Carmichael

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

MEMORANDUM

April 24th, 1936.

To: Mr. Basil O'Connor  
From: Mr. Arthur Carpenter

16

1: Travel

Since the last report to you, I have visited the following cities:-

Baltimore	San Francisco
Washington	Portland
Richmond	Salt Lake City
Charlotte	Des Moines
Birmingham	Iowa City
Shreveport	Chicago
Dallas	Muncie
Los Angeles	Cincinnati

2: After-treatment at Baltimore

A most outstanding piece of work in after-treatment of Infantile Paralysis is going on at Baltimore in the Children's Hospital School under Dr. George Bennett, a member of the executive group of the Foundation's Orthopaedic Advisory Committee.

It would appear from their results that if the paralyzed muscles can be absolutely protected against stretching and fatigue during and after the acute stage of polio that enough regeneration of motor nerve impulses may be expected to eventually restore these muscles to something approximating full usefulness. In the early cases they are getting results that might almost be spoken of as cures. This is accomplished with almost no active treatment in the form of physical therapy, etc. Although they have a fully equipped treatment pool they are using it less and less for

cases in the first months following the attack and the results seem to be in inverse ratio to the amount of active treatment.

I have visited this place several times and it is my judgment that this work is eventually going to have a very great effect on the method employed in the after-treatment of polio.

Assuming that the work at Baltimore in this particular phase of after-treatment through "physiological rest", as they call it, is superior to the work at Warm Springs for cases in the first year following acute attack, I see no cause for distress but rather an opportunity for the Foundation to advance the whole fight against Infantile Paralysis.

It appears to me that our Institution at Warm Springs can never represent the best in all the phases of the complicated after-treatment of polio even if the staff is very quick to study, test and adopt improved procedure in some particulars which may be developed elsewhere. However, the position of the Foundation is such that the profession and the public will readily accept its leadership in advancing the further study and adoption of the most useful procedures coming out of any of the orthopaedic hospitals and clinics making special studies in after-treatment of Infantile Paralysis.

Suppose for example the Foundation should finance a field test by the Baltimore staff in applying their methods of after-treatment to one hundred fresh cases in the area where polio next becomes epidemic. That would give proper credit to organization developing the procedure and at the same time the

position of the Foundation as assisting the nationwide fight against Infantile Paralysis would be clarified in the minds of the profession and the general public. It has been my opinion for some time that the long range money raising potentialities of the Foundation are going to be in proportion to the breadth of vision brought to bear in such matters as this.

You once said that we should be in the business of raising money and giving it away. I think that is perfectly correct and that it can also provide the best channels for financing the operation of an institution at Warm Springs and increasing its true usefulness.

Dr. Bennett wishes to conduct a research study on physiological changes in muscles in polio. He wants to see if laboratory evidence bears out his clinical experience tending to show that the permanent damage is to the muscle tissue itself due to stretching, etc., rather than to nerve tissue. Last year he was about to apply to the research commission for a grant and then he learned that their funds were limited to work in immunization and prevention. He is interested in knowing if there is any chance of the Foundation financing such a research out of 1936 Birthday Ball funds. This would necessitate a substantial sum, possibly \$20,000, as the project would require a year and some highly competent men.

This seems to be involved in the whole subject of:

3: Financing clinical research and special studies in after-treatment of polio.

If this field is to be opened up at all it naturally follows that Dr. Bennett would not be the only applicant. In fact we have on file an application from Dr. C. L. Lowman of Los Angeles

for \$2,000 to cover preparation of special motion pictures of after-treatment of Infantile Paralysis and another \$2,000 for preparation of special survey based on clinical data at his institution.

Dr. Arthur Steindler, Professor of Orthopaedic Surgery at the University of Iowa, Iowa City, has also submitted application for funds to prepare a study based on his records of over 3,100 cases over a twenty year period. This would cost approximately \$8,000 per year.

The hope of these men is that something of distinct worth to the whole orthopaedic profession could come out of such studies and that the general procedures in after-treatment might be favorably influenced.

It seems to me that the Board of Trustees would be embarrassed in trying to decide on individual applications and that the only satisfactory way would be to vote a fixed sum for a definite period and delegate the decision on applications to a special committee or commission of professional men. The question is whether the Foundation wants to support clinical research at points other than Warm Springs out of funds already raised or to be raised for such specific purposes.

4: Folding Wheel Chair.

You will recall that we at one time discussed offering a prize for the development of an improved folding wheel chair. An engineer in Los Angeles has developed a chair which gets around all the fundamental objections to other folding wheel chairs. It really is a fine piece of work and involves a new principle. I examined the chair carefully. Here is a picture of the chair and a brief description.

An award of \$100 or more from the Foundation would provide opportunity to publicize this and show Foundation's desire to further those things of aid to victims of Infantile Paralysis.

5: Automobile Driving Control.

We also considered offering a prize for best control for driving an automobile without benefit of legs. One of our former Warm Springs patients has devised, patented, and sold quite a number of controls which are really a great improvement on anything which has gone before. This is called the Stone Full Power Control. Its application is universal in that it can be operated by any person with good arms and driving sense.

This control has been approved by motor vehicle commissioners of six states. I had a chance to see this control demonstrated in traffic in New York City.

An award of \$100 or more would offer an opportunity to give publicity to control and to Foundation as engaged in broad work.

6: Employment and Rehabilitation Advisory Committee.

The objectives of this committee as agreed upon last fall are:

'To institute an educational campaign among employers showing wisdom of engaging services of crippled people in appropriate occupations.

'To cooperate with those agencies and organizations working in rehabilitation.'

As previously advised, Mr. Otto Carmichael of Muncie, Indiana accepted the chairmanship of this committee.



Several months study of this matter has led Mr. Carmichael and me to the conclusion that the work should be started quietly but intensively in a small area.

Any early widespread publicity would put the committee in the position of being regarded as a placement bureau.

Mr. Carmichael has lined up an able industrialist in Muncie, Cincinnati, and Cleveland to test the plan and assist him. He proposes to engage services of a young man with industrial training to keep contact with these men and through them to spread the plan among employers in Indiana and Ohio and to assemble resulting data. Mr. Carmichael has paid his own traveling expenses for contacts on this work and will continue to do so. Mr. Carmichael estimates the budget for salary, travel expense, telephone, telegraph and clerical help for the balance of the calendar year 1930 at \$3,000. He desires to know if Foundation will appropriate this amount to this work.

7: Research Commission.

Next meeting of medical advisory committee to Research Commission is scheduled for April 29th at Washington, D. C.

A method of producing a temporary immunity to polio by nasal douching has been evolved in laboratories of United States Public Health Service and also by one of the Commission's grantees. This is confidential information pending publication.

Plans are under consideration for field tests of this method in epidemic areas this summer. If this works out conclusively and successfully it will mean that a useful fire extinguisher type of aid has been found for fighting epidemics. It will not mean progress toward permanent or general immunity and so other phases

-7-

of research will continue. The work of the Research Commission has been most gratifying.

8: Orthopaedic Advisory Committee.

The general reaction of members whom I contacted for first time on this recent trip was reasonably favorable. I will give you more details personally.

9: Consultant

I spent a few hours in Cincinnati with Dr. Mitchell. His viewpoint about the Foundation is just as worth-while as ever. I am wondering if you plan to see him before the Trustees meeting. He is so busy now that it may cost you a trip to Cincinnati but it should be worth it.

GEORGIA WARM SPRINGS FOUNDATION, INC.

Warm Springs, Georgia

April 28, 1936

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

My dear Mr. O'Connor:

Four years ago upon invitation of the Board of Trustees I came to Warm Springs from Atlanta to become the Orthopedic Surgeon-in-Chief of the Foundation.

The purpose of the acceptance of this post was to organize and install up-to-date, competent orthopedic supervision and service, and also to train a staff capable of administering this supervision and service.

I feel definitely that this objective has been accomplished. Furthermore, it is imperative that I spend the next several years in building up the financial affairs of my family, which process was interrupted by my giving up my private practice to undertake the task at Warm Springs which I considered so vitally essential.

Although I needs must do this, I feel at the same time so wrapped up in the Foundation's work both at Warm Springs and throughout the country as a whole, that I have the desire to continue to render further service to this great work.

Therefore, at the next meeting of the Board of Trustees I should appreciate your considering the following proposals:

1. That I relinquish all medical administrative duties.
2. That I move my family and myself to Atlanta, there to renew private orthopedic practice.
3. That I be appointed Associate Orthopedic Surgeon of the Foundation to render these services:

SEASON LUMBER SALES - ROOSEVELT FARMS

<u>Ft.</u>	<u>Customer</u>	<u>Per M</u>	<u>Total</u>
38,513	Ga. State Highway Dept., Swainsboro, Georgia	25.00	962.82
11,700	Ed Hardy, Warm Springs, Ga.	10.00	17.00
1,337	Ed Hardy, Warm Springs, Ga.	16.00	21.39
2,006	Warm Springs Foundation	16.00	32.00
1,276	Warm Springs Foundation	10.00	12.76
69,431	City of Manchester Ripping 1484' @ 25¢ M	16.00	1110.89 3.70
1,500	Cyp. Bulloch, Warm Springs, Ga.	16.00	24.00
1,500	" " " " "	12.00	18.00
<u>14,422</u>	Meriwether County	16.00	230.75
<u>131,685</u>			<u>\$2433.32</u>

Average Price 18.48 per M

- a. Spend at least one full day per week or its equivalent, or more whenever necessary, at Warm Springs, to examine and aid those cases prepared for me by the Resident Surgeon, and to render similar work to those patients sent to me at Atlanta by the Resident Surgeon.
  - b. To act solely for the Foundation on all poliomyelitis cases either at Warm Springs, Atlanta, or elsewhere --- in other words, that part of my practice which has to do with poliomyelitis will be undertaken in the Foundation's name as Associate Surgeon.
4. That I be enabled to do the above at the earliest possible date.
  5. That I do this on the basis of a retaining fee to be mutually agreed upon, and which, it will be understood, includes payment for all poliomyelitis practice done by me the fees for which are to be billed by and payable to the Foundation.
  6. That these proposals be adopted for the period of one year at a time.

It is my firm conviction that this plan will in no way interfere with the fine purpose of the Foundation and the exactitude of its orthopedic service to its patients. It will, however, relieve me of administrative work, thus permitting me to devote my time spent at and with the Foundation in my primary function of orthopedics.

Very sincerely yours,

(Signed) MICHAEL HOKE

Michael Hoke, M. D.,  
Surgeon-in-Chief.

WESTERN  
UNION

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NAW74 97 DL = KP ATLANTA GA 21 1032A

KEITH MORGAN -

50 EAST 42 ST -

SINCE OUR TALKS I HAVE HAD TIME TO THINK OVER MANY THINGS I DESIRE TO COMPLETELY SEVER MY CONNECTION WITH G W S F DEC 1ST THE END OF MY ENGAGEMENT WILL YOU PLEASE ASK MR OCONNOR TO DISREGARD THE LETTER I SENT TO HIM AND WILL YOU RESPECTFULLY COMMUNICATE MY INTEREST TO THE TRUSTEES AT THE MEETING MY KINDEST REGARDS TO YOU ALL AND BEST WISHES FOR THE ENTERPRISE I WOULD LIKE THE PRIVILEGE SUGGESTED BY YOU TO OPEN MY OFFICE IN ATLANTA THIS SUMMER BUT DOUBT IF I CAN GET TO IT BEFORE SEPTEMBER \*

MICHAEL HOKE

**THE GEORGIA WARM SPRINGS  
FOUNDATION**

**50 EAST 42 STREET ' NEW YORK**



FRANKLIN D. ROOSEVELT, PRESIDENT

KEITH MORGAN, VICE PRESIDENT

BASIL O'CONNOR, TREASURER

May 21st, 1936.

*PSF  
Warm Springs*

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

Dear Mr. President:

Everything is in good shape for the meeting Tuesday and we are looking forward to thrashing everything out with you in advance on Monday night.

Thought you would be interested in knowing that Detroit, under the chairmanship of Abner Larned, came through with a total of \$23,292.46, as against \$34,931.42 last year. Their expenses were almost \$1,000.00 less this year and considering that the donations from the automobile companies fell off a little over \$12,000.00 this year, I think that Abner Larned and Lynn Pierson deserve very big bouquets and a medal carrying a special inscription.

They are a great pair of champion performers and I don't know what we would do without them.

With my best,

KM:F

PSF  
Warm Springs  
Read Basil's letter  
to Forbes in  
a paper

GEORGIA WARM SPRINGS FOUNDATION, INC.  
120 BROADWAY  
NEW YORK

PRESIDENT  
HON. FRANKLIN D. ROOSEVELT  
TREASURER  
BASIL O'CONNOR

file  
Warm Springs

May 25, 1936.

To the Board of Trustees of  
GEORGIA WARM SPRINGS FOUNDATION, INC.

Gentlemen:

I enclose herewith a copy of a very interest-  
ing letter to me from Mr. H. N. Hooper, under date of  
May 23, 1936, showing the coordinative accomplishments  
which were made in Warm Springs during 1934, 1935 and  
the first part of 1936. I sincerely hope that you will  
have an opportunity to read this letter.

Very truly yours,



Chairman of the Executive Committee.

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C O P Y

GEORGIA WARM SPRINGS FOUNDATION, INC.  
Warm Springs, Georgia

May 23, 1936.

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

Dear Mr. O'Connor:

I am presenting to you information and comments concerning certain coordinative accomplishments which have been made in Warm Springs during 1934, 1935 and the first part of 1936, in order that the Board may be informed.

This consists of:

1. Visits by doctors, physical therapists, corsetieres and nurses, to Warm Springs.
2. Visits by members of the staff of Warm Springs to the offices, institutions and others, and to conventions of others who are doing the same work.

1. VISITS TO WARM SPRINGS.

The attached list of those who have visited Warm Springs shows, in so far as possible, the duration of their stays and the contributions of the Foundation toward their maintenance. In addition, in a few cases, the Foundation has contributed toward their travelling expenses, notable among these is a visit now being made by Mrs. Rhoda Roberts, of San Diego, California.

A list of the orthopaedic surgeons who were particularly interested in our work here follows, with indications of those who are members of our Orthopaedic Advisory Committee:

Dr. D. P. Blount, Milwaukee, Wisconsin, Committee  
Dr. Francis S. Chambers, Philadelphia, Pennsylvania, Committee  
Dr. C. H. Crego, St. Louis, Missouri, Committee  
Dr. F. L. Fort, Jacksonville, Florida, Committee  
Dr. John I. Hall, Macon, Georgia, Committee  
Dr. Chas. G. Henry, Augusta, Georgia  
Dr. Robert Perlman, Brooklyn, New York  
Dr. John R. Moore, Philadelphia, Pennsylvania, Committee  
Dr. C. L. Lowman, Los Angeles, California, Committee  
Dr. Thomas Wheelon, Richmond, Virginia, Committee  
Dr. J. Warren White, Greenville, South Carolina, Committee.

In comment, it may be said that Dr. Chambers, who spent six days at the Foundation, was intensely interested in all phases of our work, including physical therapy, operating methods, craft work and appliances.

Geologists  
Executive  
Mr. B. B. B.

Dr. Crego has been here twice in recent months, and, as an old friend of Dr. Hoke's, is intensely interested in his surgical work. In addition, he is interested in the work which is being done under Dr. Hoke's direction with corsets and jackets and the attempt to control and even, in some cases, to straighten spinal curvatures. This work is regarded as a new contribution to spinal orthopaedic work.

Through the good offices of Mr. Pope, Miss Zelinski, whose name appears on the attached list, as a visitor, and who originally came to Warm Springs to receive a jacket herself, has returned here and has just completed a study of the application of such jackets and the technique of our corsetiere, in order that she may learn to make them herself for use on patients elsewhere. In view of Dr. Crego's interest and at Dr. Hoke's suggestion, it has been arranged that Miss Zelinski will return to St. Louis to make these jackets under Dr. Crego's supervision. Although this arrangement was worked out informally, it may be regarded as an accomplishment.

Doctors Kennedy and Perlman came to Warm Springs at the same time in order to study the work going on here intensively. Dr. Perlman came at the instance of Dr. Freiberg. He expressed his satisfaction with the training he received here in a letter to Dr. Hoke and stated that, in his opinion, Warm Springs could become a valuable training post for young orthopaedists in polio work. Both he and Dr. Kennedy expressed themselves as gratified by their visits here.

Doctors Sherrill and Vance, of Birmingham, Alabama, visited the Foundation with particular interest in our pool and physical therapy. They have used the information they gained in connection with a new pool in an institution in Birmingham. In addition, one of our girls has been engaged to become head physical therapist at this pool.

Dr. Zellner, who has recently established a hydrotherapy institution at Johannesbad, Czeckoslovakia, visited the Foundation with his physical therapist, Mrs. Mueller, at the same time as Dr. Baudisch. His lectures here gave us some valuable information on the application of ultra-violet treatments and the construction of pool tables and on water temperatures. Both he and Mrs. Mueller studied our methods of physical therapy thoroughly.

In addition to these orthopaedists, several physical therapists listed have studied our methods and expressed their satisfaction with what they have learned. Miss Eleanor Petit from Ontario, Canada, who visited here at the instance of Mr. Leighton McCarthy, was much interested in the work. Miss Mary Dechant, who is the physical therapist employed by Dr. Chambers, also made an intensive study. Miss Elson, who came at the instance of Mr. Pope, did likewise, and, in addition, was a member of our staff for a time. Misses Ruth and Blanche Aust, Physical Therapists of Doctors Lowman and Abbot, respectively, of California, made a short visit here to study our methods, which differ in several respects from those used in their own institutions. Miss Fifield and Miss Blumenthal, who are physical therapists at the Crippled Children's School of Cincinnati, with which Dr. Freiberg is also associated, spent approximately ten days here in intensive study. Negotiations have been initiated to add Miss Blumenthal to the staff at Warm Springs in a relief capacity for a period during this summer.

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Dr. Hoke's  
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benefit of

Miss O'Connor

Miss O'Connor

Mrs. Rhoda Roberts, of the San Diego Crippled Children's Hospital, at our invitation, is now visiting us. The Foundation is paying her transportation expenses in addition to providing her maintenance here, since her own small, but active, institution is unable to afford this expense. She is most enthusiastic over our methods and states that henceforth she will insist upon adding only girls trained at Warm Springs to her physical therapy staff. Enthusiastic newspaper notices appeared when her visit here was announced in San Diego, and she has been asked to address a number of organizations and institutions upon her return. Miss Plastridge has asked her to assist our staff temporarily and will accompany her to the convention of the American Physiotherapist Association next month.

II. VISITS BY MEMBERS OF THE WARM SPRINGS STAFF.

Last summer Miss Holton attended the convention of the A.P.A. in Atlantic City. In the fall Miss Plastridge and Dr. Irwin spent several weeks at the hospital of Dr. Lowman in Los Angeles, and returned with some interesting data and helpful information. Dr. Irwin also visited Dr. Crego in St. Louis on this trip. In addition, Miss Nelson recently attended the convention of the International Crippled Children's Society in St. Louis. Her report upon her return gave helpful information on treatment methods, but also has provided us with other data upon institutions able to care for polio victims at home and upon organizations interested in their re-employment, which should be of particular usefulness to us.

In addition, one of our girls has returned to Buffalo to accept her former position of physio in an institution there. Another girl will visit Boston this summer, where she will give a water demonstration of our physical therapy methods and a demonstration of our orthopaedic appliances at a reunion of the physio graduated of Harvard. A third girl is to give a paper upon "Some Aspects of the After Care of Crippled Children" before a group of National Education Association members which is particularly interested in work with crippled children, at this association's convention.

Miss Plastridge and one of the girls plan to attend the convention of the A.P.A. in Los Angeles, where she will give a demonstration of our orthopaedic appliances. Miss Plastridge and the writer have attempted to schedule these convention trips so that our physical therapists can attend them in conjunction with their vacations this summer.

In addition to these activities, there is under discussion at Warm Springs the details whereby a course may be established for post graduate training of physical therapists of qualified background. While it was hoped this could be presented to the Board at the coming meeting it has been impossible to complete the organization of this course satisfactorily for an early session, owing to the considerable problem of providing relief for our physical therapists' staff this summer. However, it is believed we can satisfactorily institute two courses of three months each, to be attended by four physical therapists, each. It is also believed that it will be possible to charge some \$150.00, which will cover the cost of the maintenance of these students and contribute something towards their

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tuition. The course will be somewhat akin to the residencies occupied by graduate doctors in hospitals and may permit us to utilize a somewhat smaller staff of full time physical therapists. It is hoped that such a course would not only give practical training to the graduates and practicing physical therapists in polio work, but would also keep us in touch with the type of training in the various physical therapist schools and might even operate, through our insistence upon certain standard of admission and toward raising the standards of these schools. The Board will be informed of the developments of this proposed course.

It may be added that of those who have visited Warm Springs, many have indicated the desirability of increasing the educational activities here and of making them available to a larger number of those professionally engaged in polio after treatment.

Respectfully submitted,

H. N. Hooper

H. N. Hooper  
Business Manager

*PSF  
Warm Springs*

GEORGIA WARM SPRINGS FOUNDATION, INC.

120 BROADWAY

NEW YORK

PRESIDENT  
HON. FRANKLIN D. ROOSEVELT  
TREASURER  
BASIL O'CONNOR

*file  
Warm Springs*

June 3rd, 1936.

To the Board of Trustees of

GEORGIA WARM SPRINGS FOUNDATION, INC.

Gentlemen:

The by-laws of the Foundation now provide for fifteen Trustees. We actually have eleven Trustees. A Committee consisting of Mr. Jeremiah Milbank, Chairman, Mr. Keith Morgan and myself was appointed to recommend new Trustees. Obviously, this is a matter that should be given very serious consideration.

With the permission of Messrs. Milbank and Morgan I am writing to you to ask that you inform me as to such individuals as you think would be worthy of consideration as additional Trustees, indicating to some extent at least your reason for so thinking.

The Committee really desires your assistance in this matter and will therefore appreciate your giving it careful consideration.

Very truly yours,

*Basil O'Connor*

Chairman of the Executive Committee.

PSF  
Warm Springs

C O P Y

FOR

GEORGIA WARM SPRINGS FOUNDATION, INC.  
120 Broadway,  
New York, N. Y.

file  
Morgan

(1)

June 8th, 1936.

Dr. Michael Hoke,  
Georgia Warm Springs Foundation, Inc.,  
Warm Springs, Ga.

Dear Dr. Hoke:

At the meeting of the Board of Trustees of Georgia Warm Springs Foundation, Inc., which was held on May 26, 1936, your letter to me under date of April 28th and your telegram to Keith Morgan under date of May 21st were presented and read to the Trustees. Pursuant to the suggestion contained in your telegram to Keith Morgan your letter of April 28th to me was disregarded.

After discussing the matter fully, the Trustees voted to acquiesce in your request and to accept your resignation, effective as of December 1, 1936.

The Trustees appointed President Roosevelt, Mr. Morgan and myself a committee to discuss and work out with you arrangements which would make it possible, as you suggest, for you to return to Atlanta on September 1st. I think it would probably be better if this entire matter was worked out satisfactorily here in New York where Mr. Morgan and myself are. The President, as you know, will be away this week and the week of the 22nd will be taken, to a large extent at least, by the Democratic Convention in Philadelphia. If, therefore, it would be possible for you to come here on the 16th, 17th or 18th of this month and go over this situation with Mr. Morgan and myself, I think we could more quickly accomplish results. If this suggestion meets with your approval, please be good enough to let me know on which of those days you will be here so that I can make my plans accordingly.

I need not say to you that the Trustees were very glad to express their sincere gratitude for all that you have done for the Foundation. Upon his return you will hear from the President in this respect.

Sincerely yours,

(Basil O'Connor)

Chairman of the Executive Committee.

SEASON LUMBER SALES - WARM SPRINGS FOUNDATION TIMBER

<u>Ft.</u>	<u>Customer</u>	<u>Per M.</u>	<u>Total</u>
4,107	R. A. Harris, Manchester, Ga.	25.00	102.68
17,656	Meriwether County	16.00	142.11
3,272	A. C. Newman, Warm Springs, Ga.	16.00	52.35
11,719	City of Warm Springs, Ga. Hauling and Ripping	16.00	187.50 15.46
56,063	Warm Springs Negro School	16.00	897.00
453	Alva Wilson, Warm Springs, Ga.	12.00	5.44
616	O. H. Alexander, Warm Springs, Ga.	25.00	15.40
390	O. H. Alexander, " " "	16.00	6.24
640	Batson-Cook Co., West Point, Ga.	30.00	19.20
1,218	W. G. Harry, Warm Springs, Ga.	25.00	29.45
2,426	City of Manchester,	16.00	38.81
608	Bob Parham, Greenville, Ga.	16.00	9.72
186	R. L. Perdue, Warm Springs, Ga.	25.00	4.65
<u>18,962</u>	Warm Springs Foundation	10.00	<u>189.62</u>
<u>118,316</u> Ft.	Average \$14.50 per M		<u>\$1715.63</u>

1936

PSF  
Warm Springs

Roosevelt Farm, Warm Springs, Ga.

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Payroll & Expense a/c for May

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Four Negro wages hands-----	\$ 100.00
Otis Moore's salary-----	75.00
Sam Killian for farm supplies-----	25.00
Total-----	<hr/> \$ 200.00

Otis Moore



June 9, 1936.

Dear Mr. Moore:

I am enclosing a check for the amount of \$200.00 which covers payroll and expense account for May--1936.

Very truly yours,

M.A. LE HAND

Otis Moore, Esq.,  
Roosevâat Farm,  
Warm Springs,  
Georgia.

PSF: Warm Springs

Len-H-Drawers 2-36

June 18, 1936.

Dear Henry:-

Thank you for your letter of June  
fifteenth. I am returning the notes with my  
signature to the cancellations. I am glad the  
Hardys have got on so well.

Always sincerely,

Henry N. Hooper, Esq., Administrator,  
Georgia Warm Springs Foundation, Inc.,  
Warm Springs,  
Georgia.

(Enclosures)

*PSF: Warm Springs*  
A Centre for the After-Treatment of Poliomyelitis (Infantile Paralysis)

GEORGIA WARM SPRINGS FOUNDATION, INC.

WARM SPRINGS, GEORGIA

June 15, 1936

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

Dear Mr. President:

You may recall the loan which you made several years ago to Dixie Hardy, the father of Ralph Hardy at the filling station, to purchase the property on which the barbecue stand halfway between the Foundation and Warm Springs, is located. Mr. Hardy and Ed have now paid this note in full with interest, and the two instruments, it seems, should be marked as paid and cancelled, and returned to them.

Colonel G. C. Thompson, one of our local attorneys, has gone over the entire matter and tells me that all that is required is your signature to the two rubber stamp cancellations. Witnesses are not necessary. The deed and agreement can then be turned over to the Hardys and they will have them cancelled from the record.

The note has already been returned to them.

With best wishes, I am

Sincerely yours,

*H. N. Hooper*  
H. N. Hooper  
Administrator.

HNH:JEC  
Encls.

PSF: Warm Springs file

HENRY POPE  
538 South Wells Street  
Chicago

June 24, 1936.

Mr. Basil O'Connor,  
C/o Georgia Warm Springs Foundation,  
New York, N. Y.

Dear Mr. O'Connor:

I have just received a wire from Dr. Crego who has spent a week at the Children's Hospital School, Baltimore, Md., and the length of his stay clearly indicates the deep interest he felt in the work being done there. He wired me as follows:

"Trip here has been a revelation. Anxious to start method at Shriners."

I have just requested Dr. Childs of the Hospital for Crippled Children, Port Jefferson, L. I., New York, to visit the Children's Hospital School in Baltimore. They have five hundred or more disabled children, mostly from Brooklyn, Long Island and Manhattan, and for years he has been in charge of the orthopedic work, and his judgment will be of value. I await with interest the result of his impressions of this proposed trip.

With kind personal regards, I remain

Yours very truly,

(Sgd.) Henry Pope

PSF: Warm Springs

## THE COMMITTEE AGAINST INFANTILE PARALYSIS

Sponsored by

THE GEORGIA WARM SPRINGS FOUNDATION, Inc.

30 E. 42nd Street · Phone Murray Hill 2-2657

NEW YORK CITY

ARTHUR CARPENTER,  
Executive Director

June 27th, 1936.

*file*  
*Warmer 2-31*

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

Dear Mr. President:

It was in the summer of 1928 that you invited me to take an active part in the affairs of the Georgia Warm Springs Foundation, Inc., which you had brought into existence the previous year. For nearly eight years then I have enjoyed the privilege of an association in a most interesting work which owes its initiation and inspiration to you.

Although our original conception was, I believe, that the assignment was probably for two or three years, eight years have slipped away as we have kept hammering towards new and larger objectives. Now, however, it appears logical to Mr. O'Connor and to me that I should be released from the work of the Foundation and plans to that end are being made accordingly, subject of course to your approval.

It has been a most thrilling experience to see the institution at Warm Springs develop into a well directed and adequately equipped place for the after-treatment of Infantile Paralysis, and to see the Foundation become the symbolism and instrumentality of a coordinated fight against Infantile Paralysis throughout the country. Through it all I have come to owe an increasing debt of gratitude to you personally for the example of rising above a physical handicap, for the confidence which you have reposed in me, for your tolerance of mistakes and praise of accomplishments, and for helpful guidance in many directions. It has meant much to have so many evidences of your continuing friendship in spite of the demands on your time which have increased progressively since you returned to public life shortly after the beginning of this association.

My interest in the fight against Infantile Paralysis, and consequently in the work of the Foundation, is virtually a life membership and it follows that I shall stand ready to render any possible service.

With every good wish for your continued health and happiness,  
I am,

Most sincerely,

*Arthur Carpenter*

AEC:F

PSF: Warm Springs  
36.

file

50 East 42nd Street,  
New York, N. Y.,  
June 27th, 1936.

See - Drawer -

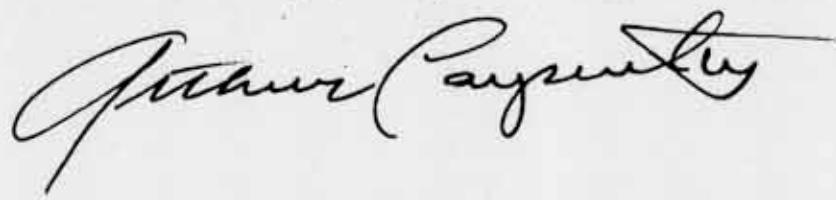
The President,  
The White House,  
Washington, D.C.

Dear Mr. President:

It is my understanding that you think the proper procedure in connection with the public pool at Warm Springs is to grant water rights for a nominal sum to an outside organization which will operate a recreational swimming pool across the highway and A.B.&C. Railway from the Foundation property, thus making it possible for the public to continue the long-established custom of swimming at Warm Springs and still get the Foundation out of the recreational business as such.

May I ask if I am correct in this understanding and if you would look with favor upon my negotiating a contract with the Trustees of the Foundation for such water rights and bringing into existence a company which would operate such a recreational pool off the Foundation grounds, starting in the Spring of 1937?

Sincerely yours,



AEC:F

1936

PS F  
Warm  
Springs

Dear Mr. Moore:

Enclosed is a check for \$200.00 which covers payroll and expense account for June 1936.

Very truly yours,

M. A. LE HAND

Otis Moore, Esq.,  
Roosevelt Farms,  
Warm Springs,  
Georgia.

ROOSEVELT FARMS WARM SPRINGS, GA.

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Payrole and Expenses a/c for June 1936.

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Otis Moore Foman salary -----	\$75.00
Four negro wages hands -----	100.00
S. P. Killan for farm supplies-----	25.00
	<u>200.00</u>

OTIS MOORE

*Otis Moore*



*PSF; Warm Springs*  
GEORGIA WARM SPRINGS FOUNDATION, INC.

120 BROADWAY

NEW YORK

PRESIDENT  
HON. FRANKLIN D. ROOSEVELT  
TREASURER  
BASIL O'CONNOR

*file  
Warm Springs*

July 3, 1936.

To the Trustees of the

GEORGIA WARM SPRINGS FOUNDATION, INC.

Gentlemen:

Attached hereto is a list of the committees elected and appointed at the meeting of the Trustees held on May 26, 1936.

Very truly yours,

*Basil O'Connor*

Chairman of the Executive  
Committee.